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VOLUME SEVEN • ISSUE FIVE

Trade Journal for the Hotel, Restaurant and Catering Industry

SEPTEMBER-OCTOBER 2017 • ₹100 India Edition

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Editor in Chief: **Amitabh Taneja**  
Editorial Director: **R S Roy**  
Publisher: **S P Taneja**  
Chief Operating Officer: **Bhaves H Pitroda**

## Editorial

Editor in charge: **Sanjay Kumar**  
Correspondent: **Nibedita Roy**

Conference Content: **Nakul Jain, Mohua Roy**

Contributing Editors: **Zainab S Kazi, Namita Bhagat**

## Creatives

Art Director: **Pawan Kumar Verma**  
Dy. Art Director: **Deepak Verma**  
Sr. Layout Designer: **Naresh Kumar**

## Production

Sr. General Manager: **Manish Kadam**  
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## Support

Sr. General Manager - Administration: **Rajeev Mehandru**

## Subscription

Asst. Manager-Subscriptions: **Kiran Rawat**

## ADVERTISING

### Business Head

**Rakesh Gambhir**, Convenor, India Food Forum  
E: rakeshgambhir@imagesgroup.in | M: +91 9910001375

### Lokesh Arora, Vice President

E: lokesharora@imagesgroup.in | M: +91 9999033612

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## CONSUMER CONNECT

### Anil Nagar, Vice President

E: anilnagar@imagesgroup.in | M: +91 9811333099

### Membership Team: Priti Kapil

**Sarika Gautam**      **Priyanka Sagar**

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**Registered Office:** S-21, Okhla Industrial Area, Phase II, New Delhi 110020, India  
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The food-tech industry has come a long way from the traditional set-up to the current new-age tech set-up. Today, technology is making an impact on all aspects of the foodservice industry – from sourcing to reservations to on-demand delivery. It has led to the emergence of new business models such as restaurant aggregators, cloud-based kitchens that support home cooks and online food delivery. In recent years, several new food tech start-ups have emerged that have helped organise the unorganised food retail industry by enhancing access to small restaurants and home chefs.

Online sales form a small fraction of the total foodservice sales pie. However, its prominence is increasing at a rapid pace. It is estimated that online foodservice sales has witnessed a 2x increment in the past couple of years. Big Data analytics and cloud computing assist restaurant owners to derive value out of data, improve the management and customer experience, facilitate inventory management, customer management, order management, among others.

Restaurants and cafés have started using digital devices such as digital kiosks and tablets for displaying menu items, place order and provide feedback, which are helping enhance customer experience and operational efficiency. In turn, consumers have also started to rely on technology to compare restaurant ratings, menu items and user reviews for making decisions about their eating preferences.

Going ahead, it is expected that new niche start-ups will continue to emerge, picking up specific gaps in the entire food-tech ecosystem and building their business around it. But it's not that there are no challenges to be addressed. The market in general is still quite fragmented and there are many other issues. However, no matter what the challenges are, a new breed of crazy and determined entrepreneurs will continue to create viable and sustainable business out of it.



**Amitabh Taneja**

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Phone: + 49 69 759501; fax: + 49 69 75951510 | Editor-in-Chief: Gretel Weiss (gretel.weiss@dfv.de)  
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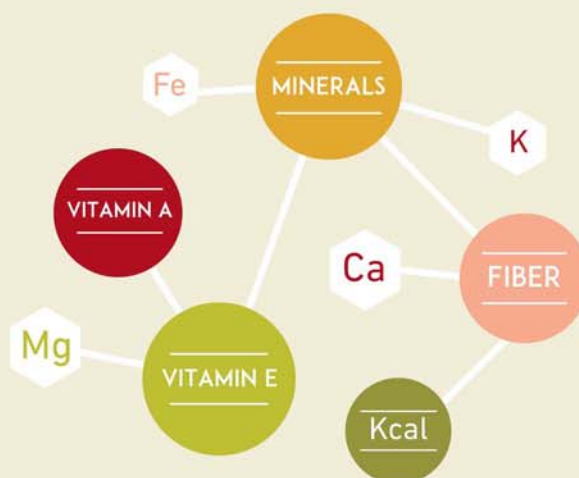
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## NUKKADWALA BAGS AWARD FOR BEST QSR IN NORTH INDIA

Vatika Group's QSR chain Nukkadwala was adjudged the best QSR in north India by Indian Restaurant Awards 2017. The award, which was presented during a two-day event (28th-29th August) held at JW Marriott hotel New Delhi, has been given in recognition of Nukkadwala's success in offering authentic and hand-picked street foods from all the states in the country and for presenting the myriad culinary tastes of India in QSR format. Street food is always a major attraction when it comes to snacks



and spicy dishes and Nukkadwala has successfully leveraged the unique concept of street foods themed QSR by bringing the desi taste of India together under one roof. It recently launched Bihar's special cuisine 'litti chokha' as the new entry of the season. The QSR also holds a place in the *Limca Book of Records* for making the world's longest vada pav.

Says Gaurav Bhalla, Managing Director of Vatika Group, "Achieving this award fills our hearts with pride. I take this opportunity to thank all those who have been part of our journey all through. It's with their love and support that we are successfully running 10 stores across Delhi-NCR and now also aim to launch our services in London, New York and Dubai." Nukkadwala is successfully running seven outlets in Gurgaon, two in Delhi and one in Faridabad. It is soon planning to open 25 more outlets in Delhi, Noida, Greater Noida, and Bangalore by the end of 2018 with an investment of close to Rs. 100 crore.

In a short span of time, Nukkadwala has been able to establish itself as the best hangout place for students and youngsters because of its affordable range and friendly ambience. The outlets conjure up and revive memories from one's childhood. Guests are offered Phantom cigarettes, sugar candies and comic books to read as they nosh and chat, a formula that has been a runaway hit with the young crowd.

## FOOD SERVICE INDIA LAUNCHES SWEET GOODS CATEGORY D'AMOUR

These pre-mixes are made to delight those with a sweet tooth and they ensure a lingering aftertaste of desserts' sweetness in the mouth. D'amour has come out with a raft of pre-mixes, which offer innovative solutions for the

HoReCa sector to create a wide range of delectable desserts for customers. The offerings include chocolate sponge premix, chocolate sponge egg-free premix, red velvet cake egg-free premix, vanilla sponge premix, vanilla sponge

egg-free premix, vanilla lite sponge egg-free premix, prime time chocolate cake premix, prime time chocolate cake egg-free premix, prime time vanilla cake premix, prime time vanilla cake egg-free premix, choco lava premix, espresso lava premix, payasam lava premix and red velvet lava premix.

D'amour pre-mixes are made with the finest ingredients and they ensure ease of preparation and perfect texture and taste. Desserts are served as the last course but those made with D'amour pre-mixes will make you forget the dishes that came before.



## NEW SABZI MASALA FROM MDH

MDH spices and blends are popular not only in India but also around the world. MDH products are exported to more than 100 countries today, including the United States of America, Canada, United Kingdom, Europe, South East Asia, Japan, U.A.E. and Saudi Arabia. The company has its own offices in London (UK) and a state-of-the-art manufacturing unit at Sharjah (U.A.E.).

Now, the 98-year-old brand MDH has launched a new sabzi masala (multi-purpose masala), which can be used for preparing all kinds of vegetables and with a superior taste.

MDH sabzi masala is priced at Rs. 50 and is available in a 100 gm pack at all leading stores.



## KITCHEN MACHINE FOR BAKING

France-based consortium Groupe SEB, which is the world leader in small domestic equipment, has recently launched Tefal Masterchef Gourmet kitchen machine, which is ideal for those wanting to experiment with and bake layered cakes, pastries and many other gourmet delicacies. Priced at INR 37,599, the kitchen machine serves the purpose of whisking, beating, kneading, shredding, slicing, grating, blending, mincing and juicing effectively. It is best suited for everyday baking of sophisticated and gourmet recipes.





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# Catching up over

# 'Any Time' beer

With an increasing willingness to savour innovations along with the changing palate preferences of millennials, craft beer is turning out to be the new love of beer enthusiasts.

by Anuj Kushwah



Anuj Kushwah

**W**hen I returned to India after my successful stint in London, I called up my friends to ask where we could catch up for a reunion. I was thinking of some restaurant where we could savour delicious Indian food or a subtle meeting lounge to slurp some hot coffee and talk for hours. Much to my surprise, my friends chose a beer café to meet where we gulped copious amounts of beer and shared some unforgettable moments.

This trend of meeting and greeting over beer is escalating rapidly in India. Now, drinking beer is the new way of opening a conversation because you open a bottle or two and then starts the never-ending talks, fun, and nostalgic experiences. Craft beer is swiftly catching up with the taste of millennials who want to seek taste and have freshly brewed beers. This trend is not only bringing changes to the whole concept of consuming drinks but also creating new business avenues for entrepreneurs in the fast emerging alco-beverage industry.

In the past couple of years, there has been a big surge in the number of consumers who prefer beer and wine to spirits. Growth is seen majorly among young drinkers who go for drinks that are affordable, low on ABV (alcohol by volume) and not so harsh on the palate. Beer & wine suit their requirement perfectly as they want to enjoy the taste and talk rather than have a kick after drinking a high intensity alcoholic drink. Following this trend, a number of microbreweries have been set up in major Indian cities to offer Indian beer lovers with varied and premium quality craft beer.

Craft beer has garnered its own fan following due to its unique style

and taste. It is swiftly catching up with the taste of millennials who want to seek taste and have freshly brewed beer. Consumers now know their tastes, have their preferences, and choose what they want to drink rather than what is available at the bar. Going with this demand, club and bar owners try to keep drinks with varied tastes and flavours to satisfy this new need. Craft beer has slowly created a niche as 'any time' beer because of its perfect and balanced blend of zesty sweet citrus flavours and aroma alongside the spiciness that comes from the yeast.

In India, beer lovers are ready to experiment with the taste and flavours and are accepting the new wave of change in the beer industry. Craft beer is a niche segment in the country and is growing from just a handful of markets around the metro locations of the country. For the new adventurous beer loving community, we launched Witlinger, India's first craft beer inspired by the "Adventure of flavors". It offers an opportunity to beer lovers to explore and experience something unique and new. By introducing Witlinger Wheat Ale, India's first and unique category of wheat beer, the brand brings a legacy of 130-year of traditional brewing heritage, knowledge, and expertise from United Kingdom to India. With a significant growth in beer consumption by Indian consumers, the brand has garnered its own fan following due to its unique style and taste. The beer is already a big hit in major bars, restaurants, clubs, 5 star hotels and cafés including Beer café, Warehouse, Townhouse, Open House and Lord of Drinks, among others.

Witlinger craft beer is zesty, golden wheat beer that starts crisp and tangy and ends with a unique quirky finish of craft beer. It offers consumers distinct flavours in every sip. The category is growing on the back of the new-found







taste in the original ale and wheat combination. With perfect ingredients and expert mixology, beer cafés are experimenting with traditional drinks.

Experimental beer is the new trend in beer cafés and bars where it is made using preparation methods used in craft brewing with the aim of devising unique or flavourful new styles. Some experimental beers may use unique ingredients that are not traditionally used in beer production. White Ale beer is rapidly catching up with beer lovers for its lingering taste of orange zest and spices. It is cloudy and partially filtered and has fruity flavours, making it easy to drink beer any time of the day. The crisp beer is brewed with a mix of wheat and malt and by using traditional ale yeast.

The premium beer industry in India is set to grow by 30 per cent year on year and craft beer will share the biggest chunk of this growth. The biggest hurdle in the growth of F&B business



aspirations of beer lovers who are mostly people who have traveled abroad, are exposed to craft beer and have explored varieties and are willing to try out something original every time. Consumers who are ready to experiment with different style of beers find craft beer apt to satisfy their taste buds. Beer lovers know their tastes and they understand the value of honest and real taste of craft beer. This is encouraging beer players to enter a new and innovative phase wherein they plan to take beer lovers onto a flavoursome adventure and give them an opportunity to explore and experience something authentic and fresh.

The bar scene too is witnessing impressive strides in innovative concepts. With fresh craft beer, beer cafés are now delighting their guests with new flavours, which were unexplored by Indian beer lovers. A craft beer is made in a traditional or non-mechanised way by a small brewery using the finest ingredients. It brings a collection of experiences from around the world. Now, many brands are offering consumers with a tangy and fruity beer

is government intervention and control, which is imposed through tough licensing. A bar and restaurant owner has to run from pillar-to-post to obtain these licences. This is quite time consuming and puts extra pressure on the business. There is immense talent within the industry but due to licensing roadblocks, we have noticed only a few players entering the market.

India's per capita beer consumption is close to 1.4 litres annually, which is very low when compared to world's average of 65 litres annually. There is no doubt that India will be one of biggest beer markets in the coming years. The country has the largest young population in the world and the market offers many opportunities for new business avenues in the F&B industry. The demand for healthy and 'any time' drinks is spreading in the Indian market as consumers are switching to drinks like craft beer for its unique taste and healthy ingredients. This trend opens the gates for new opportunities for new-age entrepreneurs looking to grab a pie of the fast growing F&B industry in India. ●●

**Craft beer has slowly created a niche for 'any time' beer because of its perfect and balanced blend of zesty sweet citrus flavours and aroma alongside the spiciness that comes from the yeast.**



## THE NETHERLANDS

**F**rites Atelier Amsterdam, The Hague. For the recipe development of its chips and fresh sauces, Frites Atelier Amsterdam attracted none other than top chef Sergio Herman, who was awarded 3 Michelin stars for his cuisine at his former restaurant Oud Sluis and is among the 50 best chefs in the world. Meanwhile, Herman is co-owner and participates in the young company. The first Frites Atelier Amsterdam opened not in the capital, but in The Hague, with Utrecht, Arnhem and flagship store Amsterdam following later this year. Frites Atelier has international aspirations, hence 'Amsterdam' in the brand name. They want to export a delicious piece of the Netherlands abroad, with shrimp croquettes possibly being added to the menu in the near future.

The interior of every Frites Atelier is designed by famous Dutch designer Piet Boon who gives the locations the atmosphere of an old-fashioned French-Amsterdam brasserie.

*Frites Atelier Amsterdam, Venestraat 7, The Hague, no seating, open from 11 am-8 pm, price portion of gourmet chips (250 gr) from €2.50 to €6, depending on topping.*

[www.fritesatelieramsterdam.com](http://www.fritesatelieramsterdam.com)

**I**nstock, Amsterdam and The Hague. Situated in the hip Amsterdam Czaar Peterstraat, housed in an atmospheric building is Instock restaurant where fresh food is prepared daily using food waste, which the food-rescue team collects by electric car from several Albert Heijn supermarkets. Up till now they rescued almost 200,000 kg good food. The menu changes daily because the chefs cook with the 'harvest of the day'. Choices range from breakfast cereals with fruit, toasted ham and cheese sandwiches, hearty pies, Spanish omelettes, soups, noodle dishes and desserts, including their famous bread & butter pudding. Pickles and fermented vegetables are the chef's speciality, his tasty and healthy way of prolonging the shelf life of his produce. Instock has a green food truck for festivals and an Instock shop in De Pijp, Amsterdam. This summer, the second Instock restaurant opened its doors in The Hague. By end of the year a third one will open in Utrecht. The enthusiastic Instock team published a cookery book with inspiring no-waste recipes.

*Restaurant Instock, Czaar Peter-straat 21, Amsterdam, seating ca. 80-90 plus terrace, menu price 3 courses €22.50. [www.instock.nl](http://www.instock.nl)*

**A**'DAM Toren, Amsterdam. On the north bank of the Amsterdam river Ij, opposite Central Station, a swinging 'vertical city' has sprung up: A'DAM Toren (in the old Shell tower). With revolving Restaurant Moon its culinary crown on the 19th floor, it is offering breath-taking 360° panoramic views for high-level – literally and figuratively – fine dining, yet in a relaxed setting. The menu by signature chef Jaimie van Heije and executive chef Tommie den Hartog features classics with a modern, healthy and local twist. In the cellar of the tower, nightclub Shelter attracts up to 900 guests and Friday and Saturday. Arranged over floors 16 and 17 is the 7-m-high Loft, with luxury function and meeting rooms, maximum capacity: 225 guests. Perched right at the top, panorama bar MA'DAM and panorama deck Lookout are open to the public at a charge.

The tower also houses the Sir ADAM Hotel with 108 luxury rooms, A'DAM Music School, as well as offices.

*Revolving Restaurant Moon, Overhoeksplein 3, 1031 KS Amsterdam, seats 100, dinner menu only, lunch also à la carte, prices from €60 (5 courses) to €120 (7 courses, incl. wine, water and coffee).*

[www.restaurantmoon.nl](http://www.restaurantmoon.nl), [www.adamtoren.nl](http://www.adamtoren.nl)



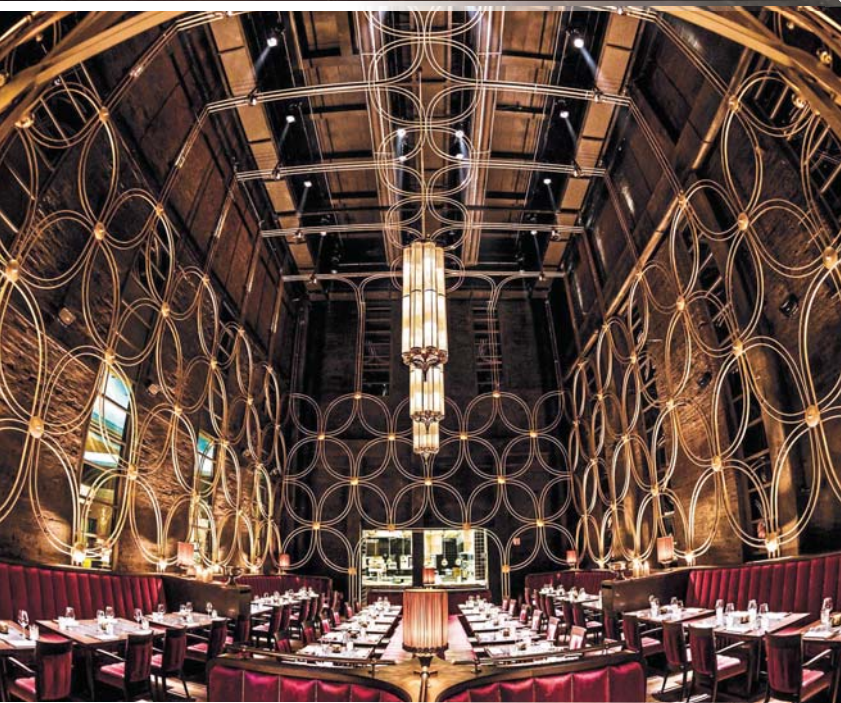


## GERMANY



**Y**az, Stuttgart/Düsseldorf. Yaz, the restaurant based on an oriental concept recently opened a second restaurant in Düsseldorf's Medienhafen – with seating for 90 people indoors and another 100 on the terrace. It followed an exhaustive trial period of Yaz' flagship store in Calwer Straße in Stuttgart (seats 150). Its motto, 'A touch of the Orient' describes a balanced and modern interpretation of oriental cuisine. The ambiance is individual and designed to bring to life oriental hospitality from counter to plate. Indeed, the atmosphere, service and style of the concept reflect the flair of the Mediterranean region. A mix of counter and full service ensures that guests are served with freshly prepared dishes within minutes. The range of culinary delights extends from Spanish starters to the Moroccan Tagine grill pot.

*Yaz, Calwer Straße 33, 70173 Stuttgart; seats 150; Hammer Straße 17, 20219 Düsseldorf, seats 190, open 11.30 am-11 pm/12 midnight (Fri, Sat). [www.hallo-yaz.de](http://www.hallo-yaz.de)*



**T**he Golden Cage, Hagen. This is the third outlet of the steak restaurant brand Hohoffs 800° and is a magnificent, eye-catching venue with high culinary aspirations and with its Grand Central Bar also a homage to New York's Grand Central Station and its famous gastronomic icon, the Oyster Bar. Just as previously with 'The Farmhouse' in Dortmund and the 'Altes Fährhaus' (Old Ferry House) in Hamm entrepreneur Michael Hohoff has again gone for an unusual location. This high class steak restaurant seats around 90 guests. With an open kitchen, the 800° grill offers the finest grill fare. The most expensive steak on the menu is the Porterhouse at €128 for a 1.4 kg portion. The full gastronomic offering also includes the Grand Central Bar (seats 44). The highlight is the integral Track 61 restaurant with a good 30 places and a Japanese robata grill.

*The Golden Cage, Dödterstraße 10, 58095 Hagen, seats ca. 170, open Tue to Sun 5 pm-open end (kitchen: until 11 pm). [www.hohoffs.de](http://www.hohoffs.de)*



**O**hJulia, Munich. The passionate restaurateur Marc Uebelherr set up OhJulia, his market place concept in Munich in 2013. It offers a combination of urban bakery, Italian restaurant and authentic market and focuses on antipasti, pasta and bread specialities. The concept is built on so-called semi-service: guests choose, order and pay at the counter and take their meals to the table. If they order a hot meal they get a pager and have their meal brought directly to the table. Now everything points to growth: the second outlet opened at the end of August in Kehl am Rhein. With a total surface area of 700 sq m, OhJulia this time incorporates a conservatory in the orangery, seats around 140 and forms part of the newly developed Calamus Centre (Calamus-Areal). Another OhJulia soon followed in September 2016 in the Mannheim Q6Q7. Number 4 will be ready for the off in the spring of 2017 in Stuttgart's Dorotheen quarter.

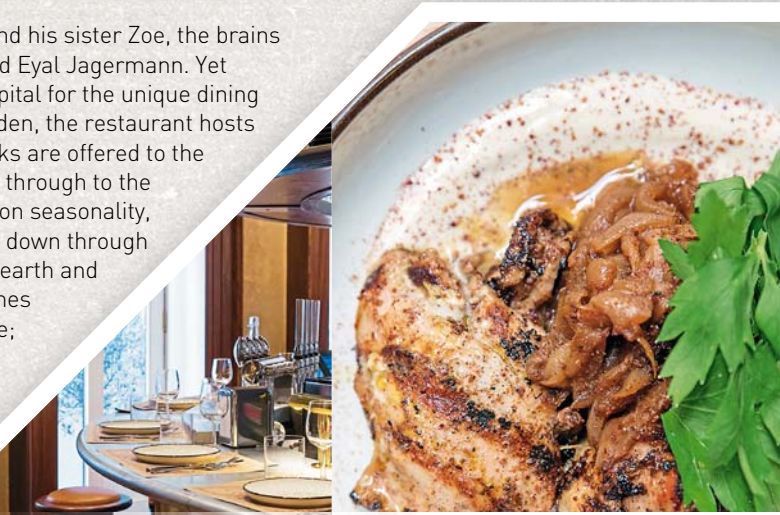
*OhJulia, Sendlingerstraße 12a, 80331 Munich, seats 140 + 180 (terrace), F-B 56:44, open Mon to Sat 10 am-1 am, Sun 10 am-9 pm, more locations in Kehl and Mannheim. [www.ohjulia.de](http://www.ohjulia.de)*



UK

**T**he Barbary, London, was founded in June 2016 by Layo Paskin and his sister Zoe, the brains behind The Palomar, alongside chefs Assaf Granit, Uri Navon and Eyal Jagermann. Yet despite only recently opening, it has already caused a buzz in the capital for the unique dining experience it offers. Situated in the iconic Neal's Yard in Covent Garden, the restaurant hosts a 24 seat horseshoe shaped counter and standing bars, where snacks are offered to the customers. The menu reflects the countries from the Atlantic Coast through to the Mediterranean Sea, leading to Israel. The culinary heritage focuses on seasonality, exotic products, flavoursome spices and cooking techniques passed down through generations. The menu is split into offerings from the land, sea and earth and prices for main courses range from £6.50-£15. Signature 'Land' dishes include; chicken msachen and lamb cutlet zuzu, 'Sea' dishes include; octopus mashawsha and monkfish chermoula and 'Earth' offerings include; roasted aubergine 'sharabik' and cauliflower jaffa style.

*The Barbary, 16 Neal's Yard, WC2H 9DP London. seats 24, open Tue to Fri noon-3 pm, 5-10 pm, Sat noon-10 pm, Sun noon-9 pm. [www.thebarbary.co.uk](http://www.thebarbary.co.uk)*



**B**erber & Q, London. Claiming to take inspiration from 'pretty much anywhere we can find it', Berber & Q is a grill house with an identity of its own. Situated in trendy east London, Berber & Q entices diners off the beaten track.

Offering eclectic BBQ food in a re-conditioned railway arch, Berber & Q's dishes derive from the Middle East, North Africa and across the Ottoman. Cooked using familiar Western techniques, co-founder Josh Katz, prides Berber & Q on its roots, impact of flavour and its strong partnerships with suppliers. Because of this, the menu is changeable and refreshed regularly to reflect the seasonality and availability of ingredients. When dining at the restaurant, diners can expect individual mezze dishes or dips and spit-roasted meats, both served with grilled pita.

*Berber & Q, Arch 338, Acton Mews, Haggerston, London, E8 4EA, seats 60, open Tue to Sun 6 pm-11 pm, no reservations. [www.berberandq.com](http://www.berberandq.com)*



**A**na Rocha Bar & Gallery, Birmingham. Situated in Birmingham's Jewellery Quarter, it's difficult to know what to expect when you're met by a security guard and escorted down a narrow corridor. Then, as you reach the reception area surrounded by an array of antiques, the doors are opened revealing the hidden bar and restaurant with all of its interior goods up for sale.

Founders Edgar Vera and Ana Rocha renovated and opened the former factory earlier this year, which dates back to the late 19th century. Whilst appealing to the antique lover, Ana Rocha also appeals to Birmingham's buzzing and growing night scene. With a concept that's been extremely successful for the Spanish pair in other parts of Europe, Ana Rocha is the first of its kind in Birmingham. Whilst not only offering a cultural evening, there's also satisfying, delicious Spanish tapas and wines. However, the founders assure visitors that they will not be able to purchase, sometimes extremely valuable items, if alcohol has clouded judgment!

*Ana Rocha, 48 Frederick Street, Birmingham, B1 3HN, seats 80, Sun to Thur 11 am-11 pm, Fri and Sat 12 am-12 pm. [www.anarocha.co.uk](http://www.anarocha.co.uk)*





## NORWAY



**K**olonialen, Oslo. After being away from the scene for one year back in business with renewed energy, a new mindset and a new restaurant – Kolonialen at Bislett in Oslo. It is a quality neighbourhood restaurant that opened in August 2016 and a partnership between Pontus Dahlström and Michael Minervini, a restaurateur from Trondheim. A key profile is also the renowned head chef, Australian Jay Boyle, also with experience from Maaemo. Kolonialen is relaxed and informal when it comes to interior, atmosphere, look and menu presentation. But the ingredients are high in quality; seasonal and ecological when possible and the cooking techniques and the presentation are rather fine dining than casual. The owners want Kolonialen to stand out as not being trendy, cool or specific in cuisine or genre – a restaurant that is free to focus on offering great food and beverages in a relaxed environment. The menu items are simply described by listing the main ingredient, such as Raw Scallop or Chantarelles or Beef Cheek. Starters come at NOK78-195, main courses at NOK189-249 and desserts at NOK109.

*Kolonialen, Sofies Gate 16, 0170 Oslo, open Mon-Sat 10 am-12 midnight, Sun 2 pm-12 midnight. [www.kolonialenbislett.no](http://www.kolonialenbislett.no)*



**S**entralen is Oslo's new meeting place for culture and experiences, housed in a 12,000 sq. m. building that used to be the oldest savings bank in Norway. Sentralen has six stages, modern rehearsal and production rooms as well as conference facilities. The house offers a restaurant, a cocktail bar, pop-up bars and a combined café, bakery and pizzeria. All foodservice units are operated by Lava, a quartet of the well-known chefs Even Ramsvik, Stian Floer, Tom Victor Gausdal and Anders Braathen. The Sentralen Restaurant is on the ground floor. It is an informal brasserie style restaurant that serves lunch and dinner made from quality Norwegian ingredients combined with continental flavours. The menu is composed of smaller dishes to create a social and informal atmosphere. Two half portions are recommended for lunch (NOK85-155 per serving) and four servings for dinner (NOK85-165 per serving). Each dish is marked with a symbol to indicate how filling it is.

*Sentralen, Øvre Slottsgate 3AS, 0154 Oslo, restaurant seats 120, restaurant open Mon-Sat 11 am-12 midnight, café open Mon-Fri 7.30 am-12 pm, Sat 11 am-12 midnight, Sun 11 am-7 pm. [www.sentralen.no](http://www.sentralen.no)*



**T**rio, Oslo. All good things come in threes is the recurring theme of Trio, a new healthy eatery in Oslo. Three entrepreneurs – one nutritionist and two chefs – and a food philosophy based on three criteria: 1) good ingredients 2) good taste 3) good for you. Ingredients are pure and high in quality; organic and locally sourced when possible. The concept's target group is made up of health conscious people on a diet as well as those who are just looking for a tasty, fresh meal. Trio is a primarily a daytime restaurant; open weekdays from 11 to 6 pm. Evenings and weekends are for pre-booked events, catering and nutrition and cooking courses. The menu includes the categories Raw Bites, Maki Rolls, Soups, Salads, Acai Bowls, Sweets & Chocolates and a Daily Special priced at NOK159. There is also the menu category Build Your own Meal, where the guest chooses from three proteins, three carbs, three greens, three sauces and three toppings. Each category item is individually priced. Guests order and pay at the bar counter, located just in front of the open kitchen, and then sit down to be served at the table.

*Trio, Karenslyst Allé 53, 0279 Oslo, opening times: Mon to Fri 11 am-6 pm, seats 50. [www.triomat.no](http://www.triomat.no)*





# Changing the dining landscape

Restaurants in increasing numbers are adopting table-booking apps for optimizing management of reservations, wait-lists, guest data, and table allocation. At the same time, consumers have also started to rely on this technology to reserve a table, compare a restaurant, menu items, deals and offers for making decisions about their eating out.

by Varun Gupta



**Reserving a table online and through mobile apps has pushed the boundaries of convenience farther by ensuring that table availability is available in real time.**

**T**echnology today permeates the lives of consumers like never before. Digital devices like mobile phones have become an integral part of our everyday life and we use them for many of our day-to-day activities and pursuits. We use it for ordering things online and for making our buying decisions. This pattern of consumer behavior and digital interaction is now fairly well embedded in the foodservice industry. The perpetual hunt of a foodie to dine at his desired restaurants is never ending. But nothing ruins a perfect dining experience than having to wait to relish one's favorite food simply because the restaurant is full.

In today's busy world, you don't want to spend time waiting for your table when you go out for dining. You are better off if you reserve a table well in advance. If you know the restaurant you want to dine in, then making a reservation is simple – just

call and make a reservation. But what happens when the restaurant is fully booked or when you are not sure about where to dine?

This is where table booking apps come to the rescue. Not only do they provide real time availability at restaurants, they also bring exclusive deals and discounts to the diners. A range of options such as bill discounts, party bookings, happy hours, etc., is aimed at targeting audiences from all age groups.

The biggest reason for table booking apps gaining in popularity and demand is the attractive foodservice market, which offers huge potential and terrific opportunities for players in this segment. The Indian restaurant industry spawns a range of outlets – from the unorganized sector covering small outlets and dhabas to the structured outlets covering QSRs, take-away outlets, stand-alone restaurants, clubs, pubs and bars. The reservation market, however, is restricted to the structured segment, which is further limited to casual and fine dining restaurants where the average cost of dining for two people is above INR 700-800. There are roughly 8,000 such restaurants in top 10 cities of the country where the reservation potential is estimated to be about three million reservations per month.

Restaurant Table reservation service industry is one of the most vibrant industries that has seen an unprecedented growth in the recent past and continues to expand rapidly. This can be attributed to changing demographics, increase in disposable income, urbanization and innovation in technology. A rising young population along with a fast-paced trend of eating out and experimenting with various cuisines on a frequent basis and, that too, without any waiting, has provided a plethora of growth opportunities for the industry. Simultaneously,





technology has played a pivotal role across various facets of the table reservation service value chain.

Reserving a table online and through mobile apps has pushed the boundaries of convenience farther by ensuring that table availability is available in real time, thereby facilitating instant confirmations. The expanding base of well-heeled Indians who love dining out and the growing expat community present a significant array of opportunities in this domain. The ever increasing consumer base offers eye-catching prospects, which has lured multiple regional/ national players who are trying to tap this market. Among the more prominent players are Dine-Out, Clicktable and EazyDiner. Recently, Zomato, too, has entered the space and is looking to leverage its web traffic.

However, there remain challenges to overcome. An Indian diner is not known to make reservations at restaurants and, hence, most players in the market are working to bring in a cultural shift in how diners behave. That said, over the past five years, technology has enabled diners to communicate with the restaurants with ease. As a result, restaurants in increasing numbers are adopting table booking apps for optimizing the management of reservations, wait-lists, guest data, and table allocation.

Many restaurants, through the recession during this period, also struggled to keep the tables filled and so reached out to the reservation apps to generate more traffic. At the same time, consumers have also started to rely on this technology to reserve a table, compare a restaurant, menu items, deals and offers for making decisions about their eating out.

Hence, we are now seeing a gradual increase in the number of reservations being made in the country. The restaurant industry has also seen a major boom in recent years with new entrepreneurs, food enthusiasts and corporate opening new restaurants every day. The future outlook for the restaurant table reservation service industry is bright and will be growth driven. ●●



*The writer is Founder & CEO of online restaurant table reservation platform Clicktable, which offers real-time reservation confirmation at over 850 restaurants, bars and lounges in Delhi NCR and helps diners avail amazing dining offers at best restaurants in the city.*

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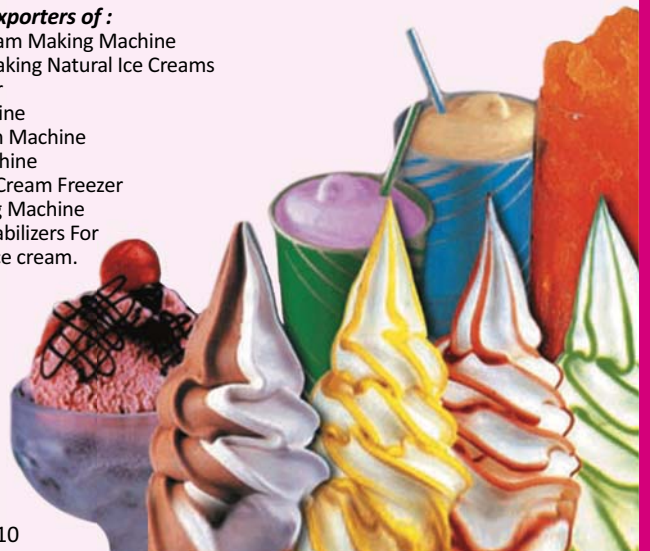


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**Mr. Farookh Kazi** (G.M.- Marketing) Mobile No.: 9375523410





# All lit up!

Lighting in F&B outlets today is about providing much more than just function and form. It contributes to enhancing all our senses and thereby makes a meal much more memorable.

by Radeesh Shetty



Radeesh Shetty

**R**estaurant-going is now a popular pastime. Businesses are gearing up not only with constantly evolving menus but with an ambience that beckons a diner to return – repeatedly. Restaurant lighting has become an important part of the overall experience – right from when you enter the door and the mood is set, till the end of your meal.

Lighting in F&B outlets today is about providing much more than just function and form. It contributes to enhancing all our senses and thereby makes a meal much more memorable. Here are four interesting trends in F&B lighting.

**F&B outlets are increasingly sourcing materials for customized lighting solutions locally. These include unique materials such as driftwood, rattan mats and the like.**

**The popular industrial look:** The industrial style evolved from the idea of exposed bricks and exposed metal surfaces. This is true by and large. When the industrial look moved into restaurants, a number of changes were made to make it ideal for the indoor, commercial set-up. Pendant lights with metal finishes over tables are popular as are metallic wall lights. The creation of ambient lighting with such pendants is also used often. Metal finishes, in black iron and brass, are often seen as are geometrical shapes for lamp shades. Shades of grey, white, and those of darker hues are used sometimes with an infusion of a contrasting bright colour. The industrial look has been popular for a while now and continues to proliferate, especially in smaller towns. Its relevance has not decreased in the least.

**Lighting for multi-functional set-ups:** In a bid to increase the productivity of a restaurant and increase the footfall during the lean periods of the day, restaurants now work on their spaces to make them multi-functional. So a restaurant that serves lunch and dinner may want to create a space where

people can meet for official work over tea in the afternoons. Besides, restaurants are increasingly open through the day, serving all the three major meals. The lighting of a restaurant will need to change based on the meal and time of the day too.

Breakfast guests like a brightly lit space: to sip coffee, read the paper or catch up with a client. Afternoon lunch lighting needs to be moderate, yet bright enough to encourage a guest to enjoy a meal and get on with the day. Dinner lighting is of low intensity to help guests wind down after a long day. Restaurants are also increasingly offering clients with plug points and chargers on tables to stay connected to personal technology at all times. This has now become an interesting way to attract footfalls in the non-peak hours of functioning.

**The warehouse look:** A large number of restaurants are also going with the warehouse style of lighting. This involves lots of wood and exposed bulbs as well as metal fixtures. You will find a number of restaurants with wooden beams with incandescent bulbs hanging. Or metal pendant lighting fixtures that create a cool, relaxed ambience. What makes this style very popular is its cost-effectiveness and its efficiency. It is also a style that allows you to create a number of moods.

**Rise of sustainable lighting:** F&B outlets are increasingly sourcing materials for customized lighting solutions locally. These include unique materials such as driftwood, rattan mats and the like, all which are being customized to suit the thematic and aesthetic sense of an establishment.

The great thing about restaurant interiors today is that there is an increased awareness on the importance of lighting in creating an ambience that will ensure a great experience. ●●

*The writer is the Founder of The Purple Turtles.*



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I enjoy discovering new foods and pairing different flavors, foods and ideas

Chef Reetu Uday Kugaji

Reetu Uday Kugaji wears many hats. Apart from being a reputed chef and mentor, she is a leading food expert and author as well as a hospitality and food consultant. FoodService India spoke to her about the unfolding food scenario in India, foodservice trends for the future and about her stellar culinary journey and achievements so far. "As a chef and a teacher, I am passionate about exploring new places and learning about local cuisines. I love tasting and knowing about different types of cuisines. I am driven by an insatiable curiosity for discovering new foods and love pairing flavors, foods and ideas from different parts of the world. It feels great to share my knowledge and skills with everyone," says Reetu Uday Kugaji, who is as passionate about her role as a culinary mentor as she is about confecting gastronomic delights.

**How did you come into the culinary profession and who were the people to have shaped your career?**

All that I am or ever hope to be, I owe to my angel mother. I remember when almost all my relatives were strictly against my joining Hotel Management. The only ones to stand up for me like pillars were my parents. The myth those days was that this profession is just not apt for girls. I owe all my success to God almighty and to my mother and dad. They supported me in my choice of this profession, right from day one. In turn, I made sure to make them proud by winning the certificate of merit from my institution, which kick-started my journey in the world of foods. I am also blessed to have a husband who has supported, encouraged and motivated me in my growth and success.

**What are you currently engaged in and which are the career milestones you most cherish?**

Currently, I am working as a specialty chef with companies such as Chef Sutra, Percept Knorigin, Cine Curry and Oxygen Infotainment. As a food author, I write articles on food for various online and offline publications. I contribute regularly for online chef and food magazines like Pioneer Chef and Urban Spice, for blogging site Pinksworth and Tanya Munshi's lifestyle portal. Also, I am into writing recipes to suit both domestic and international palates. I work as a hospitality and food consultant, specialty chef and food author at Platter Share besides being a member of Western India Culinary Association (WICA). I have my own website [www.chefreetuudaykugaji.com](http://www.chefreetuudaykugaji.com) and my Facebook page 'Food For Thought by Chef Mrs Reetu Uday Kugaji', [www.facebook.com/chefreetuudaykugaji/](https://www.facebook.com/chefreetuudaykugaji/)

In the past, I have worked as Program Head of Culinary Arts at the ITM Institute of Hotel Management, Navi Mumbai, responsible for teaching the Edinburg-based Queen Margaret University module to students. I was also Associate Professor at D.Y. Patil University, School of Hospitality and Tourism Studies, Navi Mumbai.

I was also in charge of menu planning at D.Y. Patil Sports Stadium, Navi Mumbai, where I got the opportunity to prepare delectable and exotic cuisines



for the former President of India Pratibha Patil, and for many cricketers like Sachin Tendulkar and Rahul Dravid, apart from various other dignitaries and eminent personalities. At the D.Y. Patil, I had the opportunity to prepare cuisines designed to capture an exciting range of flavors, textures and aromas for IPL matches, T 20-20s and International cricket matches.

**With all these years of experience in the culinary field, how do you feel about your life and career in this vocation?**

With 20 years of experience in the world of culinary arts, I believe that food is like oxygen to me. It is what I am devoted to and it is my field of expertise. My profession demands cooking and



tasting non-vegetarian foods even though I am a pure vegetarian. I believe that food – whether it is vegetarian or non-vegetarian – can touch the heart of a person if cooked with love and positivity. I believe that the food that I cook should not only touch the hearts but also the souls of the people relishing it. I feel privileged to be a chef and a mentor and it gives me maximum satisfaction and joy to be able to shape the careers of thousands of students and be in a position to motivate them. I feel indeed blessed to see my students excel in their career and succeed in life and to have earned their love and respect.

**How do you approach food and the preparation of different cuisines?**

I am a complete foodie. I love to experiment with foods and am constantly looking at creating opportunities for innovations and fusions in foods and beverages. As a chef and a teacher, I am passionate about exploring new places and learning about local cuisines. I love tasting and knowing about different types of cuisines. I am driven by an insatiable curiosity for discovering new foods and love pairing flavors, foods and ideas from different parts of the world. It feels great to share my knowledge and skills with everyone. I also totally adore food styling and food photography.

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

I am very fond of Indian and Continental cuisines.



Our Indian cuisine has rich and unmatched flavors, and a long heritage and history. I have been doing a lot of research on the lost recipes of India. As chefs and mentors, we owe to the future generations to restore the richness of the lost recipes of India. Indian cuisine has come a long way in terms of creativity, food plating and presentation.

**As a chef and mentor, how do you bring the best out of your students?**

I pride myself on being responsible for shaping the career of the chefs of tomorrow. I take my responsibilities very seriously and I demand perfection from my students, be it be their food products or learning modules.

As a mentor to thousands of budding chefs, I have tried my bit to introduce the lost recipes of India. At the ITM Institute of Hotel Management, Navi Mumbai, where I taught the Queen Margaret University module known as Culinary Concept Development and Production, I encouraged students to discover the lost recipes of India and bring them back. It has spurred many budding chefs to take up extensive research and dig out the vast and rich treasure on Indian cuisine.

**How would you articulate the role of a modern-day chef?**

The definition of a chef has completely changed today. In the past, chefs were expected only to cook. But now, in this cut-throat world of competition, a chef is expected to be thoroughly au courant not only about culinary skills but also of the advancements in the entire gamut of hospitality services. Apart from the chef's ability to act on feedback from the guest and his role in interacting with the diners, a modern chef should be hi-tech, a role model, an innovator, knowledgeable about different aspects of cuisines, and a food stylist and food photographer to boot.

The quote "dare to be different" aptly describes what a modern-day chef should be like. It is very important for the modern chef to be known for his/her work. Through undying passion, dedication, hard work and by being different and innovative, a chef can stay on top. Chefs like Satish Arora,

**Currently, I am working as a specialty chef with companies such as Chef Sutra, Percept Knorigin, Cine Curry and Oxygen Infotainment. As a food author, I write articles on food for various online and offline publications. Also, I am into writing recipes to suit both domestic and international palates.**







**THESE ARE SOME CHEFS SHE HOLDS IN GREAT ESTEEM FOR POPULARISING AND ENRICHING INDIAN CUISINE.**

### *Chef Imtiaz Qureshi*

Known as the Master of Dum, he was the first chef to be awarded a Padma Shri for his contribution to Indian cuisine.

### *Chef Satish Arora*

A chef extraordinaire, his passion for food saw him spearhead a revolution in Indian restaurant cuisine. His dishes involved essentials of home cooking whilst also adapting regional Indian foods.

### *Chef Parvinder Singh Bali*

He is also author of many books, which have served as guidelines and an inspiration to many budding chefs. His book *Quantity Food Production Operations and Indian Cuisine* won the best book award from India in the World Gourmand Awards.

### *Chef Osama Jalali*

As food writer, critic and food festival curator, he has helped luxury hotels revive old Delhi cuisine.

### *Chef Aditya Bal*

He has been an enduring fixture on NDTV Good Times and is the most celebrated anchor-chefs on Chakh Le India, the most popular food show on the channel. He had recently hosted the 'Lost Recipes' show by Epic Channel, which dealt with the discovery of dishes that have died out in various parts of our country.

Says chef Ritu Kugaji: "There are many other chefs working tirelessly to bring back the forgotten recipes of India. Thanks to their painstaking efforts, I foresee Indian cuisine making a mark on the global food scene and emerge as an authentic unbeatable cuisine."

Imtiaz Qureshi, Vineet Bhatia, Atul Kochhar, Sanjeev Kapoor, Vikas Khanna, Ranveer Brar are a few amongst many such shining stars that epitomize modern-day chefs.

### **In your opinion, what are the hallmarks of a top professional chef?**

A top chef should be a role model and be able to command immense respect from others by dint of leadership traits. This is important because chefs today reach people on a much larger scale than before through culinary programs on TV, YouTube and other mediums. They are expected to share their knowledge with all and so they must possess enormous knowledge not only in the culinary field but also in other aspects like kitchen planning, menu planning, food safety guidelines, food preparation, plating, presentation, styling, food photography, food costing and budgeting, etc. Multi-tasking is an important requirement today and top chefs should be really good at it. They are expected to wear many hats with ease – as chef, consultant, author, expert. Chefs today have to be tech savvy, adept at social media, act as a brand ambassadors of food products and have the skills and wisdom to share his/ her knowledge on various platforms like TV, YouTube, workshops, seminars and conferences. As a mentor to future chefs, they should be rooted and believe in the dictum that "gaining Knowledge is the first step to wisdom and sharing it is the first step to humanity". Earning one's spurs as a top chef is a selfless and tiring job. But keeping the zeal and passion alive at all times is what it is to be a chef today. My respect goes to all the chefs who have set examples of hard work, dedication and creativity.

### **What are the challenges for a chef to stay ahead of the curve?**

The major challenge for any chef is to face the reality that their work is both very demanding and requires constant change and culinary innovation. I have learnt a lot from every other chef that I have come in contact with. It is very essential for a chef to keep learning and experimenting with foods. One has to accept change and move forward with it and, of course, without ever letting your passion for curating food dishes flag in the first place.







**What do you do to upgrade and update your skills and keep abreast with technology and other changes?**

Learning is an everlasting process. I learn from even my students as well as from my colleagues, peers and other chefs. I believe that upgrading and updating your skills and training to keep up with technology or new trends in culinary and hospitality is a continuous activity. On the job and off it, I do a lot of experimenting with food. I ensure that I attend a lot of workshops or seminars that are culinary focused. I keep myself updated with the latest trends in the hospitality industry by attending a lot to Faculty Development Programs.

**How do you think food trends will change going ahead?**

Food trends are changing constantly. The best example that I can give is the way organic foods are now being preferred. People prefer eating food that is healthy. Chefs nowadays not only concentrate on flavors and appearance but also on the food's nutritional value. By and large, people still love food that is comforting and feels like ghar ka khana. But if age groups are to be considered, then youngsters love to go for and experiment with foods having elements of innovation to them. Globally, technology is playing a big role in bringing different cuisines to our table.

**Do you think India has good quality, trained and qualified chefs to meet the new emerging demands in foodservice industry?**

Yes, India does have a lot of excellent, trained and qualified chefs to meet the new emerging demands in the foodservice industry. I must say that Internet and the growing reach of television has brought chefs closer to their food loving audience and helped grow the popularity of the culinary profession. In recent years, Indian chefs have been recognized with Michelin stars. The country has also started bestowing greater recognition to the culinary arts. The talents, skills and hard work of chefs like Imtiaz Qureshi and Sanjeev Kapoor have received official acclaim and recognition through Padma Shri awards.

**In your personal capacity, how do you see yourself try out innovative F&B ideas?**

In my interactions with the students who are going to be future chefs, I impress upon them



the importance of being innovative and why it matters to come up with a wow factor in their food and beverage preparations. For their practical sessions, I exhorted them to not blindly follow the curriculum. I remember throwing challenges at them like preparing desserts with bitter gourd, okra, egg plant and garlic. It is indeed a pleasure to see these young minds come up with superbly crafted food dishes or desserts like okra and wasabi tiramisu, lahsooni barfi and smoked eggplant ice cream. I love these sessions as they encourage new ideas to pour in. It is valuable learning for the students and for me as well.

I wish to continue imparting and gaining knowledge, which makes my students best from the rest. There is a lot of competition in the hospitably sector, especially in Food Production Department. I believe this competition is healthy and necessary for the educational growth of budding chefs.

**How do you see the food scene unfolding in the country going ahead?**

The guests today are far more educated in terms of their exposure to different kinds of cuisines. Also, their expectations are much higher. The good thing is that the foodservice business is growing in leaps and bounds. You find a variety of cuisines being served, and more numbers of people are willing to experiment with food. So there will be more theme restaurants, cafés, lounges and fine dining restaurants coming up everywhere. Food malls will proliferate with all the exotic foods available under one roof. In short, the foodservice business will keep growing from strength to strength. ●●

**Chefs like Satish Arora, Imtiaz Qureshi, Vineet Bhatia, Atul Kochhar, Sanjeev Kapoor, Vikas Khanna, Ranveer Brar are a few amongst many such shining stars that epitomize modern-day chefs.**







# GST rates bring cheer for restaurants

The new tax rate regime will enable restaurants to optimize their working capital and benefit from the adjustment of input tax credit against output liability.

by Vineet Taing

**If we look at the pre-GST indirect tax structure, the total tax on food bill was 19.125% (VAT plus surcharge). Keeping this figure in consideration, dining in an air-conditioned stand-alone restaurant today will save you about 1.125% tax on the bill.**

**T**he implementation of GST (Goods and Services Tax) Bill has caught the attention of the entire country. It is believed that GST will benefit most sectors and simplify the taxation process by subsuming a number of different taxes and duties that existed earlier. Most businesses expect to benefit from it whereas a few may not. Even the Union Finance Minister has said that people might have to face some difficulty initially since GST roll-out.

Like any other sector, the hospitality sector too will be impacted. Hospitality industry is a versatile field encompassing accommodation and entertainment services, food and beverage, event management, etc. It has a significantly high multiplier effect in the GDP and, in some cases, the multiplier effect is as high 44 times! The industry also contributes significantly to employment, FDI and Foreign exchange earnings.

Recently, the food and beverage business had already been severely impacted by the Supreme Court supervised liquor ban and, therefore, GST was also being viewed with a little concern. However, broadly the rates have dropped marginally although liquor continues to be taxed under VAT and not GST.

The GST rate for an air conditioned restaurant is 18% and for non-AC restaurants it is pegged at 12%. For five-star hotel restaurants, GST of 28 per cent will be levied on food sales. If we look at the pre-GST indirect tax structure, the total tax on food bill was 19.125% (VAT plus surcharge). Keeping this figure in consideration, dining in an air-conditioned stand-alone restaurant today will save you about 1.125% tax on the bill.

Restaurant owners have more reasons to cheer under the current GST regime. Under the previous tax regime, restaurant business owners did not get any option to adjust the output service tax liability with the credit of input VAT on goods consumed.

However, under the new regime, both these taxes will get subsumed into GST and, thus, irrespective of goods and services, credit of input will be available for adjustment against the output liability. This will further optimize the working capital of these restaurants.

For instance, if restaurant earlier paid Rs. 100 towards VAT to its suppliers for purchases and collected Rs. 150 towards VAT, Rs. 30 towards service tax from customers, then net VAT payable to government was Rs. 50. Service tax of Rs. 30 could not be adjusted and had to be deposited. However, under the new GST regime, Rs. 100 paid towards GST for purchases can be adjusted against entire Rs. 180 collected as GST from customers.

## Highlights of GST on Hospitality sector

- Different rates of GST will be levied on hotels based on their rack rate.
  - Below Rs. 1000.00 per day are exempted from GST.
  - Hotels which charges between Rs. 1000-2,500 will be taxed 12%.
  - 8% of GST will be taxed on hotels charging an amount of Rs. 2,500- 5,000.
  - For hotels charging Rs. 5,000 and above, they will have to pay 28% under GST regime.
- Small restaurants with a turnover of less than Rs. 75 lakh per annum can opt for a composite scheme of 5% of GST.
- Any business with an annual turnover below Rs. 20 lakh per annum is exempt from GST.
- Air-conditioned restaurants will levy 18% GST and non air-conditioned restaurants will levy 12%.
- Further, GST has removed the differentiation, which existed earlier between delivery and dine-in services from air-conditioned restaurants. Under the new Bill, GST remains the same – so be prepared to pay a little extra when you order at home! ••



The writer is President, Vatika Hotels



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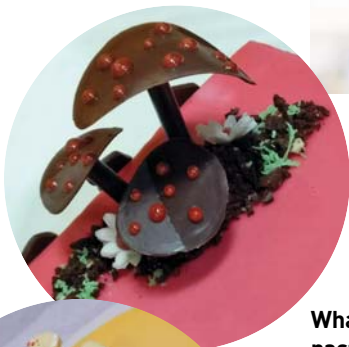
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# “Being a pastry chef teaches you patience as the most beautiful things take time to create”



**Chef Javed Merchant- Pastry Chef, Renaissance Mumbai Convention Centre Hotel, speaks to FoodService India about the challenges and rewards of being a pastry chef, the hot trends in the field of patisserie and its revenue generating potential for restaurants.**



**I feel that a pastry chef has to be more organized and proactive. A pastry chef must have lots of patience during production as most components or textures of desserts are different for every variety.**

**What inspired you to become a professional pastry chef?**

My interest in cooking grew since childhood when I would help my mother in the kitchen and learn the basic techniques to use them in my boarding school kitchen. My interest in bakery developed when I saw an intricately done cake at a friend's wedding.

**How is a pastry chef different from chefs specializing in other culinary arts?**

I feel that a pastry chef has to be more organized and proactive. A pastry chef must have lots of patience during production as most components or textures of desserts are different for every variety.

**As a pastry chef, what do you enjoy most?**

Being a pastry chef teaches you patience as the most beautiful things take time to create; however, the results are exceptional and it fills you with joy and a sense of accomplishment.

**Which are the best known cities in India for savoring pastry?**

The leading pastry destinations in India are Delhi and Bangalore followed by Mumbai.

**Which are the tools most used by pastry chefs?**

Some of the tools used by pastry chefs include hand whisk, spatula, silicon mats and molds, piping tips, and many more.

**Which are the important techniques that go into the preparation of pastry?**

Some of the most important techniques for creating good pastries are aeration, folding, tempering, freezing, caramelization and glazing.

**What are the hot trends in the pastry market these days?**

Desserts, these days, are extremely visual in nature and along with their tastes they allow grown-ups to revisit their childhood memories again and seek out the surprising elements in their desserts.

**What are your favorite desserts and flavor combinations?**

I prefer simple desserts with a twist of different elements. I generally prefer any chocolate-based dessert with a combination of fruits and spices.

**Any of your innovations that you would like to talk of?**

I love the innovative use of Indian spices along with chocolate and fruit purees.

**What do you consider as your achievements as a pastry chef?**

In the field of patisserie, there is never enough achievement as the journey is ongoing.

**On average, how much can a restaurant earn from its pastry department?**

In an à la carte restaurant, the pastry department can earn up to 15% to 18% of the revenue.

**What are the ways for restaurants to generate more revenue from pastry sales?**

Restaurants should have a separate takeaway counter for desserts, where customers can walk in and pick up desserts. That would work exceptionally well for pastry sales and would drive revenue. Restaurants should also increase their inventories and have an assortment of desserts and small bites for creating that perfect balance in their menu. ●●



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# “We are the fastest growing international brand in Indian foodservice”

Restaurant franchise company Yellow Tie Hospitality, which owns the India license rights for America’s Genuine Broaster Chicken, is on track to take its store count from the current 22 to 50 outlets by end of the year, apart from expanding its other F&B brands and augmenting its existing portfolio.

FoodService India spoke to Karan Tanna, Founder & CEO, Yellow Tie Hospitality Management LLP, to learn about the company’s aggressive franchise growth plans and its journey ahead.

**Tell us about your company.**

Yellow Tie Hospitality is a progressive food & beverages (F&B) franchise management company. Our expertise is to design and manage scalable restaurant concepts by optimized outlet level economics, smart menu engineering, vendor sourcing, supply chain/logistics, increasing efficiencies at outlets and focus on marketing and brand building. Yellow Tie offers a sense of partnership to franchise owners and helps them to drive brand’s growth.

**Which are the foodservice brands run by Yellow Tie Hospitality?**

There are three inhouse brands under Yellow Tie Hospitality. Dhadoom is a young and fun brand focusing on the youth with Poutine - French fries with a lot of toppings – as the main cuisine. Twist of Tadka is a high-end, progressive, only-veg food restobar. BB Jaan is chef Harpal’s speciality restaurant serving authentic Hyderabadi cuisine of the nizams.

Apart from our in-house brands, Yellow Tie Hospitality has India exclusive license for international brands such as Genuine Broaster Chicken of USA, Just Falafel of Dubai and Wrapchic of U.K.

**Which formats do your brands belong to and what is the concept behind them?**

Dhadoom, Just Falafel and Wrapchic are QSRs or fast casual brands. Dhadoom is a kiosk, small store concept serving a very popular Canadian street food called Poutine. Just Falafel serves healthy Lebanese salads and



world flavor falafel. Wrapchic is a very unique and quirky brand serving Indian burritos. Twist of Tadka is a casual dine-in brand with a bar and serving progressive Indian only-veg food. Genuine Broaster Chicken is an American diner, which is customised to the Indian palate. Its flagship product is pressure-fried chicken, which utilises 50% lesser oil.

**How many outlets are currently under these brands and what is their average sales per sq. ft.?**

GBC has 22 outlets; BB Jaan has one; Twist of Tadka runs two outlets. Usually, stores do a sale of Rs. 50 to Rs. 80 per sq. ft. per day (GBC, TOT, BB Jaan). Genuine Broaster Chicken has outlets in Mumbai, Surat, Kolkata, Raipur, Hyderabad, Lucknow, Guwahati, Gangtok and Patna.

**Which markets do these brands cater to?**

GBC caters to tier 1 and tier 2 high street clientele comprising majorly urban youth between ages 15 and 30. TOT is in high-end malls in tier 1 cities and caters to upper crust working professionals and families. Just Falafel caters to healthy eaters and is located on high street as well as malls. It also has a very good potential to cater to corporate customers. Dhadoom has a very high potential in areas around colleges and in the food courts inside malls. It caters to school and college students. Wrapchic is targeted at people with disposable income and nuclear families. Wrapchic has the potential to do very good in corporate complexes and food courts of malls.

**Which are your best-selling products and what's their key innovation in food and beverage?**

Our best selling brand is GBC and its pressure-fried chicken and chicken wings tossed in various sauces are top sellers. GBC has many innovations to its credit and has introduced unique products like lamb rogan josh burger, palak paneer burger, ghotala khichdi, gulkand muffin, Jain burger, chocolate samosa with mango ice cream. GBC has also a few innovations in beverage – chulbul & bulbul soda and palang tod, to name a few.

**With the trend in healthy eating picking up, how are you bringing these in your offerings?**

The chicken at GBC uses patented GBC technology, which makes the product 50% less oily. For vegetarians, we have many options and offer palak paneer burger, ghotala khichdi, gulkand muffin and Jain burger. The word Chicken is part of the GBC brand name, yet the focus is as much on veg as on non-veg. We are also going to introduce salads in our menu soon.

**How are you deploying technology to make your business more efficient and customer friendly?**

We have an in-house mobile application that helps us to manage our entire business. Our franchises can order raw material on app, control their shifts, manage profit statements and can also file a complaint using the app, which we can then solve for them with a ticket number tracking. They can also see SOPs and recipe cards in regional languages. For customers, we have an online feedback mechanism, which helps us on a corporate level to capture real time feedback and take immediate action in order to retain disappointed guests.

**What has been the same store sales growth?**

On average, it is 4% y-o-y.

**What is your marketing and sales strategy and which are the tools you are using to promote the brands?**

In today's market it is very important to have an integrated marketing strategy. More the viability more your sales. We have a dedicated digital media and a social media plan focusing on highlighting our products and guest engagement. We are also involved in various below-the-line activities like pamphlets, door hanging, legal pole signages and much more. As per the requirements, we do hoardings, radio and also lots of celebrity associations. Our biggest focus is to invite more and more guests to experience our stores and spread the word.

**AT A GLANCE**

**Parent company:** Yellow Tie Hospitality

**Headquarters:** Mumbai, Maharashtra

**F&B Brands:** Dhadoom; Twist of Tadka; BB Jaan; Genuine Broaster Chicken; Just Falafel; Wrapchic

**Launch Dates:** First outlet of Genuine Broaster Chicken in Versova, Andheri in Mumbai, in August 2016. Twist of Tadka was launched in Amritsar in October 2016, BB Jaan was launched in Jalandhar in January 2016; In-house brand Dhadoom will open soon in Ahmedabad and Bangalore.

**Number of outlets currently:** Genuine Broaster Chicken - 22; Twist of Tadka - 2, BB Jaan - 1

**Retail Model:** Franchise

**Average ticket size:** Broaster Chicken - Rs. 400; TOT Rs. 600; BB Jaan - Rs. 1000

**Average footfalls per day:** Braoster Chicken and TOT - 100 on weekdays per store and 150 on weekends; BB Jaan - per day 80, on weekends 150

**Same store sales growth:** 4-5% y-o-y on average

**Revenue in 2016-17:** Rs. 6 crore

**Sales Projection for 2017-18:** Rs. 25 crore





## IN PURSUIT OF HIS DREAMS



Karan Tanna

Karan Tanna is an automobile engineer by training and graduated from Sardar Patel University in Anand, Gujarat. Prior to joining the foodservice industry, he worked with General Motors India at its Halol plant in Gujarat and later did stints with McKinsey & Company in Mumbai and Delhi. He also started his own multi-brand automobile service and repair chain Car Pluss, in Ahmedabad, in 2012.

But it was restaurant business that always fascinated him. His penchant towards food can be traced back to childhood memories of his parents running a restaurant in the family's hometown of Veraval in Gujarat. So four

years after working with multinational companies, Karan chose to follow his dream and decided to join the food & beverages sector.

His love for food led him to open a bistro in Ahmedabad with a seating capacity of 150 people. Subsequently, he opened a bakery & commissary called Flourbox, which supplied to various establishments like airports, 5 star hotels, corporate hospitals and other institutions. He also helped scale up a Parsi restaurant chain called Goodies in Ahmedabad.

In mid-2014, he spotted an opportunity in a growing but unorganized local brand called Kutchi King. He developed a strategic understanding with its promoters and decided to turn around its business model and make it more scalable. Doing so, he assured consistency and standardization of the company and developed comprehensive standard operating processes for the outlets. Gradually, he became instrumental in expanding the brand to Maharashtra and Rajasthan and took a successful exit after taking the brand to over 200 outlets.

His passion for the foodservice business prompted him to launch Yellow Tie Hospitality Management LLP in January 2016. Hoping to harness his experience and understanding of Indian F&B franchise market, he sees his new venture as providing the expertise to foodservice entrepreneurs to design and manage scalable restaurant concepts and help them become successful franchise owners. Last year, he made it to Forbes 30 under 30 (batch of 2016) rankings for his disruptive contribution to F&B industry and encouraging brands to scale up in India. He firmly believes that F&B franchising in India is in its nascent stage and there exists plenty of opportunities for local brands to become sustainable and contribute to the industry's growth.



in India. We also plan to invest three million USD to expand Dhadoo, Twist of Tadka, Wrapchic and Just Falafel. Yellow Tie Hospitality will be spending two million USD to expand Genuine Broaster Chicken this fiscal to more cities like New Delhi, Gangtok, Imphal, Bangalore, Pune, Bhubneshwar and Varanasi. By end of this year, Yellow Tie aims to have 10 leading F&B brands in its portfolio.

### Which are the factors that home-grown Indian QSRs should keep in mind for driving growth?

Home-grown QSRs should serve products with differentiation. Aspirational product packaging oriented towards a young audience will have a better chance of scaling and sustaining. QSRs will have to be aspirational and their products very youth oriented to cater to those who have grown eating western and new-age food. Along with product offerings, QSRs also need to keep an eye on unit level economics.

### Which are the areas where home-grown QSRs can score over their foreign competitors?

The two biggest advantages that foreign brands have over local brands are: (a) Evolved and efficient systems and processes, which enable them to maintain consistent food quality and experience. (b) Heritage brand name, which drives initial footfall traction to stores. Then, of course, foreign brands have the added advantage of better capitalisation as well.

Local brands in India understand the complex micro economics of various regions in the country. They understand the food and customer behaviour in their regions much better than anyone else. Due to lean structures, they also have better efficiencies at the store level. Personal involvement in all stores from the owner acts like the icing on cake for regional brands. If these advantages are backed by good processes and systems and efficient franchising, then regional brands can give foreign brands a run for their money. ●●

**We have a dedicated digital media and a social media plan focusing on highlighting our products and guest engagement.**

### What are your brands' key achievements so far?

Our flagship brand broaster chicken has become the fastest growing international brand in Indian foodservice history. We have grown uniformly in tier 1 and tier 2 cities across north and south and east and west of India. We already have a lot of loyal guests and they come back for the neighbourhood experience and good chicken. We attribute the success only to our efficient franchise owners who are very enthusiastic and hard working. They respect the brand standards and have been hands-on in following them.

### What are your short and long-term goals? Which are the markets you are looking to expand?

By the end of 2017, we plan to grow GBC to 50 outlets, 20 stores of Dhadoo and three stores of Twist of Tadka. We also plan to launch five stores of the UAE-based brand Just Falafel and five stores of the UK-based Burrito brand Wrapchic





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# Grill it with the experts!

In a candid conversation with Food Service India, Brian Hendricks, Regional Vice President of Asia-Pacific of Weber-Stephen Products LLC, shares his views on how India is a potential market for Weber and how Indians are adapting to the new trend of healthy cooking.

by Nibedita Roy



Brian Hendricks



## Which are your top kitchen appliances for the Indian market?

At present, in India, we have the charcoal grill & gas grill. Very soon we are coming up with an electric grill, which will be our first electric grill in India. In the new markets, charcoal grill has been one of the most popular ways of cooking as people are familiar with cooking by lighting coal even though it takes a lot of time. However, the new trend definitely is the gas grill as it takes lesser time as compared to charcoal and produces the same results.

Apart from that, we are now coming up with various innovations for the Indian market such as electronic grill. But as of now, the gas grill makes up our major percent of sales. This is because the consumer is learning to understand that the taste is the same and it is easier to cook and use a gas grill.

## How do you see the market for your products in India?

We have seen a great response for our products and we have made good progress. But there is a long way to go. Since last year, we have been focused on Delhi and the northern region. We

have our presence in western India and select locations in the south. But we are really trying to focus all our efforts in north. Talking about the northern market, we have doubled our sales and we plan to do well this year as well. Last year, we launched our first exclusive Weber store in Delhi and now we already have eight such exclusive Weber stores in north India. Also, recently we opened a shop-in-shop Weber Experience Centre in west Delhi. At present we have 14 such Weber Experience Centres across India. These Weber Experience stores teach how to prepare food and they also conduct master classes, which have helped our brand to reach the right kind of households and institutions. The stores help to educate consumers about the brand. Consumers get to see how we have made cooking an easier process and they get to learn to use the grills at our store. We have customer engagement programs to educate people about simple ways of cooking. In fact, our team has by far done 700 activations. If you go to any high street or any lifestyle events or pool side parties, you will find definitely find a Weber and that's what motivates us to grow further.

## How do your products perform in terms of energy efficiency, functionality, environment-friendliness, storage and technology?

Weber has been in the market since 1952 and we have a very robust R&D team. Therefore, great improvements and new innovations have been made in all the fields you mention. Our gas grills are highly energy efficient and consume very little fuel without compromising on the functionality aspect. Our product range is wide to cater to the needs of balcony grillers, picnic grillers and terrace grillers. We have grills from portable to compact to full size, making it easier for people to choose as per their requirement and





storage space. Lots of new technologies are being added on a regular basis to ensure a smooth and enjoyable grilling experience. For instance, we have recently acquired iDevices iGrill to make grilling easier.

**Do your products offer any functional or other competitive advantages over similar products by other sellers in India?**

Weber grills' USP is closed-lid grilling, which is covered grilling, which sets Weber apart from the other products in the market. The benefits of closed-lid grilling are many. It lets one control the heat, the food is not charred and it is juicier. Besides, our grills enable the food to retain the marinade's flavour thus ensuring that the result is far superior than those of other similar products. Moreover, Masterclasses are offered at Weber Grill Academy to educate people about grilling, which helps to impart confidence in the audience about grilling and this is one of our biggest initiatives in India for popularising our products.



**Who are your top clients in India and what is their stickiness for Weber products?**

If you talk about any big five star chain – Taj, Leela, Oberoi's or JW Marriot – 80 per cent chances are that they have a grill from Weber as that's the only American brand available in India. In the hospitality industry, kitchen appliances have to be sturdy and durable as they are used by several people. The reason why people prefer Weber is because of the built quality and the warranty that we offer. Apart from that, we have a good back-up of spare parts and we provide quick and effective after-sales service to our customers, just at a phone call's convenience. Though our products are imported, the warranty that we offer on domestic grills covers five years or even ten years, which in itself is a clear indication of the Weber quality.

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

At present, around 80 per cent of our sales comes from B2C business and 20 per cent from B2B. This 20 per cent typically includes the five star chains, catering business, among others. Within this 20 per cent, about 80 per cent is from the hotel business and rest 20 per cent comes from other sources such as catering. Small outlets don't

generally prefer a grill whereas the five star chains and catering companies organize pool parties, BBQ festivals, which require a grill.

**What incentives you offer to your dealers?**

We work with them in setting up the Weber experience centres. We spend a lot of time in educating, branding and training their staff about the Weber grilling experience. But most important is to know how to cook on a grill. Most of our investment is not around setting up the stores; rather it is around managing activations and doing demonstrations. Being a premium brand, we do not offer discounts.

**What are the challenges in the way of deeper penetration of your products?**

Awareness has been the biggest challenge for us in India and so is reaching out to the right target group. Whenever there is a new brand, people do not buy it instantaneously. It takes time to spread the word and reach out to the right customers. It

**Most of our investment is not around setting up the stores rather it is around managing activations and doing demonstrations.**



is more of a challenge in India as it is so big. As mentioned earlier, our focus is on the northern market where we are putting more work force, R&D and investments to reach out to our touch points faster.

We don't want to change the food people eat or the way they have been cooking for centuries. What we are introducing is a new and simpler way of cooking, which is healthier as well as full of flavour. Around 20-25 years ago, microwave was a newly introduced technology and people were naive about it, but now it's a household appliance.

**What are your future plans?**

We are looking to expand our reach in India by opening more stores and we are focusing on a lot more activations. Apart from that, we will continue to organise different awareness activities and live demonstration classes. We currently have ten stores now in India and we plan to double the store count by next year. We have around 14 Weber Experience Centres across the country and it will increase to 25 centres in the next 12 months. ●●





# New and Emerging Trends in Cookware

More than just satisfying the functional needs of the Indian consumer, modern retail in the cookware sector is emerging to cater to the diverse needs of the customer – be it convenience, fashion or price. The stylizing of cookware in order to transform the product from a functional kitchen tool to making it a part of an aspiration lifestyle is a dominant trend today.

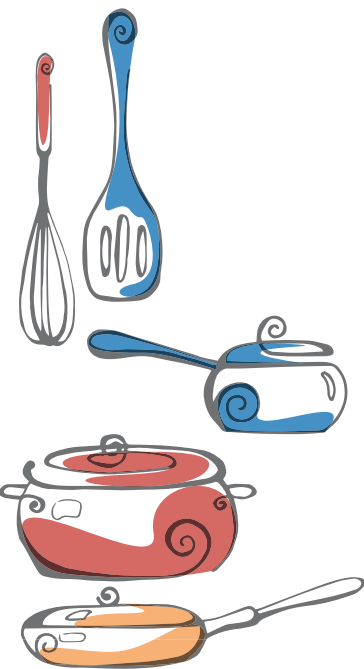
by Sunil Agarwal

Until three years ago, cookware retail hardly received a stand-alone mention in any of the analyses conducted on the Indian retail sector. However, things have gradually improved ever since. More than just satisfying the functional needs of the Indian consumer, modern retail in the cookware sector is emerging to cater to the diverse needs of the customer – be it convenience, fashion or price. Currently, the cookware market in India is estimated to be in the range of \$320–\$360 million, out of which the kitchen accessories market is just about 18 per cent. The market is highly unorganized with organized players accounting for only 35-40 per cent of the market share.

The cookware industry in India has been undergoing a major boom in the past couple of years and is growing fast. The industry is pegged to grow at around 21% aided by some key drivers which are helping to build and grow the segment.

The hottest trends in the segment are reflective of what's on the customer's mind as evidenced in the way they're choosing how to equip and furnish their homes. These trends point to the fact that the industry is changing and undergoing a paradigm shift in character. Consumers earlier would follow the traditional approach of cooking in terms of the recipes, vessels, methods, etc. As the world is getting smarter and better, people have now started making new choices and are moving towards a more modern approach. That is only to be expected as new set of products enter the market with every passing era. It all started with non-stick cookware and later developments have kept the cookware market evolving further.

Consumers have now become more aware of cookware through reality programs and cooking shows on TV. And retail passageways are overwhelmed with alternatives at each value point in a variety of materials. Mass manufacturing has made it possible for cookware to be delivered at lower costs which, in turn, has extended the range of customer choice. As far as the trends are concerned, there are several important ones that





dominate the cookware market. These include the stylizing of cookware in order to transform the product from a functional kitchen tool to making it a part of an aspiration lifestyle. Such aspirations include catering to 'green' concerns for environmental friendliness and the health and safety of the products offered. Also, cookware style and fashion is becoming increasingly important, especially for those at the higher end of the market. Consumers moving into new houses or remodeling their existing homes prefer the latest collections to match the interiors of their kitchen.

The most important trend that the cookware industry has to deal with is the growing tendency to question the safety of non-stick coatings. Manufacturers are working diligently to create a coating that is safe to use for the households. The industry's effort to introduce a new type of coating is mainly driven by the various concerns received from the consumer's end. For safety purposes, consumers have also started avoiding the use of plastic. Studies have proved that the toxic compound found in the plastic causes health problems ranging from cancer to infertility. Exposure to these kinds of chemicals can also reprogram our metabolism and make it more likely for us to store calories instead of passing them through, causing obesity. The best solutions, which are affordable, convenient and really safe, are the glass and certain types of stainless steel, glass or ceramic cookware.

Undoubtedly, it's the stainless-steel cookware that is considered to be the best choice for your kitchen. The surface of stainless steel does not flake, so pieces of the material do not break off and contaminate your food like with most non-stick cookware. Stainless-steel cookware is a combination of metals including carbon, chromium, nickel and manganese. Stainless steel pans often have an inner core of aluminum or copper and these two metals are very efficient heat conductors. Since the aluminum or copper is sandwiched between layers of steel and neither come in contact with the food, it is the most preferred cookware to be used for cooking.

Earlier, cookware in the kitchen acquired a lot of space. It was difficult to handle besides being really heavy. Times have changed and various brands have introduced compact design cookware, especially for small homes, apartments and for travelling purposes. This is the best option for people who are short on storage space. Cookware with detachable handles has been launched by various brands, which is a step further toward intelligent cooking.

Among other innovations, we have also seen a change in the designs and looks of the cookware nowadays. Gone are



the days when cookware was simple, silver, and craved with family names on it. Colorful, stylish, sleek and smart cookware is the norm now. This has changed the way that people look for the perfect cookware for their kitchen. And with several brands entering the market, competition in the cookware market has intensified.

After coming up with stylish cookware, brands have started with a new trend and introduced multi-purpose appliances. This innovation has proved to be a boon for people and has made their complicated kitchen life much simpler. Hard work in the kitchen earlier has been transformed into smart and creative work. At the same time, cooking has become a much easier task now.

Apart from the cookware, there has also been a change in the cooking approach. Cooking is no more restricted to women. Earlier, only women were considered eligible to fill in the shoes of a home cook, but the picture has changed today; the role of a home cook is now played by men as well and this transition is now well-accepted in society.

With social mores and norms changing, consumption patterns too have seen a shift. Now healthy cooking is the new wave. This change is being observed not only within households but across the foodservice industry at large. An increasing number of hotels & restaurants are adapting to healthy cooking and healthy eating habits of consumers. The trend is fueled and spurred by social media, which is enabling its spread to new geographies and people. Social media and digital platforms are also prompting people to experiment more with food and how we interact with smart cookware.

A slew of latest apps has also acted as a key support for people across the world to promote their various ideas, recipes, innovations, methods and style of cooking digitally and reach out to the maximum number of people possible.

Alongside, the cookware industry has become more like the technology market. Every now and then there is a new innovation, a new update or a new launch, which catches the public attention and imagination and helps expand the industry as never before. ●●



**Currently, the cookware market in India is estimated to be in the range of \$320–\$360 million, out of which the kitchen accessories market is just about 18 per cent. The market is highly unorganized with organized players accounting for only 35-40 per cent of the market share.**



*The writer is Director, Vinod Cookware, a reputed name and the largest exporter in stainless steel utensils.*





Coffee Day Hotels and Resorts, Bengaluru, owns and runs some prestigious hospitality and F&B brands, including the popular brand The Serai. Recent additions to its kitty include Barefoot Resorts in the Andamans, which joined The Serai family as a Coffee Day associate. FoodService India spoke to Anand Menon, General Manager – Marketing, Coffee Day Hotels and Resorts, about the revenue potential of F&B offerings to a hotel’s overall performance and how resort properties can leverage Indian cuisine as a major drawing card for more tourist footfalls.

## “Food is an experience and we work hard on enhancing it”

### How do you look at the current year in terms of business performance?

The hospitality business is all about achieving good performance and standards. These are the important aspects one looks to achieve in any year of operations. We look at any particular year as an opportunity for the entire group to accumulate new knowledge. We get to learn many new things every year. All the new things that we learn and experience allows us to take the next step for putting up an even better show and performance. Fortunately, we have not experienced anything that would force us to introspect in a major way. So, we have been going about our business on an extremely optimistic note. One of the biggest objectives that we have been able to accomplish is the fact that we have been able to leverage the digital marketing space very profitably by evolving extremely fast, by making changes to the overall plans, and getting down to the creation of a new definition in our overall marketing approach.



**What has been your performance like in terms of room occupancy and F&B revenues?**

Our performance in terms of occupancy, average room rate and brand equity has been encouraging. From the perspective of food and beverage, our hotel occupancy is linked to the performance of our food and beverage outlets. Occupancy and F&B performance actually go hand in hand as our F&B outlets cater only to our in-house guests. The Serai Chikmagalur could be an exception to this. There is clearly a correlation between room occupancy and the performance of the F&B outlets.

**What have been your major learnings in this business?**

In a hotel operations, there are always challenges that you need to overcome in order to emerge stronger in the future. We face such challenges every year and learn from them as I have mentioned earlier. There are challenges aplenty, both in terms of the changing market scenario and a constant endeavour to meet our customers' demands. This, I am sure, would be the case with any young hospitality brand like The Serai. On the other hand, there could be many lessons and opportunities for the hospitality industry this year. We, as an industry, should definitely focus on one key lesson, that is to keep innovating constantly. For this, it is vital to keep your eyes and ears to the ground. It is important to know what the competition is doing, what customers want and how is the marketplace changing.

When The Barefoot Resort – our latest addition – became a Coffee Day associate, the challenges in terms of standardisation of every aspect of operations was something we needed to pay



greater attention to. There was a lot to learn and imbibe from our new addition and a lot that they could take back from us.

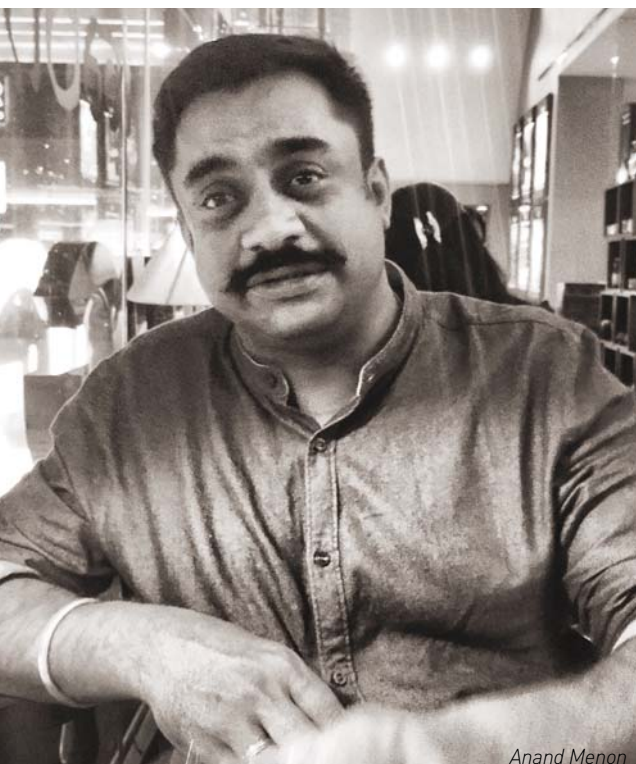
**What are your plans for the future?**

There are some steps that we will be taking to ensure that our goals are achieved and our plans reap in a better outcome. As always, we will need to ensure that we achieve our sales targets. It means facing the challenges that changing market scenarios keep throwing up. We study different markets and brands, both in the domestic and the international space, in which we operate. Another key area of focus is to understand the digital space better and make the relevant changes to our marketing plans so that it suits and caters to the demands of our customers. This is something that keeps us continuously engaged.

**How do you assess the market mood and consumer sentiment for making your future plans?**

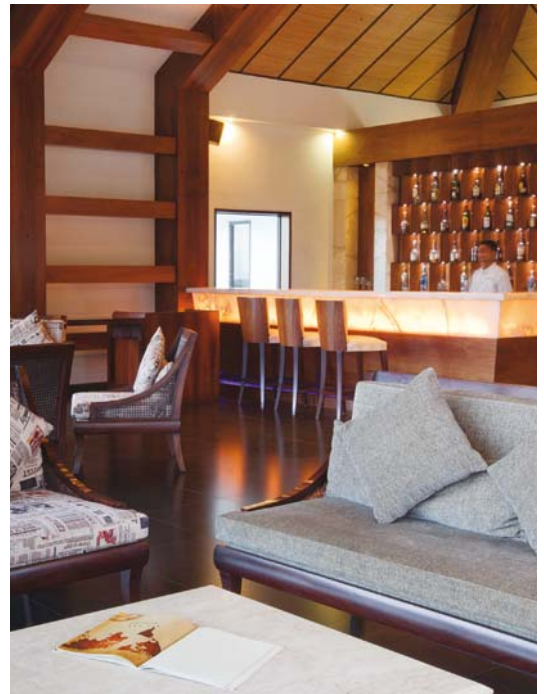
India is a very value-driven country. The established brands in the hospitality trade and F&B will vouch for it. For us, the leisure holiday space is one that throws up a lot of opportunities and at the same time challenges too. Like I mentioned earlier, we are an evolving brand,

**It is vital to keep your eyes and ears to the ground. It is important to see what the competition is doing, what customers want and how the marketplace is changing.**



Anand Menon





**There has been a substantial rise in the number of inbound tourists. This will certainly boost the prospects of the hospitality industry. Needless to say, this will also impact the foodservice proposition of the country.**

growing every day. But by and large, we have managed to read the market very clearly and it has, sort of, paid off. But this does not mean that we need to be over confident of the business in the future and of our strategies. Hence, we constantly review the market to ensure we achieve better results all the time.

**Does India have the potential to become a global F&B destination?**

India is now getting noticed on the tourism map of the world and this is very exciting for us and the industry. India, as a tourist destination, has a huge potential but sadly only a fraction of this potential has been tapped and exposed to the international markets. Smaller countries in Southeast Asia have more inbound tourists coming in compared to India as a whole. This situation is now changing for the better and, in recent years, there has been a substantial rise in the number of inbound tourists. This will certainly boost the prospects of the hospitality industry. Needless to say, this will also impact the food service proposition of the country. The tourism industry has the potential to solve a lot of India's socio-economic problems and challenges. I am of the belief that all of the world can be seen and witnessed by one visit to India. This includes all the various aspects, from what one gets to see to what one gets to eat. The potential to make Indian cuisine as one of the most sought after in the world can be realised if tourist numbers continue getting bigger. We should be able to tap this potential by ensuring larger number of inbound tourists to the country.

**At present, what is driving the demand for food in the hotel industry?**

Food is an experience. At The Serai, we work hard toward achieving this experience. This is the one of the most important reasons for the growth in demand for the food segment in the hotel industry.

That said, there are many challenges that need to be overcome in order to survive in the competitive hospitality market in India. For example, keeping up with the changing market and customer expectations has always been a challenge for the industry. Also, with the market requirements changing fast, being informed about these aspects will be of paramount importance.

**Going forward, what are the group's plans?**

There are a lot of things that are slated for a change at The Serai. Spelling them out at this point will not be possible as these are partly confidential and partly because they are a work in progress. But the focus is on increasing our scope to offer fulfilling moments to cherish to each and every guest who experiences our services.

**Which are the most critical features that need to be addressed in view of customers' expectations for something unique and new at your resort?**

Delivering 'experience' is the most critical feature that we look forward to while addressing the needs of each and every guest. Each of The Serai resorts has something unique to offer. Combining them all and putting together a basket of experiential deliverables is what we would aim at and this is the goal we constantly strive to achieve. Achieving pre-defined milestones will continue to be a part of the overall marketing/sales targets that have been laid out for the success of the brand. ●●



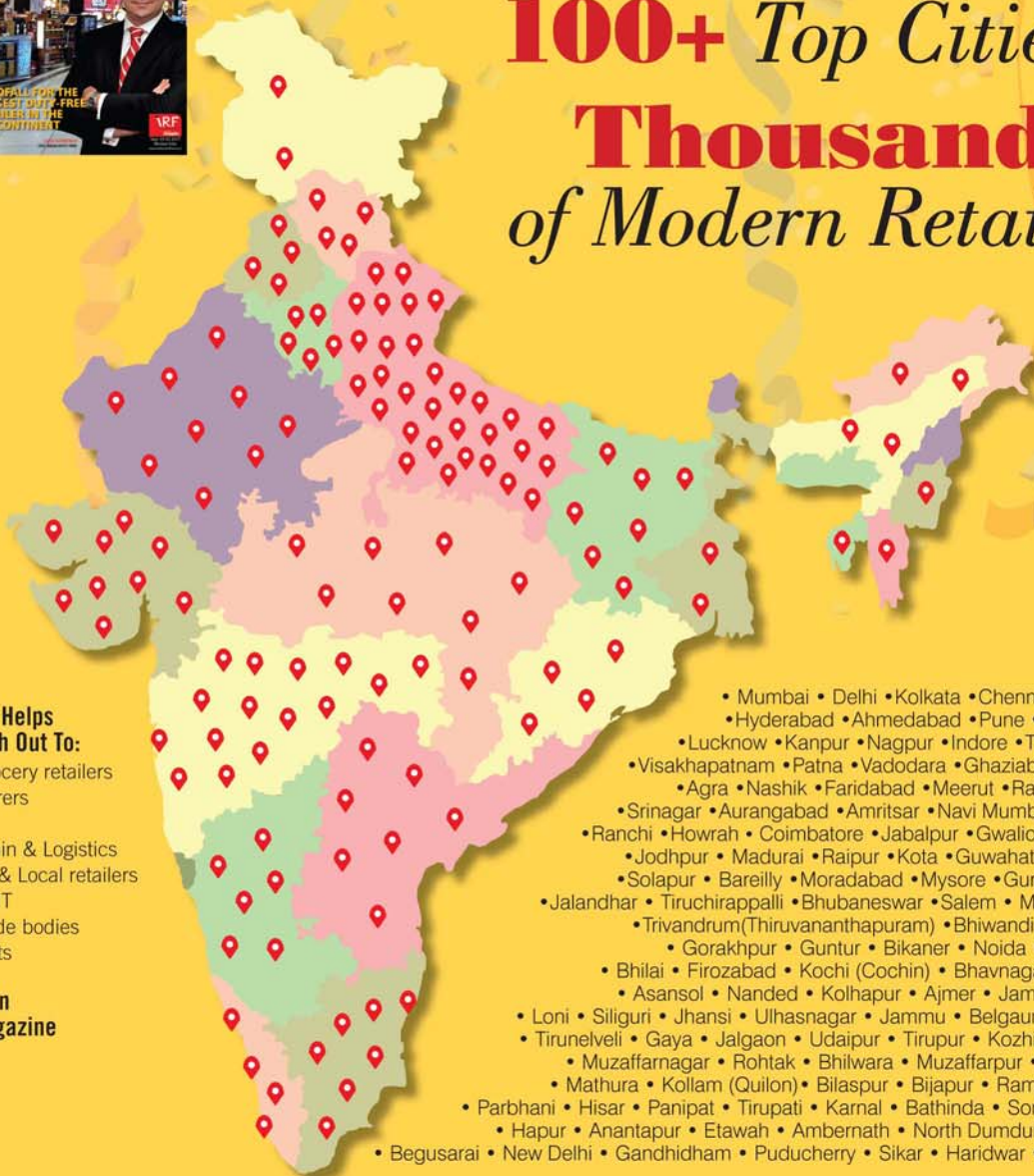
# Celebrations

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“We plan to launch over **40 outlets** across India and overseas over **next two years**”



Umang Tewari

Umang Tewari, promoter of Big Fish Ventures, which operates popular restaurant brands like Garam Dharam, The Junction, Local, The Vault, and Junkyard Café speaks to FoodService India about his outlets' unique themes and concepts and how he plans to grow his restaurant business in the future.

**Tell us about your company and the restaurants that it operates.**

Our company Big Fish Ventures operates some of the premium casual dining lounges in Delhi like Garam Dharam, The Junction, Local, Vault Café, Junkyard Café, Café OMG and a few more. Also, we are planning to expand most of our current outlets and brands in other metros like Mumbai, Bangalore, and some other cities.

**What is your market positioning, your USP and customer value proposition?**

Our restaurants are concept-driven and our target audience is the people who want to eat and drink in style. It's for the people who love to experiment and are seeking an overall experience. Besides, most of the customers come back for the kind of ambience and culinary experience we offer. At Big Fish Ventures, we try to bring in the best of concepts from all around the world and by infusing our outlets with a variety of food innovations.

Today, the customer has become more experimental in trying out new things. We are surely





doing more experiments this year. Besides, food has always been the fundamental reason to dine out. And experimentation becomes important so that your food outing is always to be enjoyed and not be monotonous. We make sure that each of our restaurant is different from the other and to achieve that we present things differently. We ensure that our interiors and F&B are above the notch, and at the same time we try to keep are our offerings very pocket-friendly.

**Today, diners are looking for out-of-the box concepts and something that breaks the daily monotony of home dining. Tell us about all that makes your outlets unique- in terms of F&B innovations, cuisines, restaurant layout and design, etc.**

For sure, our customer is much evolved and travelled. They are all set to embrace the innovations in the form of concept restaurants. We make sure that each of our brand is unique and different. We don't replicate the things of one brand and copy it to another. Rather, we create different things for each brand. One of my successful venture is Garam Dharam, which is a concept restaurant inspired from the veteran actor Dharmendra's style. Besides, Garam Dharam is surely a one-of-its-kind restaurant, which is designed keeping in mind the huge fan following of the actor. With good music, quirky and lively ambience, the restaurant offers some authentic and innovative delicacies.

**Which are those cutting edge concepts and innovations that you feel are truly unique to your establishment?**

With new restaurant concepts, culinary trends coming in, the food service industry is constantly



evolving. Gradually, the industry has drifted from more traditional concepts and has adapted international concepts. With more evolved customers, people like to experiment with new things and this encourages us to come up with something new everytime.

As far as the restaurant's name is concerned, I like to keep it simple and strong. I feel that the name should communicate the theme. So, we pick one element that sets the theme of the place, and we name it accordingly such as Garam Dharam, Junkyard, The Junction, Local and so on.

**What is your opinion about the growth outlook and market potential for restaurant cum bars. What do you feel are the prerequisites for success in this segment?**

Currently, the food service industry is pretty dynamic. I feel it has room for all kinds of offerings from across the world in terms of food, drinks, ambience and events. We plan to grow bigger and better in all the four dynamics – right location, pricing, unique concepts and offerings are a few things which we have in mind for this year. Moreover, Big Fish Ventures is planning to launch over 40 outlets across India and overseas over next 2 years. In fact, very soon we are planning to open Garam Dharam in Murthal, which is one of our biggest projects.

**How do you see the future of gastro bars and molecular bars as far as the bar scene is concerned?**

I feel 2017 is a year of concept restaurants. Apart from the quality of food, the concept and interiors of the place play a pivotal role in making the place successful.

**Garam Dharam is a concept restaurant inspired from the veteran actor Dharmendra's style. Besides, Garam Dharam is surely a one-of-its-kind restaurant, which is designed keeping in mind the huge fan following of the actor. With good music, quirky and lively ambience, the restaurant offers some authentic and innovative delicacies.**







**We invest Rs. 4-5 crore per outlet. Our returns are around Rs. 30-40 crore in an year for all the outlets. We are also investing 80-85 per cent of the income for setting up more outlets.**

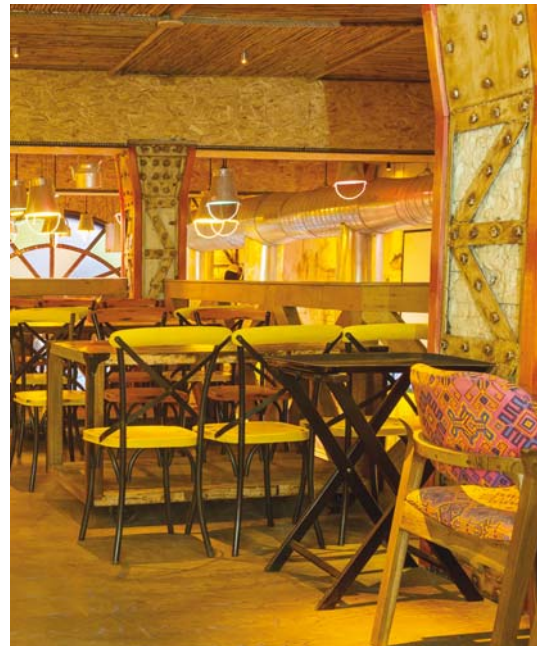
The past year was a year of international flavours but this year we are seeing a more wider audience as exposure to international cuisines has increased and we are also experimenting more with it. Also, it is important to have the right balance of both the classic and experimental flavours.

The Indian palate is about having dishes that are mass accepted and with an international touch. Moreover, we will see a surge in the trends of plating and presentation. It certainly enhances your appetite and enjoyment of the food that is being served and adds on to your dining experience.

**How are you leveraging technology to streamline and expand your infrastructure bandwidth?**

I have always been a tech freak and have recently launched a mobile application for Big Fish Ventures. This mobile app is created to offer the best of services to our customers. It is basically a centralised application, which will keep you informed about all our outlets. Big Fish Venture's move may set the trend for large multi-format restaurant chains developing their own apps and eventually posing a competition to the specialised dining and reservation app operators like Zomato, Dineout, EazyDiner and Reserveyourtable.

Till today, people follow these sites to know more about us. When we have our own app with loyalty schemes as well, people for sure would refer us instead of other apps. So in a way this would generate more traffic on our application. The app will cater to its 60,000 customer base who frequently visit our restaurants every month in a better way. Besides, we have plans to bring over 2 lakh customers by end of this year. Our mobile application is to simplify the customer needs. Right from table reservation to loyalty offers to discounts to all information regarding our outlets - Big Fish mobile application will give you all the information regarding our outlets. The app has unique features like the loyalty program known as the 'Big Loyalty', which enables a consumer to gain 5,000 points on



every download and subsequently on every billing and redeem them with exciting discounts, offers and deals exclusive to the app. In the next phase, we also plan to launch a wallet, which will give more value adds to the customer on each spend by giving them a cash back.

**How much of your earnings is spent back as investment into the business. Which are the priority areas of such investment?**

Restaurant business is an everyday investment. After building a place, you need funds for marketing and operations. For a restaurant, every day comes up with a new challenge and we need enough to serve our customers and clients in terms of food, music, events, campaigns, artists and much more. We invest Rs. 4-5 crore per outlet. Our returns are around Rs. 30-40 crore in an year for all the outlets. We are also investing 80-85 per cent of the income for setting up more outlets. ●●



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**South India**

**Suvir Jaggi** | [suvirjaggi@imagesgroup.in](mailto:suvirjaggi@imagesgroup.in), +91 9611127470

**East India**

**Piyali Oberoi** | [piyalioberoi@imagesgroup.in](mailto:piyalioberoi@imagesgroup.in), +91 9331171388

**Editorial Contacts**

**Surabhi Khosla**

[surabhikhosla@imagesgroup.in](mailto:surabhikhosla@imagesgroup.in)

**Charu Lamba**

[charulamba@imagesgroup.in](mailto:charulamba@imagesgroup.in)





# Take-off for Dining



Emirates Airline

**The Gulf airlines were among the first to recognize the role of catering as one of the deciding factors when choosing an airline. The element of luxury, attention to detail and exceptional and individually customized F&B offerings in the premium segment have long been an integral part of their marketing strategies. Today, with growing competition in the aviation market and a highly sophisticated clientele, airlines are challenged more than ever to keep customers happy and avoid losing them to the competition. We take a look at the premium catering of the Gulf region's leading carriers. A report by Bettina Quabius.**

**A**ccording to Global Industry Analysts (GIA), the global market for in-flight catering services is projected to reach US\$17.6 bn by 2020. The catering divisions of the fast-growing airlines of the Gulf region account for a substantial share of the market. Though being confronted with the highly competitive economic environment in which airlines operate, they have succeeded in building up an excellent reputation for their on-board catering amongst discerning travellers by rolling out the red carpet for their premium passengers. In-flight catering is one of the primary touch-points an airline has with its customers, providing a perfect basis to ensure brand awareness and loyalty. The food on board is a popular topic of discussion between passengers and considered as one of the deciding factors for them when it comes to the choice of airline. Consequently, the Gulf airlines have developed their premium class catering into an essential instrument of differentiation from their competitors in Europe and the USA.

## High expectations

"We believe food is a very important component and one of the many factors why people choose Emirates and keep returning," says Joost Heymeijer, Senior Vice President Catering at Emirates Airline, with 52 m passengers in 2015 the region's largest and most prominent carrier. "Travelling with us comes with high expectations, from seat comfort and in-flight entertainment to cabin crew service as well as food and beverage in all classes. Highlighting our exceptional F&B offering has always been a part of our PR and advertising communications," he adds. Guests in the First Class cabin of an Emirates flight are offered an à la carte multi-course meal from an extensive menu. This menu, including various choices from snacks to à la carte dishes, is available 'on demand' and orders can be placed at any time during the flight. Those travelling in Business enjoy lunch and/or dinner, depending on the time of day and length of the flight. Five-course meals are accompanied by a selection of fine wines, spirits and cocktails, including champagne





Emirates Airline

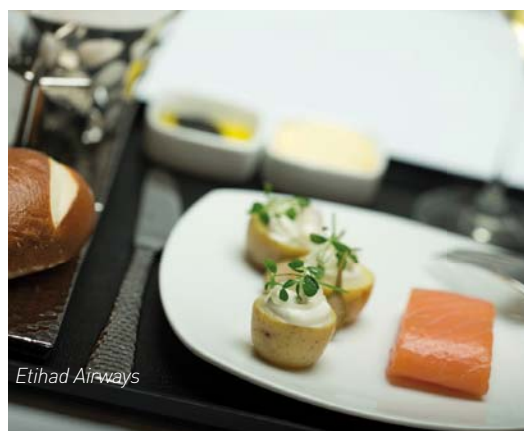
and vintage Port. In the past decade, Emirates has extensively invested in a wine programme that allows them to procure and serve rare vintages and exceptional wines from exclusive vineyards to their customers in all cabin classes. Heymeijer proudly says: "Last year, we were the only airline in the world to serve four different Dom Pérignon Vintage champagnes to our First Class customers on board. And we are currently serving an even more luxurious Dom Perignon Champagne – Dom Perignon P2 1998 in First Class." On board of the Emirates A380, customers in First and Business can also enjoy additional hot and cold snacks such as canapés and sandwiches at the onboard lounge while socialising at 40,000 feet.

**Attention to detail**

Dining on demand, which allows passengers a maximum of choice and flexibility, is one of the key features Middle Eastern airlines offer their guests in the premium segment. The high attention to detail and a strong focus on the culture and heritage of the region are others. The catering professionals at Qatar Airways, for example, are sure that First and Business Class customers choose the airline because it offers an experience that feels custom-made for them – with all details thought through before they step on board. No detail in the customer experience is too small to make a lasting impression. Therefore, every detail is treated equally, with the same discipline and attention. The Doha-based carrier prides itself to providing great service and choice for their customers, while also representing the best of their respective culture, traditions and heritage – through the universal language of cuisine. Rossen Dimitrov, Qatar Airways Senior Vice President Customer Experience, outlines the concept: "We understand that food is about pleasure, energy and sharing, that is why all of our meals and desserts are prepared with a focus on the quality and the freshness of ingredients. And befitting our Qatari heritage, we offer traditional dishes with every menu, such as the Arabic mezze in our Business Class – a fantastic marketing tool, because it tells our customers that Qatar Airways respects and appreciates their culture."

For the last few years the airline has been working with some of the top chefs in the world, currently featuring cuisine from chef Nobu Matsuhisa on many of their menus. Similarly, food brands play an important role in highlighting quality choices to customers and can be a key determinant when choosing some of the products that are featured on board to make sure that they are in-keeping and in-line with the Qatar Airways brand principles and style.

Keeping airline passengers – especially frequent flyers and loyal customers – positively surprised and delighted beyond their basic expectations means, according to Dimitrov, that one has to keep evolving the experience to keep it fresh. Qatar Airways offers a First Class style service in Business Class, a key part of which is the opportunity for the customers to dine on demand during their flight. By way of distinction, First



Etihad Airways



Qatar Airways

**ETIHAD AIRWAYS**

**Location:** Andheri West, Mumbai. Near DN Road Metro Station

**Founding year:** 2003

**Hub:** Abu Dhabi

**Operations:** 122 aircraft, 1,931 commercial flights/week (Jun 2016)

**Network:** 117 destinations

**Catering entity:** Etihad Airways Services – Catering (EASC)

**QATAR AIRWAYS**

**Founding year:** 1997

**Hub:** Doha

**Operations:** 190 aircraft

**Network:** More than 150 destinations, operating to six continents

**Catering entity:** Qatar Airways Catering Company (QACC)





Emirates Airline

**Transposing the local concept of hosting a guest at one's home into the on-board experience is a leading marketing theme among the Middle Eastern carriers.**

Class guests are served a premium caviar, for example, also some exquisite wine selections, including Krug champagne, that are only available in First Class.

### Arabic hospitality

Transposing the local concept of hosting a guest at one's home into the on-board experience is a leading marketing theme among the Middle Eastern carriers. Guests boarding the premium classes receive the traditional Arabic welcome: dates and gahwah (Arabic coffee). Juices are freshly squeezed. The meals are delivered by the hand directly from the galley to the passenger's table; trolleys in premium classes are widely unknown.

At Etihad Airways, the national airline of the UAE, the marketing strategy is strongly built around guest experience, service and the legendary Arabic hospitality throughout the entire journey. While seating, price and safety are considered as important elements, the airline promotes its services as a unique experience. In-flight catering is seen as one of these elements, supplemented by the service and hospitality on board – for example, Butlers in The Residence, in-flight chefs in First Class, Food and Beverage Managers in Business Class.

The Residence, a private multi-room cabin on board of the airline's A380 fleet that was launched by Etihad in 2014, provides its guests with a personalised menu, to be served with 24 karat gold plated fine porcelain, gold-plated cutlery and crystal glassware. Based on the First Class offer, the menu includes extra caviar and Champagne offerings.

'Elevated fine dining' is how Etihad Airways describe their concept for the First Class, focusing on ultimate indulgence, an eye for detail catering to the guest's palate with an exquisite selection of 'guilty treats' and fully certified in-flight chefs who can prepare a bespoke degustation menu showcasing their



## THE CATERING FACILITIES

### Emirates Airline Flight Catering facility (EKFC), Dubai

The Emirates Airline Flight Catering facility (EKFC) in Dubai is the largest of its kind in the world with a total built up area of 58,600 sq m. It was developed on the basis of optimal functional driven, modern concepts in processing, cold chain, food safety, environment and energy saving. Currently, the daily average number is 200,000 meals to 360 flights. On July 1, 2016, EKFC recorded the highest number of meals supplied in one day with 225,563 meals (197,192 to Emirates flights and 28,371 to other airline flights). EKFC are the supplier of services for Emirate's DXB operation. The Emirates Airline Regional Catering Management and Concept Development teams work closely with the EKFC chefs to design regionally inspired menus.

### Etihad Airport Services Catering (EASC), Abu Dhabi

The catering facilities in Abu Dhabi were originally established in 1982 and acquired by Etihad Airways in 2013, subsequently being renamed as Etihad Airport Services Catering (EASC). Being the only caterer at Abu Dhabi International Airport, it provides services not only for Etihad Airways (which makes up 85% of the business volumes) but also for a group of around 20 other airlines, which also includes Etihad Airways Partner (EAP) airlines. The catering facilities are split over three sites with a total area of 24,500 sq m, utilising a fleet of 149 high loader vehicles. Currently, the facilities produce an average of 70,000 meals per day for around 170 flights, using a workforce numbering approx. 2,400.

### Qatar Airways Catering Company (QAC), Doha

Qatar Airways Catering Company (QAC), a subsidiary of Qatar Airways, is one of the largest single-building flight kitchens in the world operating with more than 2,500 employees and producing a current peak of more than 129,000 meals each day. As a supplier to the airline, QAC works very closely with them to ensure the best quality and choice is offered to each and every passenger on board.

flair and skill. An Etihad spokesperson explains: "While most airlines have a menu concept in their premium cabins, Etihad Airways is the only airline with a 'Food Philosophy' in its First Class cabin. This goes beyond typical on-board concepts, as it reflects a culinary and service experience which guests normally only experience on the ground, in 5-star hotels and restaurants. We are very proud of this achievement and will soon introduce this philosophy to Business Class." Etihad's First Class guests can indulge in an a la carte dining menu or lounge and grill menus prepared by the in-flight chef or alternatively choose in-flight chef specials, featuring a signature dish unique to that chef.

Business Class passengers are provided with a menu offering three different starters, four main courses, five desserts and on long-haul and ultra-long haul flights, an all-day menu featuring a selection of 'home comfort' dishes, sandwiches and snacks. The menus feature contemporary dishes showcasing regional trends and classic seasonal offerings. All premium classes are based on a 'dine on demand' concept, allowing each of the guests to dine at their preferred time.



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For Delegate Registration:  
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**Each Emirates flight has a tailored menu depending on the end destination, differing not only from region to region but also from city to city.**

## Menu design and quality assurance

Due to the strong cultural heterogeneity of the clientele of the Gulf airlines the process of menu planning is complex and requires a detailed knowledge about the customers, their origin, preferences and expectations. On every flight at least one Arabic or Middle Eastern dish is included in the menu, and it goes without saying that all dishes are halal. "With a cosmopolitan customer base," Joost Heymeijer of Emirates says, "we always ensure there is something to suit everyone, offering both local and international options. We offer authentic cuisines from countries our customers come from and places they are travelling to. On flights to Japan for example, we not only offer authentic Japanese food but also authentic crockery, cutlery and tea set to ensure an unrivalled food experience on board."

Each Emirates flight has a tailored menu depending on the end destination, differing not only from region to region but also from city to city. The menu is changed every month and is developed by a culinary trained catering manager within the Emirates catering team. Considerations such as dish weight and height are of great importance

to ensure that each dish is of a consistent size to minimise wastage and to ensure food can be properly loaded on to the flight trolleys. Emirates has six regional catering managers and a dedicated design and development team which works closely with Emirates Flight Catering (EKFC) and their chefs to ensure quality and diversity in the menus.

Regular product reviews are held between both groups to ensure that the best in-season ingredients are used and that the latest global culinary trends are appropriately considered. Quality assurance procedures are strongly based on customers feedback as cabin crew reports on catering are compiled at the end of each flight, providing the airline's regional catering managers with crucial response. Managers hold daily meetings where reports from all flights are scrutinised so issues of concern are acted on immediately. Emirates has its own state-of-the-art training college where the correct preparation and delivery of food is key.

Seasonality, guest demographics and destination are also the guiding principles for the menu planning at Etihad Airways. The chefs use destination-specific ingredients and produce for the dishes, and specific recipes on the Arabic choice to ensure authenticity. Menus are changed every three months on medium, long and ultra-long haul flights. The airline operates a special menu matrix based on departure times and flight duration from which appropriate menus for each particular flight are chosen. Some flights feature a main meal and a second lighter meal, both of which are prepared using two different types of galley equipment. The catering team ensures that the menu options match on both inbound and outbound flights so the same equipment on each leg can be used. This way, the need for having a stock of galley equipment at each airport is avoided. 'Off the shelf' tastings twice a week are carried out, where randomly selected ready to load dishes are checked against specifications such as weight, visuals and taste.

## Trends in the air

Asked about trends on board, the catering experts agree that besides local dishes, lighter meals and healthy options are key features. Power and super foods such as Quinoa or Chia seeds are becoming more and more popular and get incorporated into the menus. Passengers increasingly demand information on how their food has been created, what is in it and expect to have the same choices in the air as on the ground. However, not all food trends can be transferred into airline concepts. The planning process takes approximately nine months in advance, making it difficult to alter contractual based products. In addition, guests on board are more inclined to see familiar dishes on the menu. Obviously, constant innovation, based on careful monitoring and observation of the market, is still essential in the airline catering business. ••

Article source: FS Europe & Middle East

## EXPERT VOICES



"Hospitality is in our very DNA, and we curate or create the customer experience to help our customers feel welcome on board. We believe that luxury is defined differently by everyone. Instead we focus on providing our customers with the very best and work to understand their needs – providing the right things, at the right time, in the right way. The use of luxury ingredients for food and drink and exquisite furnishings and finishings only adds to the overall experience."

– **Rossen Dimitrov**, Senior Vice President Customer Experience at Qatar Airways



"The word luxury means different things to different people. All our discerning passengers throughout all classes appreciate our attention to detail in every aspect of the multi-awarded Emirates experience, from services on the ground to the customer dedication of our cabin crew inflight. We at Emirates do embody the culture of hospitality, warmth and generosity that is associated with our home Dubai and the UAE."

– **Joost Heymeijer**, Senior Vice President Catering at Emirates Airline

## EMIRATES AIRLINE

**Founding year:** 1985

**Hub:** Dubai International Airport

**Operations:** 255 aircraft

**Network:** 154 destinations in 82 countries

**Catering entity:** Emirates Flight Catering (EKFC)





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## NRAI: Assistance to Hiring Trained & Certified Manpower

NRAI is a founder member of Tourism & Hospitality Skill Council (THSC). It has been working on the type/ content of skill courses, training partners and other important aspects for providing quality trained manpower for the restaurant industry in various job roles / levels. THSC is a national level organization under National Skill Development Corporation (NSDC), with a government-industry interface and partnership with stakeholders from industry, labour and academia.



THSC has launched a digital platform – [www.thsc.skillgrid.in](http://www.thsc.skillgrid.in) to connect industry with THSC certified manpower, ensuring job opportunities to skilled candidates. It currently has over 10,000 candidates who have completed or are currently undergoing training across job-roles and states, and available for the Tourism and Hospitality Industry to engage.

NRAI members can enquire and hire the trained and certified manpower as per laid down norms.

To take benefit, kindly register at [thsc.skillgrid.in](http://thsc.skillgrid.in) as 'Industry Partner'. Please note that annual fee for 'State Level' access is INR 2,000 and 'National Level' access is 'INR 5,000'.

### Benefits of Registering with Skill Grid:

- Ease of Industry Partners to search trained candidates available in a city / town, to engage / interview, and to hire them
- Specific QP wise candidates available
- Progressive training possible for existing employees
- School and college students available for internship and apprenticeship
- Industry Partners can post requirements w.r.t. hiring and training of existing staff, and ability to Training Partner to engage directly and digitally with Industry Partner's on their requirements.

*To know more about this initiative, please feel free to connect with Ms Monika Narang, Asst. GM – Industry Connect, THSC at 0124-4160511- 12, 0124-4160514/16, +91 9650214058, [monika.narang@thsc.in](mailto:monika.narang@thsc.in).*

## Inclusion of Service Charge in a Restaurant Bill

It is once again reiterated that as of now levy of service charge by restaurants is legal and does not violate provisions of law.

- There are judicial pronouncements to support that 'service charge' can be levied by hotels and restaurants. The same has been upheld by the National Consumer Disputes Redressal Commission, in Nitin Mittal vs. Pind Baluchi, [2012] NCDRC 444; by Monopolies and Restrictive Practices Commission, New Delhi (MRTP) in 2001; and Judgments passed by Hon'ble Supreme Court in the cases of Wenger & Company and others Vs. Their Workmen (1963) and Ram Bagh Palace Hotel, Jaipur Vs. The Rajasthan Hotel Workers Union, Jaipur (1976).
- It is a matter of policy for a restaurant to decide if service charge is to be levied or not.
- Information regarding amount of service charge is to be clearly mentioned / displayed by restaurants on their menu cards or otherwise also displayed, so that customers are well aware of this charge before availing the services and can use their discretion of not using the facility offered by the restaurant. After a customer is made aware of such a charge in advance and then decides to place the order, it becomes an agreement between the parties, and is not an unfair trade practice.



- Inclusion of service charge in a restaurant bill is a common and accepted practice, and has also been recognized as such by various concerned Central / State Government departments in various communications and public announcements for inclusion of the same in calculating the total invoice value on which taxes are to be levied. Applicable GST is required to be charged on the same as per Schedule II, Clause 6(b) of the GST Act.

The Advisory, prominently advertised by Department of Consumer Affairs, Government of India, regarding levy of service charge by Hotels and Restaurants is contrary to the established practice and legal position.



National Restaurant Association of India  
Voice of the Indian Restaurant Industry



## NRAI partners with FSSAI for Food Safety Supervisors' Training Programme

The Food Safety and Standards Authority of India (FSSAI) is looking to introduce a requirement of having at least one trained and certified Food Safety Supervisor in each Food Service Establishment. This requirement at present is voluntary, but will become mandatory in the near future. The Food Safety Supervisor will be nominated by the owner of a food business and may be the business owner, manager or an employee who is in charge of Food Safety in their organization. The Food Safety Supervisor will have the responsibility of ensuring hygiene and food safety implementation in their respective establishments. Food Safety Supervisor will need to undergo training and get certified by FSSAI. Details of the same are available on the Food Safety Training & Certification (FoSTaC) portal at - [https://fssai.gov.in/Fssai\\_E-Learning\\_System/](https://fssai.gov.in/Fssai_E-Learning_System/).

NRAI is a training partner with FSSAI for the training of these supervisors. In order to train the Food Safety Supervisors, FSSAI is planning to empanel a pool of Master Trainers from the Training Partner, who would be used to train the Food Safety Supervisors across the



country. NRAI has accordingly conducted three training programmes for Master Trainers in Delhi on 02nd May 2017, in Mumbai on 19th June 2017 and in Bengaluru on 8th August, 2017. This will subsequently be repeated / conducted in other cities.

## Success for NRAI: Resolves Issue of New Excise Licenses in Delhi!

After several representation and meetings with the Delhi Government at various levels requesting for relief, NRAI is happy to announce that Issuance of New Excise Licenses to Restaurants in Delhi has been resumed. NRAI welcomes this move by the State Government and thanks the authorities for providing the much awaited aid to the restaurant industry.

Over the past, almost one year, the restaurant industry was 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. This resumption will save many employees from losing their jobs, the industry and authorities from loss of revenue and will go a long way in promoting Delhi's tourism and tourism related jobs.



## NRAI Judicial Intervention in MRP, Service Charge & Music Licences



Further to the letter and emails sent for renewal, this is to inform members that NRAI is seeking judicial intervention in matters related to MRP, Service Charge & Music Licences.

Documents in these cases (along with current list of restaurants registered as members with the NRAI) are to be filed in court so that any relief granted by the court would be applicable to these outlets. A similar relief had been given in the recent Minimum Wages Case (read court order) to the NRAI members.





# HPMPF Annual Convention and Awards 2017



*Nitin Nagrale  
Founder and General  
Secretary, HPMPF*

**H**PMF (Hospitality Purchasing Manager's Forum), a consortium of purchasing managers from the hospitality industry representing star hotels, catering companies, stand-alone restaurant chains and airlines celebrated its 7th Anniversary along with the Convention and Awards from 14th to 16th September 2017 at Indana Palace, Jodhpur. Speaking about the anniversary and convention, Nitin Nagrale, Founder and General Secretary, HPMPF said: "This year's anniversary and convention brought purchasing managers of different organizations on one platform. We hope that the synergy, coordinated efforts and the passion that went into the making of this year's event will lead to a better environment in hospitality procurement. We will also work out a collective strategy to create a better name for our fraternity. Training and development needs will be identified and a solid three-year plan of action will be created to implement the strategies for achieving 100% results."

Conceived in 2010, HPMPF today is a global organization with over 1,400 members from the hospitality purchasing fraternity. Training and development of procurement professionals, consolidated procurement, industry product standardization, volume discounts, improved professionalism in purchasing process, development of potential vendors, green initiatives and corporate social responsibilities are some of the key elements of HPMPF.

At this year's convention, apart from several keynote presentations and panel discussions highlighting different topics covering the entire spectrum of hospitality procurement, trends in organic procurement and the future of the industry, delegates also met and interacted with thirty top suppliers of India for prospective deals. Besides the talking sessions, the convention also saw the presentation of HPMPF awards for Procurement Excellence in Hospitality Industry. The awards were presented across various categories such as Emerging Procurement Person of the Year, Male Procurement Person of the Year, Female Procurement Person of the Year, Best Hospitality Procurement Team, Best Sustainable Development Sensitive Procurement Team, The Living Legend Awards, among others. A few special achievers from India along with the unsung heroes from the industry were also be honoured.

"These awards will help the fraternity to get motivated and work better. Procurement professionals from across India will also benefit from the many presentations made by senior leaders of the industry offering valuable tips for being a successful buyer," said Nagrale, adding that the event was a perfect platform for mixing business with pleasure for the hospitality procurement fraternity. The organizers also left no stone unturned in amping up the event's entertainment quotient with a line-up of sideshows such as sightseeing, lavish dinners and cocktails and many more fun programs.





# Align Strategic Sourcing with Business Strategy

## Trends that will define the future of procurement in hospitality industry

by SANJAY GOEL

**C**onfidence in the economy and within the hospitality sector is gaining traction. In this unfolding scenario, seeking operational excellence in a competitive business environment is the need of the hour. Supply chain and sourcing effectiveness will play a very critical role in the evolving phase of the industry, at a time where value chain is the buzz word.

Managing cost better is on top of the agenda for CEOs, in the operational effectiveness space. Companies are looking at energy cost and investing in technology. Over 80% of CEOs believe that they will undertake centralisation in procurement.

Supply chain and sourcing is no longer an afterthought for CEOs and board members. Rather, it has emerged as key priority for business. We feel that five trends will define the future of



procurement in the hospitality industry.

New advances in technology and digitisation continue to alter the landscape of the future of supply chain. E-procurement, Analytics, ERP's, RFID's and BI tools will become part of our ways of working as the procurement practices transform from tradition to technology.

Introduction of technology will enhance the need or necessity of the skilled and trained resources. Training and development will be the focus area to bring about the change and transformation procurement processes will undergo in the time to come.



The future supply chain will need to be very agile, flexible, efficient and responsive to meet the demands of young and aspirational guests in a very highly competitive business environment. Collaboration is a very critical element of a supply chain throughout the network to deliver results and be ahead of the competition.

Supply chain gains prominence at the C Level and Investors and Board members recognise the value of efficient supply chain in the entire value chain of hotel and food service business. They also recognise the significant risks and entire supply chain is under microscope and it will be a leading topic of board room discussions and to play a very significant role on the profitability and margins of the businesses.

Responsible and sustainable supply chain will become the very basic philosophy as the businesses expand globally. With consumers becoming increasingly aware, traceability and trust become the very important part of the entire ecosystem.

Efficient procurement through technology and trained workforce will emerge as the top initiatives towards managing cost in the hospitality industry.

**“ Procurement is the biggest challenge. We do not vary our processes from one location to other location. ”**

**K. B. Kachru**  
EVP, South Asia Carlson Hotels



*The writer is President - Pro Partners. He has over 25 years of*

*experience in procurement, materials management, logistics and operations controls in Hospitality, Restaurants and FMCG Industry. He can be reached at sanjay@propartners.in*







# Essentials of Negotiations

The art of negotiation comes naturally to some but must be learned by others. Purchasing professionals must hone this art to have a successful career.

by C. RAJENDIRAN

**Negotiation requires preparation and evaluation. Skilled negotiators assess the needs, strength and weakness of both the parties. This information helps the managers to make intelligent buying decisions.**

**A** purchasing professional must be a dynamic negotiator and possessing this attribute can make all the difference to your profit margins. Purchasing professionals with good negotiating skills focus on the product base price plus the adjustments to the base price. During the negotiations, he/ she has to keep in mind the following factors:

- Rebate, Discount options
- Volume based discounts
- Contract pricing with Escalation / De-Escalation clause
- Cost adjustments by using - Government / Private indicators for services
- Credit terms
- Buy back schemes

Dynamic negotiation is essential to the business strategy and for building long-term business relationships. It's a shift from putting the focus on individual product price to focusing on the total cost of purchase. It helps to reach a win-win situation by co-opting the distributor into becoming a strategic business partner rather than letting the distributor get only what the requirements of an operation are.

Remember that the negotiation process is by nature recurrent and is followed every time products are sourced. The cycle of negotiation begins with:

- Identification of product need
- Translating the need in to identification of product required.
- Recalling of the requirements based on the needs and expectations of end users.
- Identification of potential sources, alternatives, prices and specifications
- Decision making
- Negotiation
- Vendor selection
- Evaluation



The writer is Materials Manager, Novotel & ibis Chennai SIPCOT

Negotiation requires preparation and evaluation. Skilled negotiators assess the needs, strength and weakness of both the parties. This information helps the managers to make intelligent buying decisions. The traits of a skilled negotiator can be summed up as:

- He/ she should be a good listener, communicator, and emotional controller
- Should be passionate about the job and stay abreast with the market trends
- Should be ready with the information and facts
- Set goals that are objective with fair standards and specifications
- Ready to compromise
- Knows the areas of limitations
- Understanding long term and mutual benefits
- Reach an agreement on the terms of purchase
- Ensure a win-win situation

Suggestions for managing concessions during negotiations are as follows:

- Attempt to have the other side to make the first concession
- Don't accept the first offer made on a significant point
- Set negotiation goals very high
- Don't give up something without receiving something in return
- Avoid responding to a high demand with a counter offer
- Be aware of economic and strategic consequences
- All concessions are tentative until you decide to make them final

During negotiations, the closing meeting is as important as the initial planning. When the negotiation is closed, all relevant information discussed during the meeting should be recorded, and mention the commitments and responsibilities of the buyer and seller to eliminate future misunderstandings. ••





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