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VOLUME EIGHT • ISSUE FOUR

Trade Journal for the Hotel, Restaurant and Catering Industry

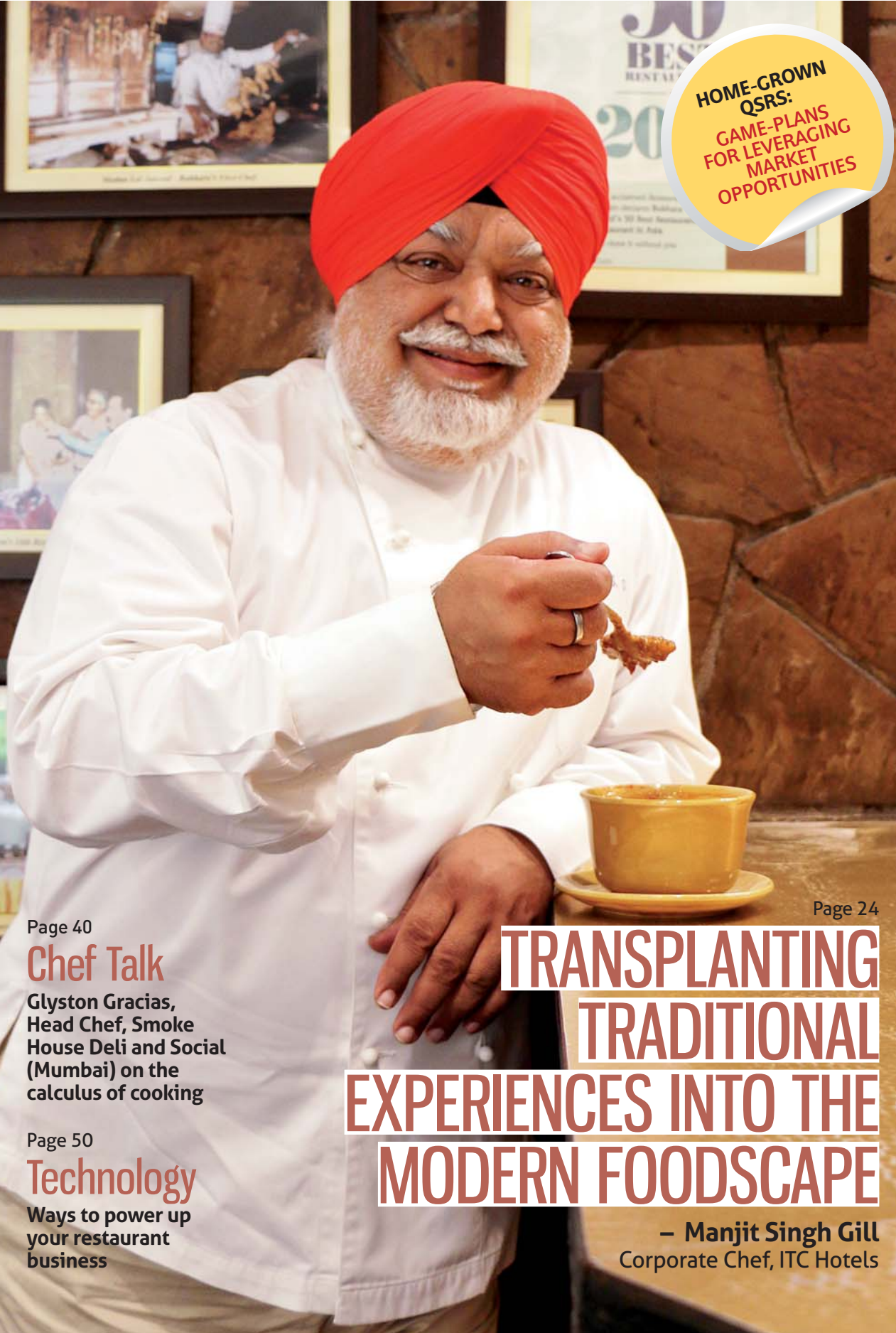
JULY-AUGUST 2018 • ₹100 India Edition

Featured inside:

HOME-GROWN
QSRS:
GAME-PLANS
FOR LEVERAGING
MARKET
OPPORTUNITIES



↑ Top to bottom:
Arjun Raj Kher
Shrey Aggarwal
Inderjeet Singh Banga
Varun Chaudhary
Chef Glyston Gracias



Page 40

Chef Talk

Glyston Gracias,
Head Chef, Smoke
House Deli and Social
(Mumbai) on the
calculus of cooking

Page 50

Technology

Ways to power up
your restaurant
business

Page 24

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The food services industry is transforming rapidly with the advent of a whole range of food tech concepts for food exploration, discovery, reservations, delivery, feedback, and internet restaurants, among others. For example, mobile app-based food ordering has made the ordering process extremely convenient – it can be done using just a smartphone and the whole process can be accomplished sitting at home with little or no effort. Thanks to the growing penetration and access of the internet and smartphones, we are seeing an increasing all-round efficiency of the delivery business in India in terms of the order-taking process, the packaging, the delivery time, coverage, value offers, and the growth of online channels. Dining in and food delivery, which accounts for 18-22% of the market now, has the potential to reach 35-40% in the next few years, presenting a big business opportunity for restaurants - provided they extend the comfortable experience of a restaurant to delivery, packaging or any tech interface they may have with the consumer.

With people becoming more health conscious and with healthy eating increasingly on the consumer's agenda, cloud kitchens that have come in are also focusing on healthy food options. Restaurants are transparent about their ingredients and product claims and serve healthy and nutritious food to create an impression as there are enough choices available to the consumer now. The speed of change that is happening in terms of the consumption market is really high with some industries growing at a dramatic pace. One needs to understand the speed of change that is happening in some businesses and see what the game changers are doing, how the market is going to evolve, how it could influence the future and thus, act accordingly.



Amitabh Taneja

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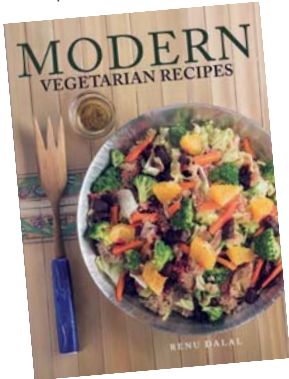
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08 TÊTE-À-TÊTE

Upholding Tarla Dalal's Culinary Legacy
Renu Dalal launches her first cookbook – Modern Vegetarian Recipes.



10 COLUMN

The Sweetness of Summer
Relish the hotness this season with some of the best summer cakes and desserts.



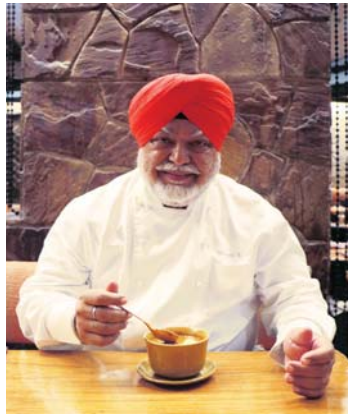
12 FOOD COURTS 3.0

Magnetic Markets
Pan-European Survey on market halls being converted into culinary destinations.



20 SHAKES

Time to Shake It Up!
The ThickShake Factory delineates its key proposition- Ice-cream-based shakes.



24 COVER STORY

"Transplanting traditional experiences into the modern foodscape is how I work"

Manjit Singh Gill

26 QSR

Fast Food Flurry
Home-grown quick service restaurants make the most of an expanding consumer market and withstand intensifying competition from international counterparts.



34 MANAGEMENT

The Best Compensated Restaurant CEOs (USA)



36 DESSERT

The Business of Well-Made Waffles
The Belgian Waffle Company (BWC) has successfully made a thriving business out of the art of waffle-making.



40 CHEF TALK

Mantras of a Modern Chef
Chef Gylston Gracias on how modern cooking inspires simple but powerful ideas.



42 CULINARY TRENDS

Star Chefs Take the Casual Route
How chefs are diversifying their sources of income via the democratization of top cuisine.



46 RESTAURATEUR

"We aim at keeping our dishes authentic"
1Q1 dazzles with art deco inspired kitchen and bar

48 CASUAL DINING

Pranked Twice
India's first playful brasserie Pra Pra Prank is experimental, infectious and serves the evolved customer.



50 TECHNOLOGY

Using Technology to boot up restaurant business
Management systems and optimization.



52 RESTAURANT

Mumbai's Eclectic Tastes
Hitchki and Bayroute top culinary food market in Mumbai.

54 HPMF

A Hotelier's Guide to Managing F&B
How to ensure positive customer review and master the procurement process.

58 FINE DINE

Serving Great Food with Great Passion
The Embassy on its 69-year-old legacy of food.



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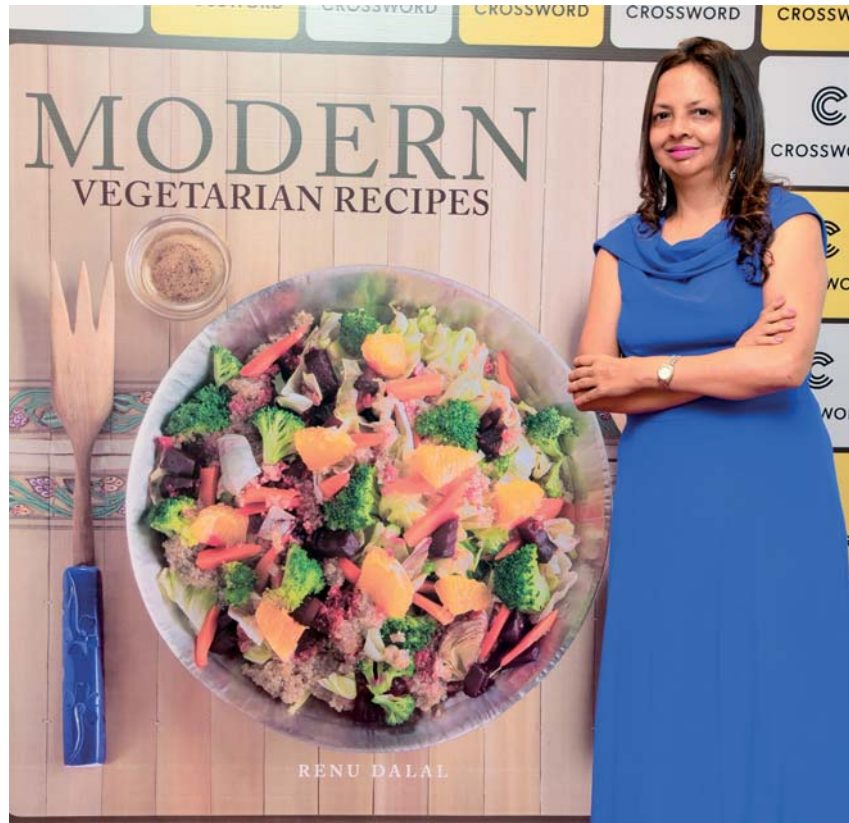
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Upholding Tarla Dalal's Culinary Legacy

The culinary world needs no introduction to the celebrated cookbook author, TV host and renowned chef the late Tarla Dalal. It was no surprise then when her gifted daughter launched her first cookbook – Modern Vegetarian Recipes – on the birth anniversary of her beloved mother. FoodService India speaks to Renu Dalal about her mother's storied culinary legacy and how her own career has panned out.



Renu Dalal



The cookbook originated as a result of Tarla Dalal's demise that led to a huge vacuum in the lives of her children. As gratitude to her beloved mother, Renu penned various recipes after experimenting with them in her own kitchen. Her extensive travels have also helped fuel her passion for creating vegetarian options for the modern palate. The cookbook has various modern vegetarian recipes which are inventive, simple and easy to follow. These recipes blend a perfect fusion of eastern and western styles of cooking and have been authored keeping in mind a diverse age group - children and adults, both young and old. The book is divided into five sections, namely, starters, salads, main course, desserts and basic recipes. While some of the starters could be used as a main course or as a wholesome midday snack, the salad options are simply easy to make and cover a wide spectrum of ingredients. In an exchange with Food Service India, Renu Dalal offers personal insight into the inspiration behind her first cookbook and some of her favourite recipes.

Your mother must have had a huge influence in shaping your culinary philosophy. What are the similarities and the divergences between the two of you with regard to your individual approaches to cooking and cuisines?

My mother's first cookbook was launched in 1974 and is now 44 years old. As a culinary expert, she made cooking look very simple and that is what I have done in my first book. Many of the ingredients used in the recipes I have included are easily available. I have aimed at simplifying these recipes

as a lot of ingredients my mother used were not easily accessible in her time.

Which of your mother's signature recipes and favourite cuisines are you most fond of?

I admire her three bean salad, vegetable biryani, baked alaska, vegetable curry and carrot rolls.

What are your thoughts on your new cookbook and what inspired you to pen it down?

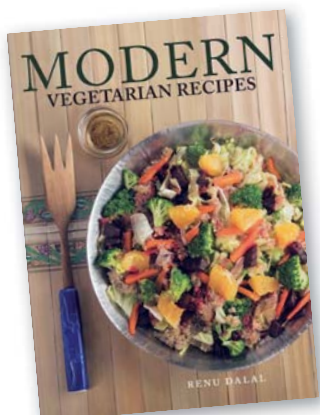
This book is a tribute to my mother and to all that she stood for. I took my first cooking class during my formative years. My parents loved hosting friends and family and we used to follow the tradition of never repeating the same menus. Trying out new and innovative dishes has been a tradition in our family. I would definitely like to take this forward and write more books. I am always on the lookout for new dishes to create and continue to write new recipes.

Which culinary styles have influenced your career?

My mother's style of writing has had the most influence on me. In today's culinary world, food is required to look good on the plate and presentation is key. In addition to that, it must taste well and should be easy to make. Everyone is looking for something different and innovative to serve to friends and family at home.

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

I am focusing on fusion food. I have an interest in international cuisines as well as Indian food but with an inventive twist. Having travelled





extensively, I hope to put new and different options on the dinner table.

What do you love cooking most? What are your favourite recipes and dishes for the summer season?

My favourite dishes are waffle idli delight, paneer wraps, baby potato salad and samosa curry. For the summer season, I would recommend the baked paneer in peach sauce, watermelon salad, zucchini spaghetti and the sweet paan ice-cream.

What is your approach to slipping in healthier ingredients in your menu items?

In the nachni pizza, I have used ragi nachni which is high in calcium. In the zoodles (zucchini spaghetti), cucumber and zucchini have been used to make it a healthy option. For the samosas, I have given the option to bake or air fry the dish to avoid excess oil. Beetroot and avocado have also

been used extensively as they have amazing health benefits. I also focus on ensuring that all the ingredients that go in a dish are fresh and packed with a number of health benefits.

Apart from your mother, which other personalities from the culinary world do you admire most?

My mother is my idol as she was a pioneer in her field. She introduced a whole new world of vegetarian recipes for everyone to enjoy. Apart from her, I admire Asha Khatau and her cooking too.

What are you currently engaged in and what are the career milestones you look forward to achieving?

I am currently working on new recipes and adding to my collection. I hope to write more cookbooks in the future.

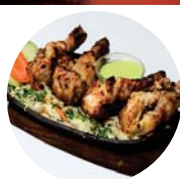
How do you see the potential of Indian regional cuisines and which ones do you think have a great future?

India is made up of so many different states and has a plethora of regional tastes. South Indian, Gujarati and Punjabi cuisines are my personal favourites but I think all the cuisines have a great future. •

For the summer season, I would recommend the baked paneer in peach sauce, watermelon salad, zucchini spaghetti and the sweet paan ice-cream.



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The Sweetness of Summer

Enjoy these sweet and cold desserts to stave off the heat of the summer without having to compromise on health because what you gain, you will sweat out. Relish the hotness this season with some of the best summer cakes and desserts.

by Chef Sahil Wadhwa

Summer season brings with it many delights like water parks, pool parties, ice-cream bonanzas and a lot more 'cool' stuff. But nothing brings out the craving for sweet things like hot Indian summers. Who doesn't relish the feel of sweet and cool desserts during or after a particularly hot day? Sweet desserts when served chilled provide a relief which feels like nirvana when the world is being scorched by the sun.

Summer is also the season of abundant fruits that offer great respite from the intense weather. You can consume these fruits as juices, smoothies, shakes and even in desserts. In fact, it is best to consume desserts that have ingredients like berries, fruits, mint, etc. as they help to beat the heat and maintain good health.

Here we have five special recipes which help with sweet summer cravings.

These

recipes have been meticulously selected to provide a diverse range of choices for varied palates without compromising on nutrition.

Summer berries trifle

India is a land rich in fruits. The summer witnesses a bloom and the market is flooded with fresh fruits from all over the country. Berries are unbeatable when it comes to dessert preparations. There are multiple types of berries which are available in India that have been proven to help the body deal with summer heat. This dessert utilises an abundant variety of Indian berries to create a delicious treat that leaves the person wanting more.

Mulberries, grapes, cape gooseberry, strawberries and phalse come together with heavy cream, cream cheese, confectioners' sugar, mixed berries jam, vanilla essence and mint leaves. Special lady fingers biscuits are prepared that form the skeleton of the trifle. Layers upon layers of the dessert is set until the top is finished with the prepared cream cheese, garnished and then served.

Cherry tart

This dessert is as delicious as it is convoluted to prepare. It is a multi-step process in which different items have to be prepared individually before they come together as one to form this scrumptious cherry tart. This recipe has been tried and tested, and if followed correctly, will deliver amazing results.

CHEF PROFILE

Chef Sahil Wadhwa, Director, Wadhwa Bakers, is a gifted pastry chef based in Lucknow and has a number of celebrated recipes in the food service industry to his name. At a young age of 30 years, he is responsible for taking his thriving family business to even greater heights with a rejuvenated outlook and drive.



First of all, one has to prepare a sweet pastry which requires rose flour. On the side, start preparation for fresh almond cream that requires skilled mixing techniques to whip up the perfect density of the cream for the tart. Next on the preparation list is Crème Patisserie that has custard powder to enhance the flavour. This again requires skilled whipping techniques so that no lumps remain in the mixture. Would you like to eat a lumpy dessert?

For the best results, heat the vanilla pods to prepare fresh vanilla essence. It beats the commercial artificial vanilla flavour every time.

The dessert remains incomplete without the signature cherries. The cherry filling is readied by coating the pitted cherries thoroughly in a sugar and lemon zest mixture, and allowing them to rest for two hours.

Mango chilled cheesecake

Mango is not called the king of fruits for nothing. We, as Indians, love to use mango in everything during the summer season. If nothing else, many people consume chilled mangoes as an after food dessert. So one has to wonder, how would it taste in a chilled cheesecake? The answer is - amazing! This recipe proves that mango is indeed the king of fruits.

Once again, this recipe is not a quick fix cake. Its preparation time is one hour but the end result is worth the hassle.

The crust is prepared with crushed digestive biscuits and butter to hold the crumbs together. Special almond cream cheese is used with orange



zest plus juice, lemon zest plus juice, gelatin, whipping cream and icing sugar to prepare a fluffy mousse that melts in the mouth. For fruit jelly, one can use fruit puree, which is recommended to be prepared fresh with the ingredients on-hand. This puree then has to be tempered with sugar and gelatin mixture on heat so that the jelly can take its shape upon cooling.

The process is not tough, but rather time consuming as one has to be precise in the measurement of ingredients and exact in their usage. Once the crust is prepared, it should be

settled at the bottom of the cake ring over which the batter of the mousse can be poured. Then the dish should be left in the chiller till the dessert is done.

Litchi panna cotta

This dessert is relatively easier to prepare than the others on the list and also requires less time. This easy to prepare fancy summer dessert requires verrines- special small glass shaped utensils which are used to serve dessert.

This recipe also requires fresh vanilla essence. This means vanilla pods must be boiled to gather their flavour. This is the first step in making the dessert and the mixture is then poured into the verrines and set to chill.

Next, litchi fruit jelly is prepared by mixing the litchi puree with sugar and gelatin on heat. Once the jelly is prepared and cooled sufficiently, the mixture is poured on top of the panna cotta. The verrines are then kept in the fridge to chill the dessert.

Tropical fruit cheese parfaits

This dessert takes 1.5 hours to prepare and is a delight to gastronomic senses. India is home to many tropical fruits which form an essential part of our diet and culture.

This is easy to prepare and the process starts with the preparation of the parfait glace. One needs to measure the ingredients in exact quantities. Whipped cream, honey, freshly prepared vanilla essence and egg yolks are mixed together with almond flakes, hazelnuts, pistachios and currants.

These nuts are gently folded into the expertly whipped cream mixture and then pitted mango, pineapple and passion fruit are added to the mixture. Finally the batter is poured in a terrine ring until it is half full and is then set to chill. •

It is best to consume desserts that have ingredients like berries, fruits, mint, etc. as they help to beat the heat and maintain good health.



Market Halls, Fulham

Magnetic Markets



Food Halls started life, quite simply, as a dedicated space to enjoy a diverse range of food communally, from a range of suppliers. Food Halls today are about so much more, having to respond to the modern consumer that is looking for innovation, an enhanced dining experience and a sociable atmosphere to spend time with friends and family.

Generally, Food Halls are places that attract people of all ages and backgrounds, where customers can grab a bite to eat for lunch or relax for several hours into the evening with friends. In the UK, the Food Hall concept is being labelled as the next big trend, with it poised to play a massive role in the future of foodservice.

There are a number of reasons why the demand for Food Halls has grown in recent years. Firstly, consumers are always on the lookout for variety and it is convenient to visit a venue that allows members of your group to dine from different cuisines, suiting everyone's needs. Additionally, Food Halls offer customers more flexibility; they are able to arrive and leave the Food Hall whenever they please, in a relaxed and laid-back setting. Arguably the biggest pull for consumers today, is that Food Halls offer diners a unique dining experience. Gone are the days when consumers are only looking for good food when they dine out, they also want something a bit different, and the Food Hall concept is perfect for this. It gives consumers the freedom to eat what they want, and is the perfect setting for all-day/all-evening hangout sessions with friends, and it is the perfect setting for a family.

UK property agents, Cushman & Wakefield have revealed that there are 16 Food Halls in development in London, and northern councils, landlords and investors are increasingly seeing the Food Hall as a relatively low-risk anchor for wider regeneration schemes. The growth has been driven by European



The times are past when food courts consisted primarily of a collection of small fast-food units with a common, central seating area where weary shoppers or travellers could still their hunger pangs. Today, the elaborately designed foodservice clusters rank among the highlights and magnets in shopping centres and transport hubs. Moreover, numerous market halls are currently being turned into culinary destinations as Food Courts 3.0. Our Pan-European Survey presents some interesting examples.

BUSINESS CHARACTERISTICS OF FOOD COURTS 3.0

Format: In addition to the classic seating area used by all outlets, there is an increasing number of concepts where the individual brands (especially those from the casual-dining segment) have their own seats and outdoor areas.

Location: Food courts are mainly to be found in shopping centres and at transport hubs where they concentrate the various foodservice offers. Today, many historical (and new) market and food halls bank on a food-court-like concept in addition to a range of high-grade food retailers.

Occupancy: Whereas the food courts used to comprise mainly American fast-food outlets, the emphasis today is on fast-casual and casual-dining concepts. In some cases, you can even stumble across the odd fine-dining establishment. More preference is also being given to regional and local players over national and international chains.

Function: In times of increasing competition from the online trade, the gastronomic profile is playing an ever more important role as a visitor magnet for shopping centres. The foodservice offer (self-service) is often concentrated in food courts – in the interests of choice, power of attraction, sales synergies and efficient space utilisation.

Hours of opening: How busy foodservice outlets are, depends to a large extent on the hours of opening of the shopping centre. Casual concepts with their own seats and, ideally, an outdoor area, attract guests even after the centre has closed.

Operations: Frequently, shopping-centre operators assume responsibility for common tasks, such as dish collection and washing, leaving restaurateurs free to concentrate on preparing their dishes.

Perspectives: The entertainment factor is an increasingly important module in the makeup of modern food courts. Start-ups, pop-ups and food trucks offer variety, current food trends and diversity and attract a younger clientele.



Trinity Kitchen

Food Halls, as well as successful concepts in the UK such as **Altrincham Market House**, a Grade II listed market house in Greater Manchester. The building received a much-needed £175,000 refurbishment in 2014 which turned the 19th century covered market into a 180-seat dining hall that is home to some of the region's finest independent food and drink outlets; including woodfired pizza by Honest Crust and multi-award winning artisan pie makers, Great North Pie Co. www.altrinchammarket.co.uk

There are a number of food halls that follow the same format as Altrincham Market House with different cuisines from each vendor. However, **Bang Bang Oriental**, based on Edgware Road in North London has taken an innovative approach, with all of its vendors providing Asian cuisine (more than 20 national cuisines). Since its launch in the summer of 2017, the venue has become a highly popular North London destination for locals and tourists alike, encompassing a Food Court, restaurant and community space. Designed by award-winning architects Stiff + Trevillion, the 3,000 sq m eco-friendly venue brings a pan-Asian culinary experience and cultural entertainment concept to the capital and is a role model for the future of the concept. Bang Bang Oriental seats up to 450 customers, offering an eclectic mix of Chinese, Korean, Japanese, Indian, Vietnamese, Taiwanese and Malaysian cuisine. The Food Court is sophisticated and affordable, and brings the energy and authentic vibe of an Asian Street Food Market to London. Indonesian BBQ pop-up Makatcha is one of the vendors with a stall at the Asian Food Court. Its signature dishes include Beef Rendang, Barbecued Chicken Satay, Black Manis Wings and Beef Ribs. Another well-known vendor is Ramen Samurai Ryu.

www.bangbangoriental.com

Simon Anderson, brainchild behind Pitt Cue, and retail investor Andy Lewis-Pratt are set to take London by storm in 2018 with three concept

Consumers are always on the lookout for variety and it is convenient to visit a venue that allows members of your group to dine from different cuisines, suiting everyone's needs.



Trinity Kitchen

Market Halls planned to open in the capital. Taking inspiration from the Hawker Halls of Asia, Anderson and Lewis-Pratt are looking to bring disused historic places back to life, allowing them to be enjoyed by the whole community. Market Halls will be open seven days a week for breakfast lunch and dinner, and provide a space where people can work, hold meetings or hang out with friends. From coffee in the morning to an after work beverage at night, Market Halls really will be an all-day destination. The sites are to be environmentally friendly, with plates, bowls, glasses and cutlery replacing the disposable tableware that has become synonymous with street food vendors.

Market Halls' first London site officially opened on Monday 7th May and is housed in the Grade II listed, former Edwardian ticket hall of Fulham Broadway station, located a stone's throw away from the current underground entrance. The historic building has been vacant for six years and Market Halls' architects Faulkner Browns have worked hard to retain original features from the 1880s building, including the enamel 'To the Trains' sign. Market Halls Fulham has a large communal dining area for over 200 people, with the full line-up of vendors including smoked meat specialist Hot Box, Hawaiian Poké pioneers Ahi Poké and fried chicken connoisseurs Butchies. This autumn will see Market Halls turn former

Market Halls will be open seven days a week and will provide a space where people can work, hold meetings or hang out with friends.

UK: FOOD HALLS

Food Hall	No. of vendors
Altrincham Market House	9
Bang Bang Oriental	27
Market Halls (Fulham)	10
Market Halls (Victoria)	14
Trinity Kitchen	6

Source: Planet Retail

Oxford Street-based BHS department store into the largest Food Hall in the UK. The 3,350 sqm space will feature 25 restaurants, ten food stalls, four bars, an event space and a demo kitchen. Market Halls will also be welcoming the people of Victoria to its site.

www.markethalls.co.uk

Service stations in the UK have long been known for their Food-Hall concepts but many have grown tired looking in recent years. Launched in 2014, and located at the M5 Services, **Gloucester Kitchen** is bucking this trend. Nowhere will you find a chain coffee shop or restaurant. Inside the halls sit two beautiful cafes, a quickservice coffee bar, and a farm shop. The majority of food is sourced from 130 key suppliers within a 30-mile radius, with most of it being made fresh in the kitchen each day. Menus are changed regularly with dishes influenced by seasonal produce.

Sarah Dunning, chief executive of Westmorland Family, which owns Gloucester services, said: "Our motorway service areas champion interesting food from their locality and beyond and we are lucky to be able to connect many small, local food producers with the British travelling public."

www.gloucesterservices.com

Many shopping centres across the UK have adopted the Food Hall concept but not many do it as well as Trinity Kitchen in Leeds. Opened in 2013, the Kitchen, based inside the shopping centre, houses a huge variety of global street-food restaurants and pop-up carts. Trinity Kitchen seeks to find the very best of British street-food vendors, with six new food vans rotating every eight weeks, offering a variety of flavours and cuisines under one roof. Past vendors have included; Diamond Dogs and The Hip Hop Chip Shop. The open-planned eatery oozes a cosy, down-to-earth feel in a chic and 'Instagrammable' location appealing to the modern consumer. In true Food-Hall style, Trinity Kitchen has a communal dining area and has rejected posh seating and table service for tables, chair benches and sofas scattered around.

www.trinityleeds.com/shops/trinitykitchen

With consumer demand for multi-dining options on the up, the Food-Halls concept has a big opportunity to grow in the UK. These concept leaders are really paving the way for other Food-Hall operators, with more growth in the UK expected in the years to come, and definitely the consumer demand for this.



▼ Gloucester Kitchen

▲ Bang Bang Oriental



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Mutton
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Nutrient Facts

PRODUCTS	CALORIES	FAT	SATURATED FAT	CHOLESTEROL	PROTEIN
GOAT MEAT	143	3.03	0.930	75	27.10
CHICKEN	165	3.57	1.01	85	31.02
SHEEP/ LAMB	290	21.12	9.080	93	23.27



100g Servings' comparison

Source: USDA National Nutrient Database for Standard Reference

حلال
HALAL

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➔ The Netherlands

While the food-court concept is a distinct trend in the Netherlands, there's one significant difference compared to other countries. Shopping malls and train stations are a favourite location for food courts elsewhere, but in the Netherlands that space is almost always at a premium. So instead, the Dutch have turned to other locations in which to erect these foodie sites: disused warehouses, for example, or tram depots that are long since abandoned. Of course, there are some food courts in more traditional buildings – but the hipster cities of Amsterdam and Rotterdam have been leading the way in converting formerly run-down areas into gastronomic paradises. Food courts first started to break into popular culinary culture in 2014. It was the year that both the **Foodhallen** opened in Amsterdam West and **Markthal** opened in the centre of Rotterdam – two of the largest indoor food halls the country had ever seen. And what made them immediately stand out from food

beer (Kaapse Brouwers) to freshly roasted coffee (Stielman Koffiebranders) as beverages. As a concept, it taps in perfectly to Rotterdam's hipster. fenixfoodfactory.nl

Three years later in 2017, the strangely named **MingleMush** opened in The Hague – so-called because it's a place for people not just to eat, but also to mix and mingle with each other. Right next to Den Haag Centraal Station and above a large carpark, MingleMush is at once very accessible and a little more upscale: hosts and runners offer table service for drinks, in contrast to the self-service approach at many food courts. As well as 15 food stands, MingleMush offers a library, arcade and live music for the adults,



▲ Foodhallen

▼ Market 33



courts elsewhere: here, you could forget the fast-food pizzas and greasy fries. This was top-quality food from some of the cities' best purveyors. What's more, their locations were unique: the Hallen took over a disused tram depot and converted it into dozens of food and drinks stalls (the Foodhallen), plus a cinema, shops and more. Markthal was a brand-new building whose architecture was bold even for Rotterdam: a horseshoe-shaped glass and stone monolith that towers over a square, and houses hundreds of apartments and retailers as well as its food offering. An overnight success, both locals and visitors alike flocked inside at all times of the day and evening.

www.foodhallen.nl, markthal.klepierre.nl

Also in 2014, the smaller but no less unique **Fenix Food Factory** opened in Rotterdam's dockland area – cosier and rougher around the edges than Markthal, there visitors can enjoy wooden platters of food washed down with artisanal beers and ciders. In fine weather, the large outdoor terrace makes the most of peaceful views over the water. The Fenix Food Factory counts approximately twelve entrepreneurs, selling everything from unpasteurised cheeses (Booij Kaasmakers) to freshly baked bread (Jordy's Bakery) in terms of food, and from craft

as well as the 'Mush Tuin' (garden) for the kids. Marketing Manager Brenda Snel expands on their unique proposition: "We have selected the food entrepreneurs to be complementary to our vision, as they are passionate about delivering high-quality authentic dishes. We also invested in training and supervision of our bar staff as they are an important factor to give the best guest experience." MingleMush uses tech to its full advantage too: diners are able to order via an app on their mobile and pick up their meal when it's convenient. Though MingleMush won't divulge how many customers they generally serve, reservations are possible for groups up to 800 people.

www.minglemush.nl

Meanwhile back in Amsterdam, the south of the city holds two very different propositions. In the heart of the Zuidas business district, packed full of suited city slickers, is **Market 33**: a stylish food court that opened in 2016 with an emphasis

As well as 15 food stands, MingleMush offers a library, arcade and live music for the adults and 'Mush Tuin' (garden) for the kids.

SWEDEN: TEATERN

The Teatern food court was opened in December 2015 in Stockholm's popular shopping centre Ringen in the trendy Södermalm district. Its name meaning 'the theatre', the 900 sq m area is designed like a round hub housing ten service outlets with small individual kitchens.

Property owner AMF Fastigheter's vision was to develop spaces where people enjoy spending time and food is a very vital part. Food entrepreneur Ricard Constantinou was engaged to help create a new and unique format.

The food court is centrally located in the mall with additional prep kitchen space in the basement. There is a common seating area, designed as a theatre with 250 seats in levels. The food concept mix is entirely made up of chefs with quality restaurant profiles that have agreed to go into the fast food segment with an upgraded product. All outlets offer fast, easy to serve and easy to take away meals accompanied by selected alcoholic drinks and other beverages. Some of the entrepreneurs are very well known; one example is the famous chef Melker Andersson and Danyel Couet who runs several fullservice and fast casual restaurants in Stockholm. In Teatern, they run an outlet that offers "the best quesadillas in town" and other Mexican/latin dishes.

One of the latest chefs to join the food court was chef Malin Söderström and her unit 'The Fishery' that offers fish and seafood dishes combined with sparkling beverages. www.ringencentrum.se/teatern



▲ Foodhallen

▼ Sofia Selberg

food court selling mom-and-popstyle street food. Opening in 2015, it transformed a parking lot into an ethnic food court that reflected the local neighbourhood. Zuidoost used to be one of the most economically disadvantaged areas of Amsterdam, with inhabitants from over 150 countries; the municipality and real estate developer Lingotto therefore took on the challenge of creating a foodie hotspot that would both reflect the area's ethnic diversity and improve the neighbourhood. Co-director Sarriel Taus explains more: "We don't do big brands at World of Food. It's about giving entrepreneurs from the neighbourhood the chance to start a business – real food, made from family recipes. It's fulfilling the need for authentic, affordable, hearty meals." World of Food sees around 20,000 customers each week, spending between €8 and €25, depending on what they choose to eat.

www.worldoffoodamsterdam.nl

Summer 2018 will see even more expansion in the Dutch food court scene: after four successful years in Amsterdam, **Foodhallen Rotterdam** will open in Pakhuis Meesteren – a historic, abandoned warehouse in the Kop van Zuid neighbourhood on the south bank of the river. The team aims to fill 15 stands with local entrepreneurs and culinary concepts, and to create an interior design that's representative of the Netherlands' second city. This isn't a simple copy-and-paste of the Amsterdam version, says founder Chong Chu: "We are no longer the first or only ones (in Rotterdam). We therefore need to differentiate ourselves in terms of quality, supply and design. Unlike the existing successful food markets in Rotterdam, we're focusing entirely on horeca (hotels, restaurants and catering) – till late in the evening."

With such ambitious expansions already underway, it's clear that food courts in the Netherlands are here to stay. It's only a matter of time before they spread from the major cities of the Randstad into the rest of the country.

on quality from its eleven international food stands. Think sushi, wraps and cold-pressed juices for a healthy lunch, but also gourmet burgers and steaks for a relaxed bite after work. Plus, of course, craft beers, fine wines and classic cocktails. Lesley Weston, Marketing and Communications Coordinator for Market 33, explains how hard the team has worked to find the right people: "The food and drinks partners are vital to the concept. It was a long journey to find the right variation concept-wise, but also the right mind-set of the business owners who need to be passionate, enthusiastic and reliable." Market 33 serves around 3,000-4,000 guests a week from its split-level three-storey location. The food court is only open Mon through Fri, with breakfast served from 8 am and other food from 11 am until 9 pm.

www.market33.nl

Just a few kilometres away in Amsterdam Zuidoost is **World of Food**: an Asian-inspired



MingleMush diners are able to order via an app on their mobile and pick up their meal when its convenient, taking full advantage of technological benefits.

Italy

Welcoming and well-designed food courts, with a curated selection of F&B options, help make shopping centres more attractive not only to shoppers, but also to visitors at large. Either in new developments or in refurbishing and restyling of existing ones, many shopping centre landlords in Italy are allocating more floor space to F&B retailers. They are also introducing new and experiential food courts as part of their strategy to make shopping malls leisure and food destinations in their own right.

A case in point is **Emotional Food**, the project launched in 2017 by Gallerie Commerciali Italia (Immochan group), a company which operates



Orio Center



Citylife

Shopping centre landlords are introducing new and experimental food courts to make shopping malls leisure and food destinations in their own right.

48 shopping centres in Italy. The project focuses on developing unique food courts, each with different operational partners, a distinctive design, and a food offer anchored by local produce and supply chains as well as regional tastes. The first "emotional" food court is called Officine Italia – Cucina e Botteghe (Kitchen and Shops) and opened in September 2017 within the Porte di Mestre shopping centre, near Venice. This project was developed together with Ethos Group, a company operating organic restaurants with an accent on sustainable policies and clean eating. A large space, more than 2,150 sq m, houses the 250-seat food court, with food counters, a market selling artisanal pasta, preserves and sauces, and artisans preparing food (gelato, coffee and bread among others) in front of clients. Regional food is to be tasted, for instance, in the 'cicchetteria', where typical Venetian tapas-like snacks can be paired with spritz and craft beers. Officine Italia also stages an entertainment program with live music performances three times a week. The other Emotional Food project so far is **DeguStazione**, opened in October 2017 within the

renewed Fanocenter, in the Marche Region. Here the theme of a gastronomic journey has been translated in an immersive design experience. The food court is designed as an old railway station (hence the pun on the name, meaning both tasting and station in Italian), with red bricks, vintage lamp posts and food counters inspired by railway carriages. The food ranges from hand-made pasta to meat and fish, pizza, piadina, focaccia, homemade ice cream on a stick. There is also a wine shop. In all, the food court has eleven F&B retailers, covers an area of over 900 sq m, seats more than 250, and was developed with Vacanze Romane group. www.gallerieauchan.it, www.officineitalia.eu, www.degustazione.eu

The **Valmontone** factory outlet, 40 km from Rome, is also about an immersive experience. The whole mall is designed as a village, and the theme is carried over in the new food court, which covers an area of 3,000 sq m and is open Mon-Thu 10 am-10 pm, Fri-Sun 10 am-11 pm. Food retailers include international QSR brands like KFC and Burger King, Italian well-known chains like Old Wild West (burgers & tex-mex), Alice Pizza, and La Piadineria,

as well as more recent concepts like Cono Gourmet (Italian street food served in paper cones) and Casa Angelesi, a new family dining format revolving around pizza and Mediterranean food. Here, too, entertainment is paramount to attract visitors from all age and interest groups and transform the factory village into a leisure destination.

www.valmontoneoutlet.com

All new shopping centres and outlets integrate large food courts. **Citylife** in downtown Milan is a substantial development on land which used to be occupied by the city fairgrounds. It includes three towers, residences and office space, a public park, as well as the biggest urban shopping centre in Italy with 100 shops, designed by late architect Zaha Hadid. The contemporary design is one of the main attractive factors in the food court itself,

14 restaurants grouped in a covered food court. The gastronomic offer is very diverse, for all tastes and purses, ranging from fast food (McDonald's among others) to fine dining restaurant & lounge bar Aromatica. Operated by CIR Food, Aromatica is a novel concept: affordable gourmet cuisine, with dishes by starred guest chefs, but also an all-day concept serving break-fast, lunch, dinner and everything in between. At Scalo Milano, too, the retail and food experience is enhanced by a rich entertainment program, with live music and shows, art exhibitions and charity events.

www.scalomilano.it

After its latest extension in 2017, **Orio Center** is arguably the biggest shopping mall in Italy. Located just in front of Bergamo airport and connected to it by a pedestrian tunnel and a 10

At Scalo Milano, the retail and food experience is enhanced by live music shows, art exhibitions and charity events.



Valmontone

spread over 3,500 sq m. Here Hadid combined wood, curved lines, and natural light to create a welcoming and pleasant environment where people can eat, relax, work or simply recharge their smartphone. The mix of F&B retailers is also very attractive, with well-known high street brands, like Bomaki (nippobrasilian uramaki), The Meatball Family (meatballs), RED (bookshop and food), Cioccolatitaliani (ice cream), That's Vapore (steamed food, healthy eating), Panini Durini (gourmet panini) and California Bakery, and a sprinkle of new brands, especially launched in this shopping mall, such as Calavera (burritos & cocktails) and Roadhouse Meatery, both concepts by Cremonini Group. As aperitivo is strong in Milan culture, there are also a few cocktail bars. The feel is that of a selection of lifestyle brands, targeted to cater to a sophisticated urban clientele. Cultural multiplex cinema) and health needs (clinics) are also catered for.

www.citylifeshoppingdistrict.it

Scalo Milano Shopping Village is located just outside the city. Opened in 2016, it has 130 monobrand fashion and design stores, as well as

minutes walk to the main terminal, it is a major shopping destination both for locals, travellers and tourists. It now boasts 50 restaurants and bars as well as 280 shops over 105,000 sq m. The new extension features a 14-screen cinema including the biggest Imax theatre in Europe, a hotel, and a brand new food court over two floors seating 1,500, with a maxi tv screen and a kids play area. The food court is located at one end of the shopping mall, with direct natural light flooding in and direct access to the outdoor parking space. Food options include the first Wagamama in Italy, fast-casual and fullservice dining concepts, and a number of street food options offering regional Italian specialties like Focacceria S. Francesco (Sicilian) or Caio (Romanstyle pizza). The cinema also offers a series of fast food counters and an original coffee bar concept. The aim is to make Orio Center a food and entertainment destination as well as a shopping mecca. There are other F&B retailers scattered in the oldest parts of the shopping centre and in total, thanks to the new food court, F&B retailers cover 20% of the gross letting area.

www.oriocenter.it/en •

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(R to L): Yeshwanth and Ashwin Nag Mocherla

Time to Shake It Up!

The ThickShake Factory is a young enterprise that specializes in ice-cream-based shakes in a number of quirky flavours. Established in 2013 by a gifted duo of brothers, the brand has grown exponentially and currently has 81 outlets across the country including an outlet in California, USA. Co-Founders Yeshwanth and Ashwin Nag Mocherla speak to Food Service India about ThickShake's unique customer proposition and upcoming expansion plans.

Give us a brief description of your F&B brand and its evolution over the years.

The ThickShake Factory has been a pioneer in the concept of specialty retailing of dairy-based shakes. Our menu offerings satiate a consumer's thirst for heavenly shakes with a dollop of ice-cream. Established in 2013 at Hyderabad with a single store bootstrapped with a personal loan, the brand has steadily grown to 81 stores across the country. We are operational in 15 Indian cities and also function in California, USA. ThickShake has been recognized as one of the fastest growing QSR chains in India. It has been a fun-filled and exciting ride and we have seen a number of ups and downs. The brand was carved out of our passion for desserts. We were inspired by the global trend of sweet savories and brought the most appealing range of delicious beverages to India.

Which are your best-selling products and what have been your key innovations in food and beverage?

The ThickShake Factory has actively changed the way the Indian population consumes cold beverages. We serve a concoction that constitutes ice-cream and only some milk, and have created a unique retailing category that is everything but conventional. The brand experiments with a number of chocolate and fruit based flavours not only in the form of shakes but also cold coffee variations, ice teas and slushes. Our menu includes eight base flavours and more than 50 additional ingredients and toppings. We also plan on introducing sugar-free shakes and organic

flavours very soon. With a multitude of different bases and a ton of toppings, the Shape your Shake concept is a favorite among our consumers. It is always more exciting to create a specialized version of the product for consumers with specific preferences. Popular additions to the menu include Belgian chocolate, spicy chocolate and silky chocolate.

What is your value-for-money proposition for diners and which are your key customer demographics?

A wholesome product like ours can effectively replace an evening snack or even a light lunch. That is our key proposition and differentiating factor. Our shakes are easy on the pocket but also comfortably filling. The primary target group is school/college students from ages 15 to 25. The secondary target group is working professionals from ages 25 to 35.

Which are the markets you are looking to expand into and what is the current average footfall at your stores?

We have signed up to open more than 115 outlets and are on a major expansion drive. Key target markets include Delhi NCR, Mumbai, Pune and the western region. Being the first Indian beverage chain to open a store in California, USA, we want to strengthen our international presence. International expansion plans involve markets such as Maldives, Dubai, Sri Lanka and Nepal.

We currently sell 7500 shakes every day. That's over 10 shakes a minute!

FACT BOX

Parent company: The ThickShake Factory Pvt. Ltd.

Brand name: The ThickShake Factory

Number of outlets and locations: 81 Outlets across 15 Cities

Headquarters: Hyderabad

Launch date: December, 2013

Retail format: QSR / CDR

Sales per sq.ft.: Rs. 20,000

Total retail area under operation: 81 * 250 sq.ft.

Average ticket size of bills: Rs. 300

Average footfalls per day: 100 - 150

Dish/food/beverage specialty: Ice-Cream based shakes, Ice Teas, Slushes

Seats/cover size: 20 Pax average

Total number of employees: 120



What is your marketing and sales strategy and which tools do you use to promote the brand?

Given that a majority of our target consumers and potential franchise owners are highly active on social media, we try and utilize digital media as much as possible. With a vision to set up multiple outlets in the near future, we treat the digital medium as a tool for lead generation and expansion of our customer base. The aim is to create a unified and integrated brand awareness campaign, build a corporate framework and establish the brand as a thought leader in the category.

What kind of investment is needed for setting up a business under your format type and what is the minimum time for achieving break-even?

To set up an outlet spanning 200-1000 sq. ft. under the QSR/casual dining format, one can expect an expenditure of Rs. 22-35 lakh. The minimum break-even period is 15 to 18 months generally.

Tell us about the challenges of your business and how you manage them?

The concept of a continuous value chain is something we have regarded as a steady policy

since our inception. The essential factor behind the success of any QSR brand is to have a continuous and well maintained value chain at the back end and uniform food quality at the front end. The process is daunting but customer satisfaction is what sustains the brand.

Please describe your brand's key achievements so far and what do you attribute them to?

We are undoubtedly the fastest growing milkshake brand in the country. A dynamic leadership team, our prolific board of directors and the driven sales, marketing and operations team work together as a cohesive unit to contribute to the success of the brand. We have received a number of industry awards including Best Food & Grocery Brand of the Year (Times Network Marketing Excellence Awards, 2018), Best Beverages (The Times Nightlife Award, 2015, 2018), Franchisor of the Year (Franchise India, 2016) and IMAGES Most Admired Startup of the Year (Coca Cola Golden Spoon Awards, 2018).

In terms of your investment and expansion plans, what are your short-term and long-term goals for the Indian market?

Our immediate objective is to become the best shakes brand in the country with 200 stores by the end of 2018-19. The long-term goal is to set up 500 operational stores by 2020. •

The essential factor behind the success of any QSR brand is to have a continuous and well maintained value chain at the back end and uniform food quality at the front end.



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 (Meet and explore business alliances & partnerships)



Mall Developers 🌶️🌶️🌶️
 (IRF has 70% mall developers in attendance to showcase their malls which are locations & expansion opportunities for your next retail outlet)

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“Transplanting traditional experiences into the modern foodscape is how I work”



Manjit Singh Gill

A highly acclaimed chef with over four decades of excellence in the culinary profession, Manjit Singh Gill works on the foundation of discovery and constant innovation. Passionate about applying the mantras of ancient Indian cuisine to his cooking, he is known for being a great believer in the sustainable philosophy of Indian Vedic knowledge and the concept of slow food. Serving as Corporate Chef, ITC Hotels, Chef Gill is held in the highest esteem by his peers in the industry. While speaking to Nimisha Gautam from Food Service India, he shares his views on the importance of a central concept in the restaurant business and the definition of fine dining.



What do you consider the most distinguishing feature of your work as a chef? What do you regard as your best achievements?

Working with iconic restaurant brands, conceptualizing and managing national cuisines while showcasing Indian pride to the world through means of food has been a humbling experience for me as a chef. Amongst the many accolades, what comes to the top of my mind is an overwhelming sense of satisfaction with the tasks I've performed each day of my life.

Which culinary styles have influenced your career?

My kitchen is a mystical place. It is my temple. It is where the learnings of the past translate into the future. I don't create, I discover. Transplanting traditional experiences into the modern foodscape is how I work. I believe in embroidering our core values and beliefs into the food I make.

Who are the chefs you admire the most and why?

There are three experts I look up to and have drawn learnings from. Unfortunately, none of them are a part of this world anymore. They include Paul Bocuse from France, Bill Gallagher from South Africa and Anthony Bourdain of the USA.

Amongst younger professionals who have earned my respect and admiration is Chef Andoni Luis Aduriz of Spain, the founder of Mugaritz restaurant.

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

Cooking is an experience of creating a tasty, flavourful dish and foodservice is the grand finale of this experience. For me, both cooking and foodservice complement each other in an important manner.

Which are your signature recipes and favourite cuisines?

It is difficult to point one out. Something that may look ordinary to the common eye can rise to the occasion to qualify as a signature recipe depending on who it is cooked for. I believe that cooking is always inspired by the diner.

What constitutes foodservice innovation in your opinion?

Foodservice has to be in tandem with the cuisine and the dish that is being served. It must be implemented in such a way that it takes the enhanced dining experience forward.





In your opinion, which aspects of social and digital media work best for F&B operators and how much should they spend on advertising and on which platforms?

In keeping with the times, social and digital media are indispensable. One must utilise these tools to reach out to and connect with diners. However, irrespective of populist 'trending' ideas, a chef must stick to his belief in his own food and creativity, and not fall into the trap of fads. The diner is the final judge and not self-acclaimed expert reviewers who have flooded digital media.

What does the process of menu development entail and what is your recommended approach to doing it?

Menu development is a subject in itself. Initially, when one thinks of the concept of the restaurant, it must be related to the construction of the restaurant, the service design, and the communication and experience offered to the diner. Believe in your concept and don't get carried away by your own likes and dislikes. Be true to the concept in view of the target audience and incorporate your skeletal blueprint in everything you plan at the restaurant.

Please offer us some examples of innovative F&B ideas that you have implemented in your menu development and engineering?

I have practiced what I have preached. I have managed to create dishes that have been known the world over in the restaurant business, and have also managed to stay true to central concepts – from the beginning to the end.

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

The sure shot key to failure for any chef is the lack of belief in themselves and in their food. The path to success may depend on a lot of factors. One must have the vitality, fire of determination and

good instincts to conceptualize an idea and then shape it into reality.

How would you describe the part that technology has come to play in the foodservice business?

One must be in touch with the advancement of technology in our field of work and use it to keep quality of taste, consistency, and productivity in check. In my opinion, energy efficient appliances and infrastructural changes in kitchens have shown the way for sustainable and secure food production. No compromise is permissible on technology at the cost of food safety.

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

What really is fine dining? I wish to stir a debate here with my question. How can a chef not be the creator of a satisfying or as you call it, a fine experience with his food?

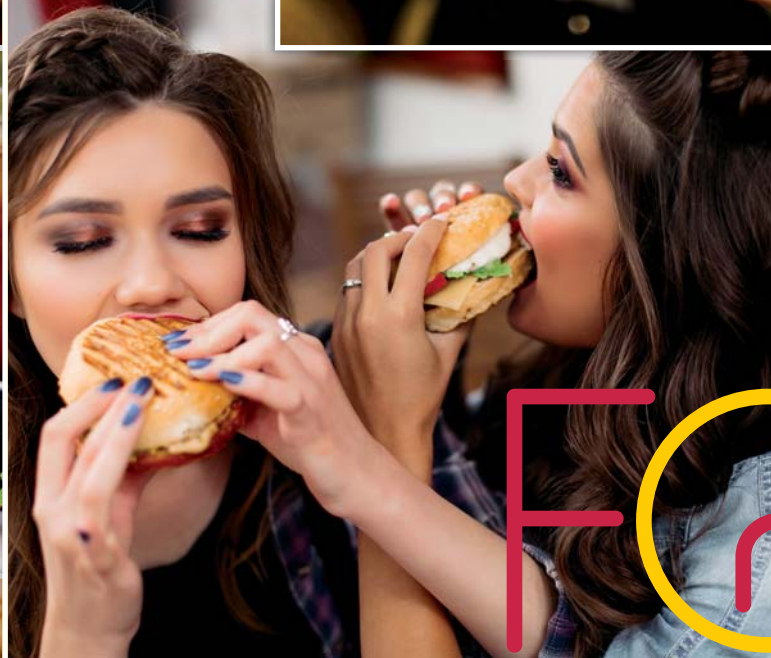
According to me, the fine art of cooking and dining must be judged and experienced based on a few qualities. These include the nutritive quality of food, its flavour and taste as discerned by the palate and the delight it gives to the artistic faculty of man's mind.

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

In India, scientists, engineers and equipment manufacturers have not focused on developing the science of food. There have been no major advancements in equipment, utensils used, and tools. To this day, we use western cooking ranges, pots and pans, which don't do justice to our cuisine. I am delighted that the first step has been taken by Agnisumukh in Bengaluru as they have created cooking ranges that are suitable to Indian cooking and utilize radiant heat. •

The fine art of cooking and dining must be judged and experienced based on the nutritive quality of food, its flavour and taste as discerned by the palate and the delight it gives to the artistic faculty of man's mind.





FAST FOOD FLURRY

The foodservices industry in India is on a strong growth curve, riding on the back of a growing culture of eating out. According to a report by National Restaurant Association of India (NRAI), the Indian restaurant market was valued at INR 20,400 crore in 2016 and is expected to grow to INR 51,000 crore by 2021. Home-grown quick service restaurants are making the most of this expanding market and scrambling for a bigger share of the pie despite intensifying competition from their international counterparts. FoodService India spoke to leading home-grown QSRs to learn about their game-plans for leveraging the current and future market opportunities.

by Nimisha Gautam

A front-runner in terms of attracting investments, the Indian food services sector is one of the most vibrant and rapidly growing industries. India's quick service restaurant (QSR) market, estimated to be at INR 8,500 crore currently, is growing at a compounded annual growth rate (CAGR) of 25 per cent. The QSR sector in India is likely to grow three-fold to INR 25,000 crore within five years. These numbers take into account not only the overall growth of home-grown QSRs but also that of the international giants like McDonald's, KFC and Domino's.

Indian QSR Operations

Paninara, originally conceptualised as a chain of food trucks, started with one food truck in 2010 and is now a chain of 10 eateries spread across almost all commercial hubs in Mumbai. "In the coming years, we hope to take that number to 25 within Mumbai and start expanding to Pune and



Bangalore,” says **Aditya Parikh, Director, R&A Foods Private Ltd.**

The vegetarian food market makes up about 45 per cent of the total fast food market in India, and is expected to grow at a CAGR of 18 per cent by 2020. Understanding this shift in the market, Indian players like Falafel by Gritty Foods has a number of special vegetarian outlets. “A major segment of our consumers are young couples, families, and also vegetarian customers. Due to this fact, some of our outlets serve only vegetarian food. We do serve non-vegetarian in Vashi, Thane, Kurla, Mahalaxmi, Seawoods and Bangalore. Our future vision is to target corporate areas and provide healthier options to working professionals,” says **Shaival Chandra, Founder, Gritty Foods - Falafel.** The brand has a total of 15 outlets and has also opened a delivery outlet from a central kitchen in Mahalaxmi, Mumbai. It also operates two outlets in Bangalore.

“Goli Vadapav currently operates 300 stores in 20 states and 100 cities. We are now entering the second phase of our growth trajectory where the focus will deepen on driving efficiency, process and people excellence in the business. The store opening will continue at a moderate pace. We don’t plan to go for fast growth and end up with loss-making stores. For every store opened, there will be a stringent and standardized process behind it – right from franchise filtration, training of store staff to continuous support needed for smooth functioning. It will be right to say that we are upgrading ourselves and getting ready for the rebirth of brand Goli Vadapav,” says **Venkatesh Iyer, Founder and CEO, Goli Vadapav.**

Home-grown QSRs have a basic advantage of understanding local palates and preferences better than their international counterparts. **Dheeraj Gupta, Managing Director, Jumboking Foods Pvt. Ltd** is of the opinion that Indian QSRs understand what works here and have a head start in aspects related to local tastes. What they need to do is modernise their processes and delivery mechanisms to compete with international brands. He adds, “Indian QSRs are faster and more efficient in adapting to the changing needs of the local customer.”

A young and vibrant quick service chain, Wow! Momo took off as a kiosk in Kolkata with an initial investment of only Rs. 30,000 and is now an established name in food service with more than 168 outlets in 11 cities. The brand operates out of formats such as kiosks, food court quick service outlets, ‘momo-on-wheels’ food trucks, shop-in-shop models and high street quick service restaurants that are largely company owned and company operated. The brand has managed to build an operating structure that has not only ensured rapid growth but has also achieved their profitability targets by successfully serving and satisfying regular customers and patrons across the country. **Sagar Daryani and Binod Homagai, Founders, Wow! Momo,** are of the opinion that they have not only been trend setters in the momo

industry but have also created a new line in the fast growing QSR segment and hope to expand into international markets.

In the current scenario, there is a perceptible shift towards home-grown concepts and businesses across various industries. It is safe to say that the QSR space is going through a similar shift. Apart from this, indigenous players enjoy a deeper understanding and goodwill within the local market, both in terms of customers as well as suppliers and vendors.

“Wai Wai City is the extension of our popular FMCG brand Wai Wai, which has been a market leader for over three decades. With a market share of 27 per cent, Wai Wai is more than just a household name. Our products cut across regional, social and economic barriers. These factors have made it easy for us to introduce our bold, vibrant and yet approachable QSR format. We feel this will help us break into Tier II cities as well. We’ve taken it a step further and created a unique dining experience with live kitchens to appeal to a wider audience. There are more than 30 outlets in operation as of now,” says **Varun Chaudhary, Executive Director CG Corp Global Wai Wai.**

New Marketing Strategies

Paninaro targets consumers who appreciate food that focuses on freshness, not only of the final product but also of the ingredients. The brand



“ Indigenous players enjoy a deeper understanding and goodwill within the local market, both in terms of customers as well as suppliers and vendors. ”

– **Varun Chaudhary**
Executive Director CG Corp Global Wai Wai





“ Paninaro targets consumers who appreciate food that is focused on freshness, not just of the final product but of the ingredients too. We primarily cater to people at their place of work, where time is a constraint and healthier alternatives are needed. ”

– Aditya Parikh
Director R&A Foods
Private Limited



primarily caters to people at their workplace, where time is a constraint and there is a need for healthier alternatives. Sharing details of their brand promotion and marketing activities, Aditya Parikh, Director, R&A Foods Private Limited says, “While we’ve recently started some brand building exercises like advertisements in newspapers and on light poles, our primary way of reaching out to potential customers is through pop ups at their workplace and at corporate events. We find this to be the most beneficial method as people get a chance to try the product which then speaks for itself.”

For brands like Goli Vadapav, marketing approaches have always been frugal. However, they are open to making investments in marketing activities wherever necessary depending on one market to another. Venkatesh Iyer says, “So far, social media has been a great platform to promote our brand. Our fan base is growing on a daily basis and the rub off on the brand is visible as franchise inquiries are on a rise. On Facebook alone, we have a fan base of 1,52,407 and counting. In addition to social media, we use local marketing in franchise catchment areas. In the past, we have also engaged in some barter deals in Marathi cinemas where Goli Vadapav had a noticeable presence. Such smart ways of promoting our brand have consistently delivered

desired outcomes.” Their target customers are teens, young professionals in the corporate workforce and families looking to have a value for money meal.

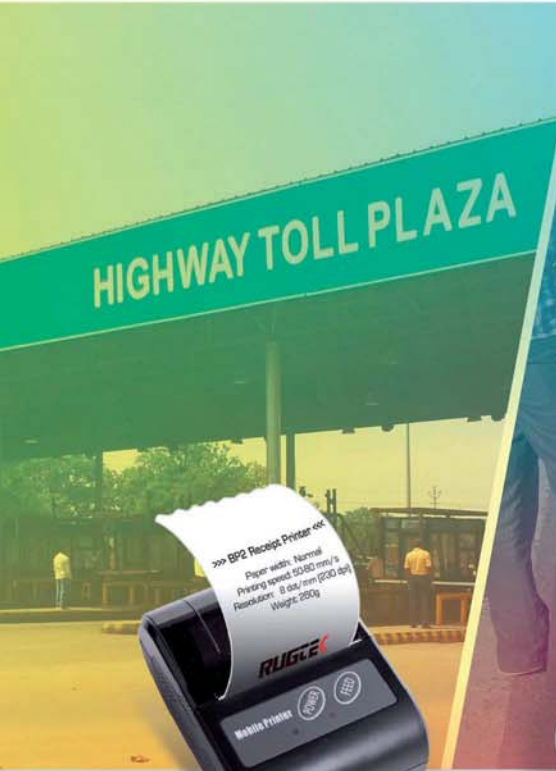
Wai Wai’s offerings resonate closely with the younger audience. The brand’s outreach initiatives are targeted mainly toward young adults (18-35 years) across metros and Tier 2 cities. Varun Chaudhary adds, “Beyond our immediate target market, we have also noticed that the concept is enjoyed by young families (30-45 years). As mentioned earlier, most of our customers have experienced and enjoyed Wai Wai at their homes, hostels and offices and are quite keen to explore its latest avatar as well.” Apart from traditional and online media, the brand runs highly engaging campaigns across various social media platforms and also participates in food festivals and events for added experiential outreach.

Key Product Innovations

Authentic taste delivered through a customized dish serves to enhance any restaurant’s menu. The concept of Wai Wai City has been built on the foundation of experimentation and innovation. Their unique Noodle Bar concept lets customers customize their noodles and play around with a number of combinations. One can choose from four types of noodles, seven sauces, 20 vegetables, 12 toppings and five add-ons. Among their signature selection, China Chilly (roasted noodles with hot garlic sauce) and Bang Bang (chop-suey noodles with Szechwan chilli sauce) have been their best-sellers. The recently introduced Chicken Momosa, a hybrid of two widely popular snacks; momos and samosa, has become the rage among new and regular patrons. Apart from a bunch of exciting flavours, their live kitchen format adds another dimension to the QSR space. With an intention to offer an interactive experience and endless variety at affordable prices, the response the brand has seen so far has been overwhelming.



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Visitor Management



breakfast menu is their latest creation and has been received well. The QSR is also looking at dinner options in the form of a meal box and believes that all models/formats need constant tweaking to adjust to changing trends.

Factors Favouring Rapid Growth: International vs Indian QSRs

With enough disposable income in hand, India is a booming market for QSRs and the demand for convenience and comfort food has only gone up over the years. Home-grown QSRs have profited heavily from this demand for convenience food. While they faced a number of setbacks in the beginning, Indian brands have now developed a working rhythm and have a better understanding of changing market dynamics.

When Goli Vadapav opened its first store in 2004, the brand was mocked for thinking that vadapav could become a mainstream food item. "More than a decade later, here we are with a whole host of home-grown QSRs and investors backing them up. The way I see it, we have an edge over international QSRs because we understand the Indian palette better than anyone else. While international QSRs are ahead in operational excellence, standardization and organizational structure making the end product a successful one, Indian QSRs can benefit by marrying these skills with their in-depth market knowledge. If this is executed, growth in home-grown QSRs will be gravity defying," adds Venkatesh Iyer, Founder and CEO, Goli Vadapav.

The biggest disadvantages faced by home-grown QSRs are time and money. Investors often expect home grown QSRs to become the new or next McDonald's but forget that it took McDonald's more than 75 years to get to where it is. For any QSR business, it takes several years to get the formula right before it can expand and give its shareholders a great return on investment. Aditya Parikh of R&A Foods adds, "International brands are often able to tap a vast talent pool from around the world and this gives them an edge. Home-grown brands, on the other hand, have the



“ Lebanese joint Falafel was among the first to introduce healthy food like hummus, pita breads, falafel pockets and shawarmas in the QSR format in India. ”

– Shaival Chandra
Founder, Gritty Foods - Falafel

While servicing a variegated population, it is also important to cater to regional tastes and provide a variety of flavours for customers of different backgrounds. Goli Vadapav follows this approach and has dishes such as Masala Vadapav, Sabudana Vada and Makai Palak Vadapav that sell well at multiple locations. The brand's vision is to expand to every city while still staying relevant in existing markets and establishing loyal customers. Faced by growing competition, the specialty restaurant plans to enter into new meal categories without moving away from their core offering i.e. vadapav.

While serving a non-domestic cuisine, items on the menu ought to include popular foods that are seen as healthy. Lebanese joint Falafel was among the first to introduce healthy food like hummus, pita breads, falafel pockets and shawarmas in the QSR format in India. Being India's first major chain of branded momos, Wow! Momo took a fairly popular snack and reintroduced it as a mealtime delicacy with a number of innovative twists. Their menu caters to more than 12 different flavors of momos available in steamed, fried and pan-fried formats largely in white and brown flour variants. They have smartly created sizzler momos, the Moburg (momo burgers), tandoori momos and a baked momo au gratin. The extensive menu also features a chocolate momo as a dessert.

Paninaro's original idea was not to have anything made on site and have it brought in from a central commissary but this changed when the brand opened cafes where some products were required to be made on location. An expanded

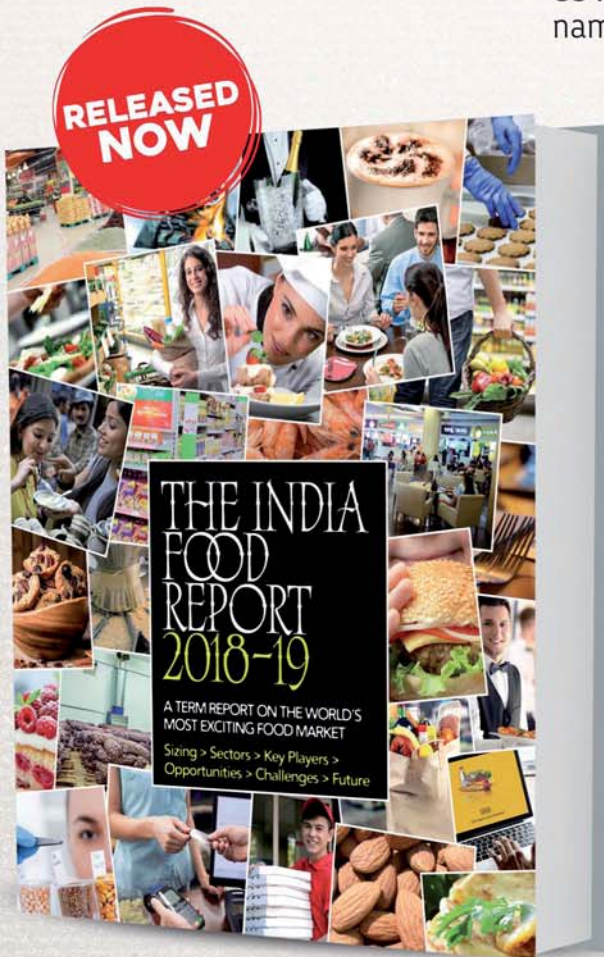
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Sizing > Sectors > Key Players > Opportunities > Challenges > Future

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“ A major challenge is establishing a brand’s positioning as the market is crowded and competition is heavy. Getting the product mix right along with pricing is essential as QSR is a price sensitive segment. ”

– Venkatesh Iyer
Founder and CEO,
Goli Vadapav

advantage of fresh ideas and nimbleness. They’re quick to deliver and able to create a tremendous buzz without having to spend too much money on it.” Another advantage that foreign chains have is experience. They have a fully functional operation on a large scale and have years of experience in managing a elephantine business.

Indian QSRs have managed to tap a newer, unexplored market to reach out to a wider customer base. Sharing his views further, Varun Chaudhary from Wai Wai says, “The biggest advantage for Wai Wai City is the deep emotional and nostalgic recall and connect that the parent brand enjoys with the Indian audience. Additionally, our operations have been built on the strong foundation of a stellar distributor, vendor and sales network spread across the entire country. While certain international players may already have a huge presence in the market, our deep understanding of local markets not just in the metros but also in smaller cities (where international players have historically struggled to make an impact) gives us an upper hand.”

Dheeraj Gupta of Jumboking points out that international QSRs have tried and tested systems that have been in place for decades in a number of countries. Branding is another key factor here as international brands are well known and have been developed with marketing investments worth billions at a global level. Deciding between marketing costs and operational set up is a tricky business decision. International QSRs can afford to move faster as systems are already paid out and have to be copied from the international parent. Indian QSRs have to take additional conditions into consideration while making such decisions and only grow through trial and error.

Food Truck Frenzy

Considering the fact that both QSRs and food trucks target the same customer, the rising popularity of the food truck industry has become a major concern for QSRs. While some brands look optimistic about the new competition, some show concern. Dheeraj Gupta of Jumboking Foods adds, “Food trucks is a different category completely.

L to R: Team Wow! Momo:
Shah Miftaur Rahman, CFO
with Sagar Daryani, CEO
and Binod Homagai, COO



Consumers are evolving and are eating out more often. The Indian market is very large. I don’t see any inter-category competition for at least another decade.”

Aditya Parikh from Paninaro, opines, “I think the food truck business has phenomenal potential in places like India. Unfortunately, there exist licensing issues as well as reluctance towards hygiene and compliance. If a policy is passed whereby food trucks are allowed to operate more freely, it would be extremely beneficial for our business as we’ve been among the first to study (and to some extent enter) the market. For healthy eating on-the-go, our existing food trucks have been specially designed to enable us to serve our product at any street within the city. Parked at a curb side, a food truck enables easy access to fresh and healthy food for the busy generation.” Shaival Chandra of Falafel believes that food trucks will not affect their business because target customers visit malls and shopping centers where food trucks play no role. Venkatesh of Goli Vadapav further quotes, “Food trucks are certainly gaining popularity and pose competition for home-grown QSRs. However, the penetration level of food trucks is far lower in Tier 2 and Tier 3 cities, almost to the point of no presence. Our advantage lies in the fact that we are present across cities like Mumbai, Delhi, Bangalore, Chennai, Kolkata and also in smaller cities like Aurangabad, Nagpur, Chandigarh, Raipur, Darbhanga, Almora etc. This doesn’t mean we are complacent for we will work towards launching newer products, delivering exceptional customer experience, growing our home delivery branch and other digital touch points with the consumers to make sure we stay on top of their list.”



While some QSRs have their strategies set to withstand the competition from the food truck industry, brands like Wai Wai have already tapped into this interesting opportunity. Varun Chaudhary shares, "Our food trucks are gaining popularity in the metros. However, we don't see this as a threat to other formats. While this is an exciting concept, there is and always will be a huge demand for the convenience and comfort offered by QSRs. Our lively interiors, friendly service and comfortable ambience at affordable prices have already set us apart from existing players in the market. At our flagship outlet at Hauz Khas Village, New Delhi, we offer our customers another value addition: free Wi-Fi. Additionally, we will be rolling out outlets under multiple formats such as stand-alones, kiosks and food courts to reach a larger audience."

Potential of the QSR format

A research report on the food service industry by CyberMedia Research says that the market size of the organized food service industry will reach \$33 billion by 2020 while QSR alone is expected to be at \$4.1 billion. Over the last decade, every research report has cited QSR as the fastest growing category in India. Though food services and the QSR segment continue to be dominated by unorganized players, the picture is expected to change as more Indian entrepreneurs launch ethnic QSR concepts tailor-made for Indian consumers.

"Based on our initial market survey and the over-whelming response to our first three outlets, we are confident that the concept will take the country by storm. We are on track to roll-out 500 outlets by 2020 and will very soon become a force to contend with, both nationally as well as internationally. In our opinion, the biggest contributors to our success will be the uniqueness of our concept, our unbeatable understanding of

the base product (noodles) and our strong global presence," says Varun Chaudhary from Wai Wai.

Launching any QSR brand comes with its own set of challenges. A major challenge is establishing a brand's positioning as the market is crowded and competition is heavy. Getting the product mix right along with pricing is also essential as QSR is a price sensitive segment. Other challenges include factors like customers' acceptability, location advantage, unit economics and time taken to break even in every market that is targeted. While opening shop, foreign QSRs have to deal with a lot of government legalities as a sizable challenge. Also, adapting foreign cuisine to the Indian palate is highly convoluted. The biggest challenge is getting processes in place, and maintaining these effectively to ensure that products are consistent and operations are smooth. Most international QSRs we see in India have had decades of experience, and manage this effortlessly. Indian QSRs have a bright future in international markets, particularly those having a taste profile that is similar to the Indian palate. The key is to ensure a smooth supply chain at the back end and consistent quality at the front end.

The Indian food segment is bigger than any individual market at the global scale and it isn't justified to follow examples of successful giants like McDonald's and Domino's here. Though they remain iconic role models for many Indian and international chains, there is still a long way to go before Indian QSRs can match up to international standards. However, one should not underestimate India's modern, value seeking consumer, who is tech savvy, informed and empowered. The Indian consumer is surrounded by an ever-expanding array of choices and has the ability to consume



“ Food trucks is a different category completely. Consumers are evolving and are eating out more often. The Indian market is very large. I don't see any inter-category competition for at least another decade. ”

– Dheeraj Gupta
MD, Jumboking
Foods Pvt. Ltd.

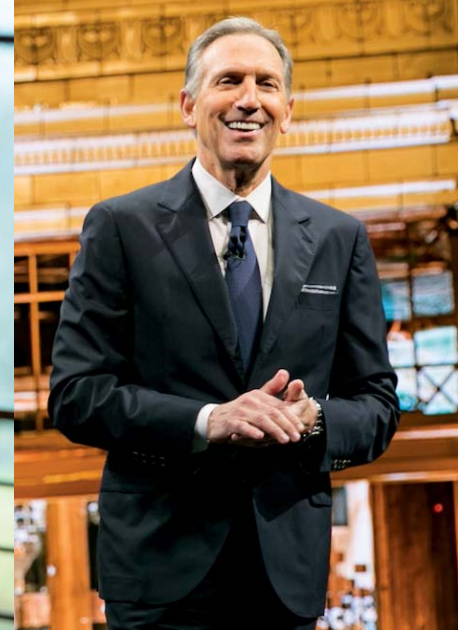


what they want, anytime and anywhere. The transient nature of choice is ever-present and Indian businesses need to capitalize on this very intrinsic but implicit quality to profit from a promising market. A constructive pattern has already begun to form as home-grown concepts display immense business acumen in practice. •

McDonald's outranks them all, even in compensation for their top executives. Restaurant Business Magazine has dug through the filings of the U.S. Security and Exchange Commission to find out how big the pay packages for the CEOs were in 2017. Here's the Top 10.



Steve Easterbrook, McDonald's



Howard Schultz, Starbucks

The Best Compensated Restaurant CEOs (USA)

by Markus Roman



TOP 10 PAY PACKAGES FOR US-RESTAURANT CEOS

R	Name	Company	Compensation in US\$m	Vs. '16
1	Steve Easterbrook	McDonald's	21.8	42.0%
2	Howard Schultz	Starbucks	18.0	-17.5%
3	Greg Creed	Yum Brands (Taco Bell, KFC, Pizza Hut)	12.4	-20.0%
4	Steve Ells	Chipotle	11.1	-29.0%
5	Kent Taylor	Texas Roadhouse	8.7	3.0%
6	Sardar Biglari	Steak 'n Shake	8.3	922.2%
7	Patrick Doyle	Domino's	7.9	-8.0%
8	Elizabeth Smith	Outback Steakhouse & Carrabba	7.0	35.0%
9	Stephen Joyce	Dine Brands Global (Applebee's, IHOP)	7.0	n.a.
10	Gene Lee	Olive Garden, LongHorn Steakhouse	6.4	3.6%

Source: Restaurant Business Online

The compensation includes salary, bonuses, stock and options. Usually a higher compensation can also be an indication of a good overall performance of a company. It doesn't have to be that way.

It is, however, for top earner **Steve Easterbrook**, CEO of McDonald's. He received a total package of \$21.8 M. in 2017. That's 42% more than in 2016. But it could be said he earned it: in 2017 McDonald's stock rose by 41%.

Howard Schultz made the news in June 2018 with his resignation at Starbucks – and rumors that he could pursue a career in politics. His pay package in 2017 added up to \$18 M. That's 17.5% down from his 2016 compensation. Starbucks' stock rose by 3% in 2017.

Yum! Brands CEO **Greg Creed** saw his pay package fall by 20% to \$12.4 M. compared to the year before. His company, on the other hand, did perform well: the stock of the parent of KFC, Pizza Hut and Taco Bell rose by 29% in 2017.

2017 hasn't been an easy year for Chipotle Mexican Grills. The company's stock declined 29% all over 2017. Founder **Steve Ells** announced in November that he would step down as CEO. In his last year he received \$11.1 M., 29% less than in 2016.

Kent Taylor founded the Texas Roadhouse chain. The company's stock went up by more than 9%. Taylor's pay package rose by 3% to a total of \$8.7 M.

Biglari Holding is the owner company of Steak 'n Shake. CEO **Sardar Biglari** received a compensation package of \$8.3 M. in 2017 – compared to \$900,000 in 2016. Biglari Holding's stock didn't do so well in 2017: it fell by 12%.

Patrick Doyle announced in 2018 that he would step down as Domino's CEO. In 2017 he received \$7.9 M., a pay cut by 8%. The company's stock went up by 19% that year.

Elizabeth Smith is the CEO of Bloomin' Brands, owner of Outback Steakhouse and Carrabba's. She received \$7 M., 35% more than in 2016. Bloomin's stock rose by 18% in 2017.

Dine Brands Global (Applebee's, IHOP) new CEO **Stephen Joyce** received \$ 7 M. According to Restaurant Business Magazine, the biggest part was mainly sign-on bonuses and performance incentives.

Olive Garden and LongHorn Steakhouse CEO **Gene Lee** was paid \$6.4 M. in 2017. That was 3.6% more than in 2016, but still modest compared to the company's market performance. Garden's stock rose by 32% in 2017. •

Article source: FS Europe & Middle East



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The Business of Well-Made Waffles

A domestic start-up that stemmed from Mumbai, The Belgian Waffle Company (BWC) has paved quite an impressive path for itself. With over 120 outlets, the brand has an expansive presence in 29+ cities of India. From 'Almond Cocoa Butter' to 'Charcoal Banana Caramel', the menu has more varied choices for waffles than any other restaurant or food brand in the country. Shrey Aggarwal, Founder, BWC, speaks to Food Service India about the art of waffle making and how he has turned it into a thriving business.

Give us a brief description of your company and the values it functions on.

Owned and operated by Bloombay Enterprises LLP, The Belgian Waffle Co. was an idea born out of passion and with a mission to spread taste and delight. Founded in 2015, the company strives to constantly innovate while staying true to its values of excellence, simplicity and affordability. The Belgian Waffle Co. is one of the first waffle specialty stations in India that offers a unique, on-the-go waffle sandwich created fresh at our waffle stations with our specially formulated egg-less batter and premium fillings.



Shrey Aggarwal

What is the range of products available at your outlets?

We serve 16 different types of waffles, 3 types of Waff Wich (waffle sandwiches), 7 shakes, a lemonade and cold coffee along with 16 types of mini pancakes and much more.

Which are your best-selling products?

They include waffles in the flavours of naked nutella, red velvet, triple chocolate, and chocolate overload. The ice cream Waff Wich and mini pancakes are also popular choices.

Tell us about your product's competitive USP and differentiators.

The Belgian Waffle Co. offers a unique on-the-go waffle sandwich made with specially formulated egg-less batter and premium fillings.

What are some product features that consumers strongly identify with?

Innovative flavours, premium fillings and the batter we use sets us apart.

What is your value-for-money proposition for your customers and which are your key customer segments?

We've tried to find a good balance between price and quality. The Belgian chocolate waffle appeals to the widest spectrum of customers, so we've priced it a little lower than the the nutella waffles because that's an important product. We target young people between the ages of 6 to 21. However, it's interesting to see grandparents also enjoying our products.

Which are your stronghold markets and which markets are you focusing on for greater market share and growth?

The West and South are our stronghold markets. We're trying to increase our presence in the North and East.

What is the scope for greater value-addition in your product range (by way of intrinsic value addition to the product, packaging, etc) and are there any such innovations being done by your company?

We have varying batter formats like the signature white batter, red velvet, dark chocolate and the recently introduced savoury batter. The fillings we



use are versatile and include ice cream, chocolate, fresh fruits etc. We garnish them with all kinds of nuts, almonds, oreos etc., and this adds intrinsic value to our product. We concentrate on innovation as that is what has driven our business for so long.

How large an opportunity is there for players like yourself to grow and expand the market for your products?

In India, we've seen demand from Tier 1 to Tier 3 cities. Our plan is to grow internationally too as there is a good demand for these kinds of products everywhere.

What is the growth rate for these products at your stores?

When we enter a new market, the growth rate is high because in areas like Bombay, where we have 50 outlets, people already know the brand even before we open at a new location. For an extremely new market, growth rate is extraordinarily high because of the innovative uniqueness of our products.

Which are the factors driving the growth for these products?

Firstly, the category itself is fresh. Secondly, premium quick service is what customers want and lastly, customer indulgence.

Can you offer us examples of some innovative F&B ideas that you have implemented or plan to take?

We've seen through a lot of innovative ideas. For example, our twist on the chocolate fondant



gave us the dark chocolate batter with a Belgian chocolate center all incorporated into a waffle. Like a red velvet cake, we have red velvet waffles that have a cream cheese, white chocolate and red velvet batter. We've got pizza waffles which have cream cheese, a tangy tomato filling and much more.

What are you doing to drive consumption of your products and enhance your brand identity? What is your marketing and sales strategy?

Expansion is what we are going for and are looking at franchise opportunities. On the marketing front, we rely on store visibility and word of mouth. We also attract customers through student discounts. We run monsoon offers and we're trying to build the "Waffle of the Day" campaign. More common promotional tools include social media and radio.

Which are the technological tools you have adopted for more efficient operations – better service delivery, supply chain management, customer satisfaction, among others?

We use tools that integrate our support system and supply chain. We have a separate accounting system. We also have a CRM system in place that captures customer loyalty on Zomato and Swiggy for customer satisfaction and online delivery.

In your opinion, what are the challenges of your business in India?

Finding the correct customers and finding a good team is what we've been constantly working towards. There are certain inefficient processes when it comes to logistics that need to be overcome. The legal framework is also weak but there is a big market for the business that makes it worthwhile.

What are your plans and targets for the future?

Our target is to open 200+ outlets in India and also focus our attention on growing the brand internationally in areas like Dubai, South-East Asia, Nepal, etc. •



FACT BOX

Brand: The Belgian Waffle Co.

Parent Company: Bloombay Enterprises LLP.

Format of the outlet: QSR

Cities where the brand is in operation: PAN India and Nepal

Total number of outlets currently: 130+ outlets

Total retail area under operation: 27,000 sq.ft

Total number of employees: 150 employees

Average size of outlet and seating capacity: 200 sq.ft. seating 0-5 persons

Sales per month/year: 20000 waffles a day.

Main offerings: Waffles, Shakes, Waff Wich, Coolers, Cold Coffee, Lemonade, Savoury Waffles and Mini Pancakes.

Price range: Rs. 110 - 310

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SOLO Insights
Panel discussion: Blurring the line between spaces

Day 2 – October 9

Exclusive report release: Future consumption outlook in KSA
Panel discussion: KSA & its many flavours
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Chef Glyston Gracias

Mantras of a Modern Chef

Chef Glyston Gracias believes in the ability of a well-designed dish to inspire nostalgia and evoke strong emotions among diners. As Head Chef at Smoke House Deli and Social (Mumbai), and City Chef at Impresario Entertainment & Hospitality Pvt. Ltd., he is known for his simple yet modern cooking style. The celebrated chef speaks to FoodService India about his 15-year-old culinary career and some key learnings.

How would you describe your outlook on cooking and what makes a good chef?

Simplicity and comfort food have always worked for me. While cooking, I keep five basic characteristics in mind and they include local flavors, acidity, sweetness, spice and salt levels. For me, great cooks are those who have the confidence to cook simple meals and deliver results.

What do you regard as your best achievement as a chef?

As a musician or painter, one can only listen to or frame their creativity. However, when you look at a dish that is presented beautifully and is creative, it brings out emotions. The enveloping aroma, the gratifying sizzle and the taste have the power to make you nostalgic. Customer satisfaction has always been my biggest achievement.

Which culinary cuisines have played a part in your cooking?

Simple and delicious interpretations of French, Mediterranean and Nicoise cuisines have been my muses. My North East Indian catholic community has also had a major influence.

Who are the chefs you admire the most and why?

I admire Alain Ducasse for his work in haute cuisine and Thomas Keller for his culinary expertise that has helped me set high standards for myself. I also carry a torch for pastry chef Dominique Ansel for inventing the cronut (croissant-doughnut). In addition to that, I also look up to Marco Pierre White for being the god father of modern cooking and the youngest chef ever to win three Michelin stars.

Which are some of your signature recipes?

For Smoke House Deli, the list of staples include the beetroot-asparagus salad with tangerine and lemon barley, jowar fettuccine with tomato braised vegetables, chilli crusted John Dory, smoked lamb shanks and smoked duck with strawberry gin and schezwan pepper. For Social, some of my signature dishes are the truffle nachos with beer cheese sauce, crosspoint parantha with mutton vindaloo and crosspoint ka meetha.

What constitutes foodservice innovation in your opinion?

Innovation in foodservice involves research





and development laboratories along with the latest equipment design, layout, packaging and service techniques. Saving energy and labor is imperative by means of sustainable resources especially at the basic farming and cultivation stage. Innovation also entails that you know your customer inside out.

How has fine dining and smart/casual dining shaped up in India? What concepts are more likely to succeed?

Both fine dining and casual dining have gotten much younger in terms of décor and now boast of faster service. There is an increased emphasis on a seasonal menu that uses local super food ingredients. Fine dining has moved towards more progressive, regional and concept-based restaurants that provide healthier, lighter and customer friendly meals. Casual dining spaces have moved towards gastro bars with small-plated value meals, fun serving props and high energy performances. Terms such as dining-work space, progressive food courts, farmer's market and creative workshops have become increasingly popular.

What approaches to menu development produce good results?

It is important to know your customers and keep your location in mind while sticking to what's available locally or regionally. To introduce a modern twist in your menu, tools such as books, market surveys and online blogs can be used to follow health and culture trends.

List innovative F&B ideas that you have implemented in your menu development and engineering.

I divide ingredients based on whether they are imported or locally available in order to be able to use them differently over two to three dishes. This avoids stagnation in the supply chain. Mentioning the food or beverage suppliers name on the menu for clearer authenticity of the product is also something I do. I also work with ingredients that have a good shelf life and a non variable price.

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

Critical factors may include operating off BMC approved premises, a high street location, good rentals, small menus, an efficient staff, product consistency from supplier and great equipment.

What role does technology play in the foodservice business?

Digital food and beverage menu ordering reduces the need for an extensive service staff and the wait for the customer. Social media has effected business in positive as well as negative ways. Delivery applications have reduced the frequency of outdoor dining. Progressive technology such as robot cooking saves time and reduces staff costs. However, hi-tech processing units for the production of poultry, grains and vegetables are unhealthy and drive customers away.

In your opinion, which aspects of social and digital media work best for F&B operators and how much should they spend on advertising and on which platforms?

Instagram, Facebook, Zomato and TV commercials on travel & living channels definitely work. Most chef driven places prefer organic growth but some commercial F&B operators use agencies to boost it. It depends on where the restaurant stands in the market as the brand image can be boosted accordingly.

Despite Indian food being popular in many countries, no Indian QSR has given competition to international counterparts. Why?

Good Indian food has always had longer cooking processes and produce has always been a problem overseas. Most of our food is best eaten fresh and has a limited counter life. •

“ I divide ingredients based on whether they are imported or locally available in order to be able to use them differently over two to three dishes. This avoids stagnation in the supply chain.”

– Chef Glyston Gracias
Head Chef, Smoke House Deli Social (Mumbai) & City Chef at Impresario Entertainment & Hospitality Pvt. Ltd.





Star Chefs Take the Casual Route

by **Katrin Schendekehl**

A large number of Spanish star chefs have been diversifying their sources of income for years. This has as much to do with the difficulties of making a profit from their haute cuisine oases as with the economic crisis in Spain from 2008 to 2013. The good thing about this is that democratisation of top cuisine in the shape of high-quality casual versions of the well-known gourmet temples means their highly creative culinary delights are affordable and can be experienced by broad groups of guests.

Ferran Adrià was the star of Spanish cuisine and dubbed the “best chef in the world”. His restaurant elBulli on the Costa Brava became a mecca for lovers of fine dining – and the nucleus of his avantgarde, partly molecular cuisine, with which he revolutionised the restaurant trade. 70 members of staff catered for 50 guests here, where the 35 course menu, taking around three hours, cost €320 per person. elBulli closed at the end of July 2011 and today, Adrià runs six restaurants in the Parallel district of Barcelona, together with his younger brother Albert and the Iglesias brothers Juan Carlos, Borja and Pedro, under the umbrella of the elBarri Group – three of the restaurants have one Michelin star. They are destinations in their own right – but also more affordable for guests and more profitable for the restaurant operators. In some media archives you can find information about elBulli, which only opened for half the year, that suggests that it was making an annual loss of half a million euros, although Adrià says these are “lies fabricated by the press”. What is certain, though, is that most Michelin-starred restaurants are struggling to survive financially. And the economic crisis in Spain has brought some to ruin – an example being the restaurant El Racó de Can Fabes, and Sergi Arola with its fine dining address of the same name.

And so it's not surprising that the period between 2008 and 2017 became the heyday for the launch of ambitious casual versions of well-known brands, with master chefs breaking down their knowledge into clearly outlined and themed formulas. As Ricard Camarena says, becoming more casual means “standardising processes”. Alongside his one-star restaurant, he has opened the Canalla Bistro and Habitual concepts, with average bills of €35 a head.



Bibo, Dani García



Jordi Cruz



Dabiz Muñoz



Paco Roncero



Ricardo Sanz



Quique Dacosta

He adds that, with necessary standardisation frequently meaning a decision against top quality throughout, specialisation and systemisation are what count in this segment. This view is also underlined by the examples of L'Eggs, the Bao Bar and La Royale, all in Barcelona, created by Paco Pérez, who has a total of five Michelin stars. Average bills here are between €20 and €30 – a long way below those at his restaurant Miramar in Llanfranch. In the 100-seat L'Eggs restaurant, the focus is on refined egg dishes; the Bao Bar offers Asian sandwiches, and the La Royale has dedicated itself to gourmet burgers. There's also the Topa Sukalderia in San Sebastián under the direction of the Mugaritz star chef Andoni Luis Aduriz, who offers an affordable mix of Basque and Latin-American cuisine in his restaurant.

Broadening their base and bringing locations beyond the pilot restaurant into the network makes entrepreneurs out of chefs and takes

them out of their lab kitchens into the realms of business administration. These days, more than a few of them employ whole crews of chefs, managers, personnel and marketing professionals. "That's right, we're no longer purely chefs, but are developing increasingly into creators of new concepts and dishes, operators, and public relations workers," Paco Roncero affirms. This is not necessarily seen as a loss. "If I only dedicated myself to haute cuisine, I would get bored," says Dani García, who also has two Michelin stars. "It's my job to make people happy, and this can also be done with a burger." It's no coincidence that he actually developed one for McDonald's in 2015. Xose Mari Aizega, Director of the Basque Culinary Center, is pleased that "the democratisation of haute cuisine by affordable off-shoots is also leading to a socialisation of the knowledge and creativity of these chefs and their teams".



Estado Puro, Paco Roncero



Topa Sukalderia, Andoni Aduriz



Habitual, Ricard Camarena



Tickets, Ferran Adrià

“What is a chef? Someone frying potatoes? We are emancipating ourselves from this idea and opening up the world of gastronomy.”

Ferran Adrià
in 2015

One of Ferran Adrià's missions is a knowledge bank of gastronomy and food in general, known as Bullipedia, which he is compiling in his Bullilab, together with 50 collaborators. He says that there is no point if you don't share your knowledge. "By the end, elBulli had become a monster that threatened to engulf us," he remembers, when asked in a 2016 interview about the demands that he made of himself, which became more and more difficult to fulfil. Following its not uncontroversial closure, elBulli is a foundation to-day – sponsored by the Spanish company Telefonica. Adrià wants to open an exhibition here as a publicly accessible biography of the former mecca – for an entrance fee. What's more, the energetic master chef no longer loses sleep over money worries, thanks to further sponsors.

Others are helped by cooperation with hotels – be they in urban destinations or locations in holiday regions. Opening under the umbrella of successful hotels reduces implementation costs on the one hand – on the other, it ensures a certain frequency of cash-rich clientele, thus reducing outgoings for the acquisition of new guests. Martín Berasategui is reproducing the glory of his three-star restaurant Lasarte in San Sebastián with the Lasarte in Barcelona's Hotel Condes – and in the Ritz Carlton in Tenerife, he runs, in addition to the M.B. restaurant, the Eme Be Abama Kabuki and the Txoco. He is also looking to collaborate with resorts in Mexico and the Dominican Republic. Currently his group of companies operates 21 establishments.

The brothers Joan, Josep and Jordi Roca have also 'left' their famous headquarters, El Celler de Can Roca, in order to open the Roca Moo in Barcelona's Hotel Omm. This received a facelift in the course of the economic crisis and now gives greater prominence to the bar area, known as the Roca Bar. Elegant urban premises are the stage for a special version of Catalan cuisine and hospitality. By way of contrast, their Rocambolesc icecream salons are standalone operations – concentrated expertise focusing on one product area – and are to be found in Girona and on the Ramblas in Barcelona, among other places. The aforementioned Paco Pérez has launched new initiatives under the umbrella of the Hotel Arts in Barcelona, where he runs La Enoteca restaurant. And in the Berlin hotel Das Stue he has set up Cinco by Paco Pérez and The Casual Restaurant. "The collaboration arose more by chance from a private contact. That's how it can happen."

The young Jordi Cruz runs his three-star restaurant 'Abac' in the Hotel Abac in Barcelona. In addition, he has developed a double concept, together with finance partner José Gonzalez Simó – one for hotel guests and one for non-hotel guests: Ten's or 10's, chic and modern tapas bars with menus for €48 and €62. A further example of a fruitful collaboration is offered by Paco Roncero and the NH Hotel chain. Here he has developed his innovative gastro bar Estado Puro, among other things, in collaboration with cocktail pros – a formula that has also been rolled out in Ibiza and China. Like the formulas which he has developed in Central and South America with local partners, this has freed up resources for his restaurant Sublimotion, opened in 2014 – a little gem for 12 guests, looked after by 25 pros, which invites you to experience unique treats for all the senses.

For Dabiz Muñoz, collaboration with the NH Hotel in the Madrid Eurobuilding was the salvation: the relocation of his much discussed but loss-making restaurant DiverXO gave him the freedom, with-StreetXO, to open a, literally, 'streetworthier' version of the three-starred mother ship. He's now offering his fusion of Spanish and Asian cuisine with Spanish fiesta spirit in two restaurants in Madrid and London's Mayfair. "The only way you can be an icon is if you are completely different to anyone else," he says, and seems to achieve this even without a Michelin star. No less Ricardo Sanz, whose five Kabuki restaurants have a total of four stars and are the embodiment of Japanese haute cuisine in Spain. With the Kirei, he and his partner José Antonio Aparicio have created a concept that Sanz says "invites a broader class of guests to try sophisticated Japanese cuisine in a more approachable, urbane and informal way. We offer our mystical sashimis, tartares and tatakis here as well, but they're just less expensive and served more quickly." The concept can be found in the Room Mate Valeria Hotel in Málaga, among other places. Dani García also operates in Andalucía – with, among others, his two-starred Dani García restaurant in the Hotel Puente Romano Beach Resort & Spa in Marbella. He says: "It's a win-win situation." The restaurant and the hotel gain prominence and renown by performing at the same level – a crucial factor. "And so it's important to make a careful choice, because the



liaison is frequently longterm and exclusive.” He too has diversified with the casual formula BiBo, with its high-quality design and menu, which has also opened in Madrid as a standalone, and the 800 sq m Lobito de Mar in Marbella – popular and affordable are the key elements. The same path is being followed by Quique Dacosta and his Daco&Co group, who run the El Poblet, the Mercat Bar and the Vuelve Carolina in Valencia, in addition to the three-starred Quique Dacosta restaurant in Dénia. “When I decided to establish something there, there was a very large leap to the Michelin-starred restaurant, but I wanted to find a niche where I can break down the experience from haute cuisine to a broader, more easy-going level and position myself on firmer economic ground.”

In addition to hotels, department stores, highly frequented market halls, and transport gastronomy outlets offer a certain sales reliability and lead to greater differentiation of clientele. Thus, Muñoz’ StreetXo can be found in a location in the department store chain El Corte Inglés as well as two Rocambolesc ice-cream salons, and Ricard Camarena has set up four concept in Valencia’s Mercate de Colon. In Barajas Alfonso Suarez airport, wher the Elior group is in charge 9of catering. Paco Pérez is represent with the GastroHub in Terminal 4, as well as Sanz with the Kirei. For the spatial connection between culture and gastronomy, on the other hand, there is Aduriz’ and Bixente Arrieta’s Ni Neu restaurant in the Kursaal Congress Centre in San Sebastián and the Nerua and Bistro restaurants in Bilbao’s Guggenheim Museum.

The ambitious Adrià and Iglesias brothers have created their very own location. Within the timespan of barely more than ten years, they have revitalised the Parallel district of Barcelona significantly, by opening the Tickets tapas bar, the Peruvian restaurant Pakta, the Mexican restaurants Hoja Santa and Niño Viejo, as well as the Bodega 1900 gastro bar. This is a district that used to exude the character of Pigalle, but then became gastronomically impoverished and threatened by gentrification. They are all within a stone’s throw of one another and number among the addresses of the Catalan metropolis, with the icing on the cake the Enigma (Spanish for mystery and enigma) restaurant, which opened in 2017.

The fact that elBarri have taken on board commercial partners for particular projects and promotions, such as breweries, spirits producers and coffee roasters, has also become an effective method of financing for other star chefs. Furthermore, the publication of cook books, their own TV formats, and appearances in advertising media strengthen many a balance sheet. Martin Berasategui is regarded as the most active chef in this respect because of his contracts with 25 commercial partners. Similarly, others open



Martin Berasategui



Paco Pérez

STAR CHEFS AND THEIR BUSINESS

Chef	Top adress (Michelin stars)	Further formulas (Michelin stars/seats/staff members**/average bill)
Joan Roca	El Celler de Can Roca (3)	Roca Moo/Roca Bar (1/40/22/150 and 50 respectively)
Ferran Adrià	eBulli (3)*	Tickets (1/ 95/32/130), Enigma (1/24/30/220), Pakta (1), Hoja Santa (1), Bodega 1900, Niño Viejo
Martin Berasategui	Martin Berasategui (3)	Lasarte (3), M.B. Abama, M.B.Garotte (2/70/17/45)
Dabiz Muñoz	DiverXO (3)	StreetXO (-/70/25/60)
Quique Dacosta	Quique Dacosta Rest. (3)	El Poblet (1), Mercat Bar (- /70/14/25), Vuelve Carolina
Jordi Cruz	Abac (3)	Ten’s (-/60/ 23/ 30), L’Angle (1)
Andoni Adúriz	Mugaritz (2)	Nerua (1), Topa Sukalderia (-/60/25/35)
Paco Pérez	Miramar (2)	Enoteca (2), Cinco by Paco Perez (1), L’Eggs (-/80/12/ 25), Bao Bar (- /32/4/20), La Royale (-/80/12/28)
Paco Roncero	La Terrazza del Casino (2)	Estado Puro (-/75/22/25), Gastro Hub (-/123/40/30), Sublimotion
Dani García	Dani García Restaurante (2)	Bibo (-/170/60/45), Lobito de Mar (-/200/50/23)
Ricardo Sanz	Kabuki Wellington (1)	Kabuki (1), Kirei (- /30/12/25)
Ricard Camarena	Ricard Camarena (1)	Habitual (-/120/30/40) Canalla Bistro (-/ 80/20/33)

*closed in 2011 ** in kitchen and restaurant

their F&B labs, in order to put their concentrated creativity into service and make money from the food industry. And catering has become an important and bearable mainstay for many. Thus, Camarena operates an events salon in the Mercado de Colón, García runs Atelier Marbella Event Catering and the Roca brothers the Espai Mas Marroch events location in Girona.

Haute cuisine is teamwork with clear responsibilities and this also applies today to the diversified company groups of star chefs which have experienced strong growth at times – often supported, but not always, by finance partners outside the family. If all goes well, there is fertile ground again for ‘experiments’, such as the 7,500 m sq Enigma, which invites just 24 guests to an interactive course of sensory fireworks in a surprising setting. •



Habitual,
Ricard Camarena

Article source:
FS Europe & Middle East

“We aim at keeping our dishes authentic”

1Q1 is a majestic art deco inspired kitchen and bar that serves authentic Asian cuisine and a smorgasbord of decadent cocktails. It has three distinct spaces - an elegant fine dining area for relaxed sit-down meals, a high-energy space marked by a stage and an oval-shaped island bar, and lastly, alfresco dining. FoodService India spoke to Anirudh Kheny, Partner, 1Q1 Kitchen & Bar to learn more about the company's latest menu offerings and its journey ahead.



Anirudh Kheny



Please offer a detailed lowdown of your establishment's: menu offerings; format; concept.

The heart of 1Q1 is the food - Asian cuisine with an emphasis on authenticity and quality. We offer a variety of different Asian cuisines, which include Japanese, Nikkei (which is a confluence of Peruvian and Japanese food culture), Thai, Malaysian, Korean and Chinese. While delicious dim sums, sushi and the meats from the Robotayaki grill make up traditional fare, modernism is marked by Nikkei cuisine, which is a confluence of Peruvian and Japanese food culture.

1Q1 has 3 distinct spaces - an elegant fine dining area for relaxed sit-down meals, a high-energy space marked by a stage and an oval-shaped island bar, and lastly, alfresco dining by the robotayaki grill in the tropical garden outside.

A complete sensorial experience presentation of the food is as important as the taste for us. Every dish will be presented in a manner that elevates its experience like the classic sushi will be presented traditionally, whereas the South American sushi will have a Latin personality. Our Art Deco-inspired interiors; reminding you of a bygone age integrated with our authentic cuisine, eclectic cocktails and live music spanning different genres' all together create a unique vibe.

What is the market positioning of your brand?

The market positioning of 1Q1 is solely based on quality and values that accentuate the type of service & impression that we portray. We maintain the highest quality when it comes to the market objectives that we set. Art Deco, quality food & drinks, unbelievable ambiance is what you can expect here. Our food is curated with the freshest and highest quality produce of meats, vegetables and ingredients to attain maximum authenticity and deal with mostly imported items. A dining experience at 1Q1 is not easily forgotten.

What is the customer and value proposition of your brand 1Q1 Kitchen & Bar for the guests?

For us, feedback is very important and we strive to take note of all it. As we deal with different Oriental cuisines, we try to constantly innovate and improve. Additionally, a unique aspect is our Japanese Robatayaki Grill. We host a variety of events with DJ's, live music, and private parties.

What innovations have you introduced in your food and beverage operations?

We have a number of innovations that we incorporate into our menu whether it's created

Please describe how and in what forms you are deploying technology to make your business more efficient and customer friendly? How are you bringing technology to bear on your logistics, supply chain and innovation?

We have cloud-based billing systems and reservation systems that are linked from the website and integrated into our system at 1Q1. We use a separate tool for inventory and stock management. We also have systems to generate detailed reports across all verticals. Technology plays a huge role in our operation and makes it smoother and more efficient.



around a certain festival or special occasion/ event. For instance, we curate special tailor-made platters or pitchers according to the festival we are celebrating.

Apart from special menus; we have exclusive Bento Boxes & Donburi Meals which are specially offered to people on the move and for the ones who prefer all authentic delicacies packed into one wholesome meal. We have a Japanese robatayaki live grill, in an alfresco setting that is one of our biggest attractions. We are also one of the only restaurants that serve Peruvian and Nikkei Cuisines in the city. On special cultural festivals we curate and offer specialized drinks and food menus; for example, during the Chinese New Year, we had a special menu offered to our customers for two continuous weeks.

Which are the exciting new concepts, trends and themes in this segment of foodservice operations? What are the new trends that will gain currency for this format going ahead?

We constantly incorporate various innovations to entice our customers and give them a unique experience each time they visit 1Q1. Throughout the week, we host an array of events and gatherings from Art Exhibits, Fashion Pop-ups to Music events. We understand that trends are relentlessly changing according to seasons and styles, and try and keep our strategies simple. We also host Sushi-wrapping sessions, Interactive sessions, Mixology sessions or tastings. Seasonal summer drinks are also popular.

How would you describe the challenges of operating a bar in a competitive market like Bangalore? What are the challenges and the opportunities for players like you?

It is a very competitive market but we strive every day to be as unique in every aspect as we possibly can. We have a very solid strategy and a certain transparency, which allows us to function extremely efficiently. We constantly have to evolve and be creative to keep up with the other restaurants, who obviously innovate in their own ways. We make it a point to be on top of all that's happening across all verticals and innovate and implement accordingly.

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

We have a very solid social media strategy, which is supported by an external social media and brand management company. We have PR/marketing teams constantly brainstorming for fresh concepts and new events including food festivals to live music to bar nights and various pop-ups.

What are your plans and targets for the future?

At 1Q1, we aim at keeping our dishes authentic and aspire to integrate Asian delicacies from other Oriental countries in the future. We would also want to maintain a balance in the fine-dining and nightlife culture, with unique and avant-garde events. Going into the future, we want to keep up the multifarious dining options at the outlet. •

AT A GLANCE

Brand name: 1Q1 Kitchen & Bar
Parent company: Plate Project Hospitality LLP
Headquarters: 1Q1 Kitchen & Bar -Building No.1, Express Building, Queens Road - 560001
Launch date: Nov 6th, 2017
Retail format and size in sq. ft.: in excess of 10,000 sq ft
Total retail area under operation: N/A
Average ticket size of bills: INR 2,500/- for two people (approx.) with alcohol
Dish/food/beverage specialty: Asian Cuisine & Signature Cocktails
Seats/ cover size: 160



Inderjeet Singh Banga

Pranked Twice

India's first playful brasserie Pra Pra Prank has an infectious spirit to it and offers everything but the mundane. With dynamic interiors and a stellar menu boasting a number of experimental dishes, the high energy dining outlet truly exemplifies its impish moniker. Complete with a sushi corner and a specialty whiskey bar, it is a treat for all the five senses. Founder, Inderjeet Singh Banga speaks to Food Service India about the art of serving the evolved, modern customer.

by Nimisha Gautam

Please offer a detailed lowdown of your establishment's format, conceptual background and distinguishable assets such as menu offerings and price positioning.

India's first playful brasserie, Pra Pra Prank is more than an epicurean sanctuary- it embodies our philosophy of striving for perfection, unabashedly for the Indian. The first in India to bring in the concept of visual merchandising, Pra Pra Prank offers you the chance to walk past charming visual merchandise windows and be transported to a quaint brasserie in a small European town. Once inside, you will find yourself engulfed in the delicious aromas wafting out of the open kitchen. A unique blend of modern Indian and modern Asian food, the menu is non-conformist, quirky and caters to the palate of the comfort seeker and the gourmand, alike. Taking familiar flavours and giving them an unconventional and playful twist for diners who are looking for food that surprises, comforts and satiates, is a hallmark of the Pra Pra Prank menu. Chefs Kaustubh Haldirpur (an Asian cuisine maestro) and Harangad Singh (a specialist in Indian cuisine), along with their team hope to delight diners with dishes they have exclusively created. In the luxury bar inside the brasserie, signature cocktails are served with unique ingredients and the decor is put in place to give off an upscale, retro chic vibe. Concepts



like Gin not Gin cocktails will catch you off guard and leave you with vodka breath disguised as gin. We aim to prank twice! Additionally, the bar also boasts of an intimate live music venue.

What is the customer and value proposition of the brand for its guests?

Pra Pra Prank is innovation. Our sole aim at Pra Pra Prank is to offer the most unique experience to our guests. It's all about enjoying the best things in life with panache, luxury and in style. With unique and thematic architectural design, well researched food and specially curated signature drinks at the bar, our focus is to give our customers the most unique and satisfying experience. We are lining up a series of events that highlight and bring together the best genres of music. With so much under one roof, we are sure that customers will love Pra Pra Prank as much as we have enjoyed creating it.

What is the kind of positioning your brand is looking to create?

We are among the first in India to have a unique blend of a fun café and high energy bar under one roof. One can expect global standards of hospitality in an ambience that is as sophisticated as it is luxuriously decadent. We believe in having a dynamic approach to food and drinks and creating PraPraPrank has pushed us in actualizing that



belief. India is on the brink of a culinary revolution. I am very excited about bringing the PraPraPrank experience to India. Integrating two of the most popular choices of dining – a restaurant and a high energy bar, we promise an exceptional dining experience to our guests. The aim is to surprise the Indian audience with double the fun and engage all five senses. Dining at Pra Pra is a personal experience and caters to each of your eclectic tastes by providing you an extensive food and drink menu. There is a noticeable movement underway with guests being increasingly familiar with exotic cuisines and wanting experiences that are new and different, authentic in flavour and reminiscent of some memory. Biggie Hospitality has been at the forefront of culinary excellence in the food capital of Delhi and aims to continue providing an upscale dining experience that our guests have grown accustomed to.



What innovations have you introduced in your food and beverage operations?

PraPraPrank's sushi list is unparalleled amongst restaurants in the city and is an absolute delight! A sushi lover must look out for the watermelon and cream cheese roll, torched prawn roll, and the rainbow sushi roll. From the modern take on the universal Karpao chicken fried rice to rare Asian subcontinent delights like the pan fried erachi pepper Gyozas, all dishes are great accompaniments to your favourite drink. Other menu items that one can not miss include interesting mains like robata grilled chilean sea bass, Nepalese chicken broth, and stir fried mango kalonji pork belly. Another stellar preparation is the grilled sweet potato with leeks, which makes for hearty comfort food with a nice crunch, a touch of sweetness and the satisfying taste of butter and char. Following the hearty theme is the old monk grilled chicken which is fork tender and a pleasure to eat. Dishes such as the pav bhaji zinger, chole kulcha doughnut and utthapam waffle are also some of the innovative creations that have been added on popular demand. The vibrant bar whips out some fabulous fruit cocktails, 12 different varieties of Gin not Gin including one that tastes like morning tea (earl grey and orange), reinvented classics and a japanese negroni with a twist of ingredients like sesame oil, gari and yuzu lemon.

What is your marketing and sales strategy and which tools do you use to promote the brand?

We are using multiple tools to make sure our brand reaches its target audience. From carrying out active social media campaigns and organizing experiential events to conducting food tasting with senior connoisseurs, we adopt every communication tool to reach out to people. Above all, our focus is on the quality of our food and drinks.

How would you describe the challenges of opening a new brasserie in a crowded dining hub like Gurgaon?

It's always good to have a challenge in life and our philosophy is based on challenging and pushing our own limits every time we open a new restaurant. The hospitality industry is full of challenges such as finding the right real estate, hiring the right team members, curating evolved dining experiences and competing with cutthroat competition. These can be overcome with experience and an eye for detail.

What are the new trends in this format?

Building interiors which are unique, quirky, lively and which build an instant connection with the customer is the new trend. At Pra Pra Prank, we have built interiors that one can relate to immediately. Once inside, the wall of life with the quirky knick-knacks will grab your attention at once. Customers enjoy spotting the ceramic little boy, the Charlie Chaplin, Mr. Bean projections, faux spying projectors and the Sushi Bar with the lucky waving cats that tickle your gustatory and visual senses.

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

In today's time, technology plays a very important role. It's the way to reach out to our target audience. We try to incorporate as much of it as we can. Right from being on social media platforms to exclusive apps that allow us to stay connected with our guests, we are trying to cope with a tech-smart generation.

What do you think of the market potential for this kind of format in a place like Gurgaon?

There is lot of potential for this format in Gurgaon. Gurgaon is a market of customers who have the demand for the best food and drinks with flawless service. People look for a quick escape from the office, good food and high energy bars with a certain charm. Luckily, Gurgaon has evolved customers who understand our product very well.

What are your target plans for the future?

We have plans to open new Pra Pra Prank outlets in Mumbai, Bangalore and Dubai. For our sub brand, Pirates of Grill, the idea is to take the pirates concept to new markets and conquer shores. For our popular brewery, Prankster, we are looking to expand to Mumbai. •



FACT BOX

Parent company:
Biggie Hospitality Pvt. Ltd.

Brand name: Pra Pra Prank

Headquarters: Gurgaon

Launch date: 7th March 2018

Retail format: High energy dining and Speciality whisky & cocktail bar

Total retail area under operation: 4500 sq. ft.

Average ticket size of bills: Rs. 3000 for a meal for two

Average footfalls per day: 250 per day and growing

Dish/food/beverage specialty: Modern Asian and Modern Indian Cuisine

Seats/cover size: 114

Total number of employees: 70





Using technology to boot up restaurant business

The restaurant business today is growing faster and transforming in several ways. It therefore makes business sense to have a management system that helps restaurateurs to make optimum use of all the available business opportunities in the food industry.

— by Nandakumar

Technology is opening up new streams of profits for various business sectors. For instance, the online restaurant business is now a big deal for most restaurateurs. However, managing restaurants is not easy. For one, customer expectations are constantly evolving and while competing in the race, restaurateurs need to understand that it is of no use relying on a legacy restaurant management system. So, in order to survive and

stay on the growth path, restaurateurs have started moving on to all-new business platforms as the restaurant space continues to evolve. Besides offering convenience and simplicity, restaurant management softwares also help to bring in better sales as well as valuable customer insights that are key to business development.

Over the years, the impact of technology on the restaurant industry has become more visible and noteworthy. Technology has enabled the industry to achieve its potential in the SME sector and helped the foodservice business climb greater heights. Restaurant management software has proved to be a shot in the arm for the restaurant business. It helps to manage the entire restaurant processes, starting from order taking to report generation.

Restaurant business owners can adopt many such enterprise-wide restaurant management systems that can do everything from streamlining operations to generating analytical reports. Clouddish is one such restaurant management system – a restaurant app that comes with in-built products for chefs, waiters, delivery boy, managers and customers for enhanced customer engagement, higher





CLOUD- BASED RESTAURANT MANAGEMENT SYSTEM OFFER A COMPLETE PACKAGE OF SERVICES SUCH AS:

- POS system
- Admin panel
- Waiter app
- Delivery app
- Kitchen device
- Customer app

BENEFITS OF A RESTAURANT MANAGEMENT SYSTEM

- Increased sales and real-time performance
- Enhanced efficiency and reduced operational costs
- Enriched business process and improved conversion rates
- Compelling marketplace optimization
- Visibility and sustainability
- Personalized customer experience
- Unequalled service and on-time deliveries

profit, effective interactions, and unique selling experience. Today, one can find many such fully functional restaurant apps, with a single platform solution to manage your fast-growing hospitality business needs.

Modern restaurant management softwares are designed to simplify the restaurant operations with the best Cloud-based, POS-integrated restaurant management system and they help to upgrade restaurant operations. Unlike the traditional systems, current POS software do much more besides billing. Cloud-based POS system is equipped with strong tools to generate reports and analytics thereby helping to analyze what will work and what won't. It vests restaurant managers and their team with profound sales insights to drive winning business strategies that work specifically for your restaurant(s).

Modern restaurant management softwares of today are designed on a minimalistic platform to aid restaurant managers streamline the operations and grant users a quick access to restaurants on the go. Software features of apps like Clouddish help restaurateurs to handle the crucial parts of restaurant management like order tracking, table management, waste management and many other functions listed below:

POS integration: Point-of-sale (POS) is the place where the business starts and ends. The restaurant industry and its business owners have used POS system to do sales for long. But with the advent of many upgraded versions of POS system, business operators find it difficult to integrate things with their native applications. Apps like Clouddish offer a POS system that can be integrated with the older restaurant management

systems, thereby streamlining the orders and payments by way of easy-to-add options for menu and pricing. Besides this, enhanced POS systems help the restaurants track sales, food inventory and cash flow, thereby helping to simplify their book-keeping. Such software comes with options to add several payment gateways, so the restaurants can give their customers all possible ways to pay on their preferences.

Convenient platform: Enterprise-wide restaurant management systems feature iOS and Android apps for ordering, payments, delivery and the overall restaurant management that support different devices of varied sizes and form factors.

Cloud access: Cloud-based software ensures maximum flexibility and scalability in ordering and administration. They are an evolution of web applications that can be accessed online from any device.

Smart inventory management: Inventory management is the toughest process to handle in restaurants. Restaurant management systems

Software features of apps like Clouddish help restaurateurs to handle the crucial parts of restaurant management like order tracking, table management, waste management and many other functions.



have features to ensure that restaurateurs never run out of inventory and let them stay updated on stock details via up-to-date inventory reports. Inventory management features help to keep track of inventory and the shelf life of food, and reduce wastage. In addition, such systems also offer a delivery-tracking system that helps to deliver the orders promptly in minimal delivery time and track locations and movement of the delivery boy.

Marketing and reports: Being the soul of many businesses, marketing facility via e-mail templates and push notifications enable restaurant owners to notify their customers with business updates and offers. Besides, the analytical reports offer insights on sales progress and customer data.

Growth driver: Today's restaurant apps are programmed to pump up the growth in the restaurant business. •



The author is CEO, NDOT, a niche player and solutions provider in the latest areas of IoT, Big Data, Intelligent Cloud, Mobile Apps, Artificial Intelligence, Digital Platform and a one-stop solution for all IT needs.



Arjun Raj Kher



Hitchki

Mumbai's Eclectic Tastes

Brand Head Arjun Raj Kher has established popular food joints, Hitchki and Bayroute as distinguished names in the culinary food market in Mumbai. Hitchki is a vibrant concept-based outlet boasting of a number of regional cuisines, while Bayroute is much more calming and diaphanous with its Middle Eastern appeal. In a conversation with Food Service India, Arjun talks of the success of both dining formats and how they complement each other admirably.



Hitchki

What is unique about the format and conceptualization of your major F&B brands and what are their distinct specialties?

Consumers are looking for a variety of options when it comes to dining and both our brands, Hitchki and Bayroute cater to different types of consumers. With Hitchki, we aim to give our patrons a vibrant ambience. As the name suggests, the brand represents and reflects its Hindi meaning 'hiccup' by cleverly evoking memories of a time gone by in a contemporary and chic setting. The brand extensively focuses on regional cuisine, elements of nostalgia in a dining experience and customized food and bar offerings.

Bayroute, on the other hand, is a fine dining restaurant with an unusual Middle Eastern theme and features delicacies that connect the enchanting streets of Egypt, Morocco, Lebanon, Turkey and Greece to the shores of Mumbai. The culinary map of Bayroute is an expedition to rich

HITCHKI

FACT

Brand name: HITCHKI

Number of outlets and location: 3 in Mumbai (BKC, Powai, Thane)

Headquarters: Mumbai

Launch date: 21st July 2017

Total area under operation: 2700 sq. ft.

Average bill amount: Rs. 1200 for two

Average footfalls per day: 400-500

Dish specialty: Swadeeka, Geeta Babita, Naan achi Tang, Amar Akhbar Anthony, Pindi Chole

Seats/cover size: 110

Total number of Employees: 75-80

cuisines around the globe coupled with elegant modern interiors and a classic exterior seating that reflects rich vibrancy and culture.

What is the customer and value proposition of your brands?

We aim to create a strong brand recall value and loyalty among our customers. We want our guests to feel welcome when they enter our restaurants and wish to give them the best service they've encountered. Our brands provide our consumers with experiential dining focusing on F&B, ambience, tasteful music, varied taste pallets, new properties and value for money. Additionally, we also innovate our key offerings and try to engage with the consumer through various social media platforms.

What are the successful F&B innovations that have been introduced by your brands and have proved popular?



▼ Bayroute

▲ Bayroute



BOX

BAYROUTE

Brand name: BAYROUTE

Number of outlets and location:
1 at Cuffe Parade, Mumbai

Headquarters: Mumbai

Launch Date: 3rd April, 2018

Total area under operation: 1500 sq. ft.

Average bill amount: Rs. 3000 for two

Average footfalls per day: 200

Dish specialty: Gold Souk, Pide, Bayroute
Hummus, Baklava, Kebab Istanbul

Seats/cover size: 60

Total number of employees: 45

Hitchki is a very young and peppy brand. Inspired by regional cuisines across the country, the dishes on the menu have been named innovatively and have always managed to grab eyeballs. We have a number of popular concepts such as bollywood night, ladies' night and seasonal food festivals. Bayroute has become a very popular brand in the fine dining space. The ambience and interiors have been the talk of the town and have been a visual treat for our customers. The Middle Eastern theme, out-of-the-box dishes and their strong flavours have gained a lot of popularity.

Which of your brands has been more successful in terms of sales and customer traction?

Our brands are very different from each other and cater to different sets of customers. Judging by sales and customer traction, they are both successful and are doing extremely well in their own segments.

What is the market positioning that your brands are looking to create?

Both our brands are leading names in the industry and have been able to create visible loyalty amongst customers. We have become well-known brands in the hospitality space for the kind of food, experiences, bar offerings, music and service we provide to our patrons.

What is your marketing and sales strategy and what tools are you using to promote your brands?

The key to a successful marketing strategy is a combination of the traditional 'word of mouth' approach and new age methodology. The digital era has made everything a click away and restaurants are using digital platforms to their utmost capacity. The shift in marketing tools used has drastically transformed the landscape of F&B industry and restaurant businesses, alike.

In the social media space, visually appealing images along with great content is key. This provides brands a chance to closely engage with consumers and helps them in making important and informed decisions. Additionally, online and offline contests, e-mail marketing, and blogger and influencer engagements are all key marketing tools. •

With Hitchki, we aim to give our patrons a vibrant ambience. The brand extensively focuses on regional cuisine, elements of nostalgia in a dining experience and customized food and bar offerings.

A hotelier's guide to managing F&B

With the need for innovative food experiences on the rise, it is up to hoteliers to integrate modern dining into a traveller's itinerary. An integral part of a hotel business, F&B plays an important role in creating strong brand recall and must be managed to ensure positive customer review. General Secretary, Wizcraft, Priya Malhotra spoke to Food Service India about the different elements involved in running an F&B outlet inside a hotel and recent trends in the segment.



What role does F&B play in the overall business proposition of a hotel?

F&B plays an indispensable role in the hotel business. The quality of food and beverage serves as the basis of decision when it comes to travel for any individual and family. In line with the changing dynamics and growing competition in the hospitality industry, hoteliers are not leaving any stone unturned to grow businesses. People are becoming increasingly curious and concerned about where their food comes from and how it arrives on their plate.

Due to social media and food applications, it has become easy to attract customers and generate their reviews. Social media has a major influence. While it's always important for food to look tempting, social broadcasting makes it even more imperative. 62% of Chinese customers say that they post about their food experiences on social media at least once a month. The same figure is 42% in Korea, 40% in Singapore, and 29% in Australia. The better your food looks, the more marketing you will get when consumers post photos and tag your business. According to me, F&B is of utmost importance to grow your hotel business.



Priya Malhotra
General Secretary, Wizcraft

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

Changing demographics, increase in income, urbanization and growth in organized retail is driving India's F&B sector. Customers are at the heart of the hospitality industry. No matter what service you provide, you need to have a clear group of individuals who see a value added from your product or service. Focus on your product, employees and the target market, and you will see success.

Almost as important as the product, is the quality of the service you are providing. This makes well trained employees essential. As hospitality businesses are customer facing, you must ensure that you greet customers with your best foot forward. Focus on creating a dream team of polite and friendly staff, and your customers will be sure to recommend your business to others and come back again.

There is an evident shortage of manpower in the F&B sector which is leading to poor customer service and also rising salary costs. To enable better standards in the service industry, manpower needs to be trained effectively.

How do you evaluate the current trends in food service in the premium hospitality segment?

The food and beverage industry is subject to numerous trends and they have a major impact on a business' success or decline. These are some current trends in food service every hotelier should consider.

Open Kitchens: Modern diners want to know what they're getting when they eat out. More restaurants will be breaking down the walls between their front-and back-of-house areas to show off their kitchens. This includes fine dining as well as quick service/casual restaurants.

Ghost Restaurants: A departure from the traditional sit-down dining experience, ghost restaurants are establishments that only offer take-out or delivery service. Because there is no dining space, virtual restaurants can focus on customizing their kitchen and offering a more diverse menu.

Experiential Events: Instead of the traditional dining experience, customers in 2018 are looking for a meal that doubles as an experience. This can include eating in the dark, eating in a space where you can see the chef preparing the food, or enjoying a meal that has a story attached to it. Customers are also willing to pay premium for these types of experiences.

Pop-up restaurants: They are establishments that open for a limited time only, and they're a way for chefs and restaurateurs to gauge interest before opening a new restaurant.

Nostalgic Eating Experiences: One of the fastest growing demographics for restaurants is baby boomers, who are retiring and have more disposable income to use on dining. Unlike millennials who want new experiences when eating out, baby boomers want nostalgia. As a result, many major chains are bringing back old favorites to capitalize on that feeling.

What special elements are needed to make F&B outlets of a hotel successful?

Strategy is the key to success for any hotel or restaurant firm, but developing and implementing a strategy is sometimes an elusive goal. The key indicators of excellence are attention to detail (tangible items), hospitality (how the task is completed), revenue generation (salesmanship), and service (completing the task).

I have often observed that many restaurants miss the following opportunities to foster guest loyalty. When the guest



Do you think technology can augment the quality of personal touch in offering quality service to make guests feel at home ?

In today's scenario, technology is playing a vital role in keeping in touch with customers and tracking their visits and previous experiences. Nowadays, customers read reviews about a restaurant before choosing to dine in it. We, as service providers, can wish them on their anniversaries and birthdays using customer data. We can also keep a record of their favourite dishes or preferred add-ons and toppings. Everything is possible because of technology and apps specially designed for the hospitality industry.

Which are the technological tools that can be employed for ensuring higher F&B standards at F&B outlets?

Over the years, technology has become the key ingredient for success in the modern food service industry. Simply having good food is not enough to keep a restaurant in business as it is newer innovations that give restaurants the much-needed edge over competition. Some tools include Bluetooth temperate sensors, optimized scheduling software, virtual reality onboarding, digital inventory tracking, automated purchasing tools and a digital table/reservation manager.

With constant changes in food trends, how do you go about keeping the food offerings of a hotel alluring for customers and relevant with the times?

Over the past couple of years, we have witnessed Indian consumers develop a taste for various new entrants like Belgian chocolates, Mexican flavours, Italian food, Thai and Chinese cuisines etc., and contribute to the rising demand for similar cuisines across the country. The quick adoption of such cuisines among the Indian population has created opportunities for many international QSR players to enter the Indian market and explore the vast potential of this market for possible growth in the future.

telephones for a reservation, barely half of the staff in charge address the guest by name once it's given, and only half request e-mail addresses for confirmation. At reception, the best restaurants invite the guest to return, and the host uses the guest's name and makes pleasant conversation while accompanying the guests to the table (rather than sprinting ahead). These are simple but very crucial elements of successful customer experience in restaurants inside hotels.

The specific behavior that distinguishes excellent restaurants is neither complicated nor costly. It mostly involves heads-up service: captains who greet guests at the podium with a smile and welcome them; servers who greet the guest within two minutes of being seated, develop rapport, are forthcoming with menu details, invite the guest to return, offer dessert with specific recommendations, serve beverages within five minutes of being seated, and offer refills proactively; and managers who engage with staff and guests at the door or on the floor.

In today's scenario, is it easy to maintain a low operating cost for restaurants? What are the steps necessary to keep it as low as possible?

As per my understanding, there are 7 golden rules to maintain a low operating cost for restaurants. It is essential to track and manage inventory to control food costs while also purchasing raw materials on credit. Controlling labour costs by reducing employee turnover is also recommended. Restaurant cost control can also be done by means of yield management and by reducing wastage through portion control. To ensure maximum cost control, restaurant owners must check internal thefts and pilferage and also conduct daily/weekly reports to keep track of overall costs. Being organized helps picking out anomalies and mistakes.

HPMF revamps North Zone Steering Committee

Hospitality Purchasing Managers' Forum (HPMF), an association of hotel procurement managers in India, has announced the remodeling of its Northern India chapter here in Delhi. The newly restructured team consists of seasoned professionals from the hospitality industry. It includes Sanjay Verghese – President (The Imperial), Arvind Mathur – VP (Radisson India), Priya Malhotra – General Secretary (Wizcraft), Amit Aggarwal – Joint Secretary (Radisson Greater Noida) and Tarun Chaturvedi – Joint Secretary (Fraser Suites). To further expansion and a shared vision, HPMF also made a number of additions

to the team of office bearers to inculcate new energy into the northern zone. It was also decided that the inclusion of varied professionals from diverse fields will provide vital industry expertise to the HPMF advisory board.

To take the forum to the next level, plans to launch chapters in Nepal and Bangladesh in the near future were also unveiled along with the launch of the HPMF Sri Lanka Chapter on 4th July at Colombo during the International Housekeepers' Summit 2018. With a newly established steering committee, HPMF seems to be paving a road to promising endeavors in the future with much to look forward to.

“It is time to go back to the basics in the field of purchasing and procurement”

Having served in the industry for 19 years as part of hotel operations, pre-opening projects and interior contracting firms, I have gathered that there is a stigma attached to the term purchasing and the banalities that go with it. With innovative business methods and traditional maneuvering, this stigma can be easily dispelled.

The psychological stigma attached to purchasing stems from misinformation and can be countered by keeping a clean conscience and avoiding conflicts of interest while on the job. Having stated that, we can move on to the business end of purchasing and how to do it best.

Be organized

The first three months of my hospitality career started in Renaissance Goa Resort, Varca, Goa on May 9, 1999, and were spent in filing paperwork. Once I got fed up and confronted my boss as to the quality of my job responsibilities, he explained the importance of being organized in the workplace and keeping everything categorized and labelled. An organized department can easily access and provide information without having to hunt for it. This saves time as historical data is a must in our trade. Whether it is quotations, paper documents or e-documents, create separate folders for everything. Do not be generic and break it down to specific details. For example, quotations related to food must go in separate sections with identifying names such as seafood, groceries, meat, imported etc. Also maintain separate files for each financial year.

Maintain call records

Always have a diary that has a single page for each day of the week, every financial year. As soon as you decide to make a call to a vendor or to a fellow colleague, note the number in the diary. Mention the name of the person you are speaking to, important details relating to what was discussed and include the time of your call too. We can always fall back on these records as and when the need arises instead of relying on faint memory. Keep a note of your incoming calls also.

Use computers and the latest technology

Keep yourself updated with the materials management software you are using, MS Office, Outlook, etc. With changing technology, it is very important for purchasing professionals to be in line with the technology one is using. Creation of item codes must be done in an efficient manner. The best way to do this is the



scientific and methodological approach in which you create a genus, a species and a sub-species. For every item, there must be a generic name followed by specific details. For example, Pipes-PVC/GI/SS/MS-Size(5x3”M). This systematic pattern makes inventory management easier and free of redundancy.



Jijoy M Joshua
GM Procurements & Projects
(Asia), GS Associates, Inc.

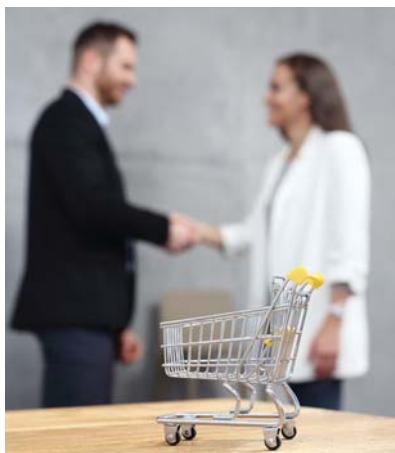
Have extensive product knowledge

It is extremely important for a professional in the field of purchasing to be curious about products and their specifications. To follow this in principle, one needs to ASK. This is an abbreviation for Always Seek Knowledge as well as Always Share Knowledge. Never shy away from asking questions in fear of ridicule. Potential vendors are always eager to answer questions related to the products they manufacture or sell. If the answers are not convincing, our job becomes easier. Compiling questions into parameters for comparison is the next step and functions as a major tool during negotiations.

As part of this learning process, interaction with other department heads/team members to gain hands-on knowledge on products is crucial. It is very important to understand end user needs and expectations from products. This information will assist you in finding alternative solutions and ultimately new vendors.

Communicate

The one thing that binds each tool is communication, without which none of the above mentioned strategies can be fruitful or even achievable. A purchasing professional needs to be a very good listener. The more patience you have in listening to others, the more success you will have in learning. Listening not only means passive hearing but also entails that you take note of what is important and use it to gain and share knowledge. Use this tool to conduct constructive competitor analysis and maintain vendor-buyer relationships.



Jijoy M Joshua is General Manager Procurements & Projects (Asia) at GS Associates, Inc. A known name in the business of procurement and purchase, he has been affiliated to a number of big chains in his career.

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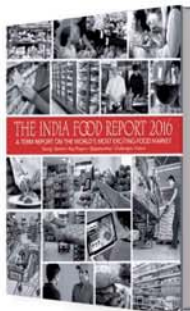
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Serving great food with great passion

In an interaction with FoodService India, Sarvar Malhotra, Managing Partner of The Embassy, shares his thoughts on the 69-year-old legacy of food and service at one of the oldest restaurants in Delhi, and how the changing trends demand innovation in terms of cuisines, concept & technology.



Sarvar Malhotra

What is your restaurant's format and how many restaurants are you operating currently under this brand?

We have two formats – one is fine dine and the other one is express model. Besides that, we are coming up with cafés soon. Currently, we are operating two properties under The Embassy – one property is in Connaught Place and we have recently launched 'The Embassy Mini' in Janakpuri.

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

We have a legacy of over six decades and we are one of the oldest restaurants in the city. With the changing times, trends have also changed and so have the tastes of people. Earlier, it was simple and the restaurateurs used to stick to the basics. Restaurateurs these days are coming up with innovative techniques and fusion dishes/cuisines by keeping the Indian preferences in mind. Some of the cuisines like Mexican, Thai, and Spanish are slowly finding their way to the basic Indian palate. We have been serving great food with great passion for over 60 years.

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 great– in terms of F&B innovations, cuisines, restaurant layout and design, etc.

Today diners are not getting the food they desire as every new F&B outlet is concentrating on alcohol. We, on the other hand, concentrate on great food. Since we always have loyal patrons dining with us every day, I would like to introduce more and more updated operating systems and controls to effectively manage the operations and make it all automated. This will not only help us to score the favourite recipes of our regular customers but will act as a powerful tool to bond with them at a personal level.

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

We like to maintain our 68-year-old legacy and that's the USP. It is tougher to keep consistency than jumping on to new innovations. With the changing times, the trends have changed and so have the tastes of the people. Earlier, it was simple and the restaurateurs used to stick to the basics. Nowadays, restaurateurs are experimenting with different concepts and cuisines to stay abreast with the changing consumer preferences.

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

We are tying up with more and more portals and with the start-up boom, there are many advantages that are helping us widen our reach. For example, we don't need to have our own delivery boys or bikes any more. This aspect is being taken care of by a hired company, which is perfect for our home delivery service. •

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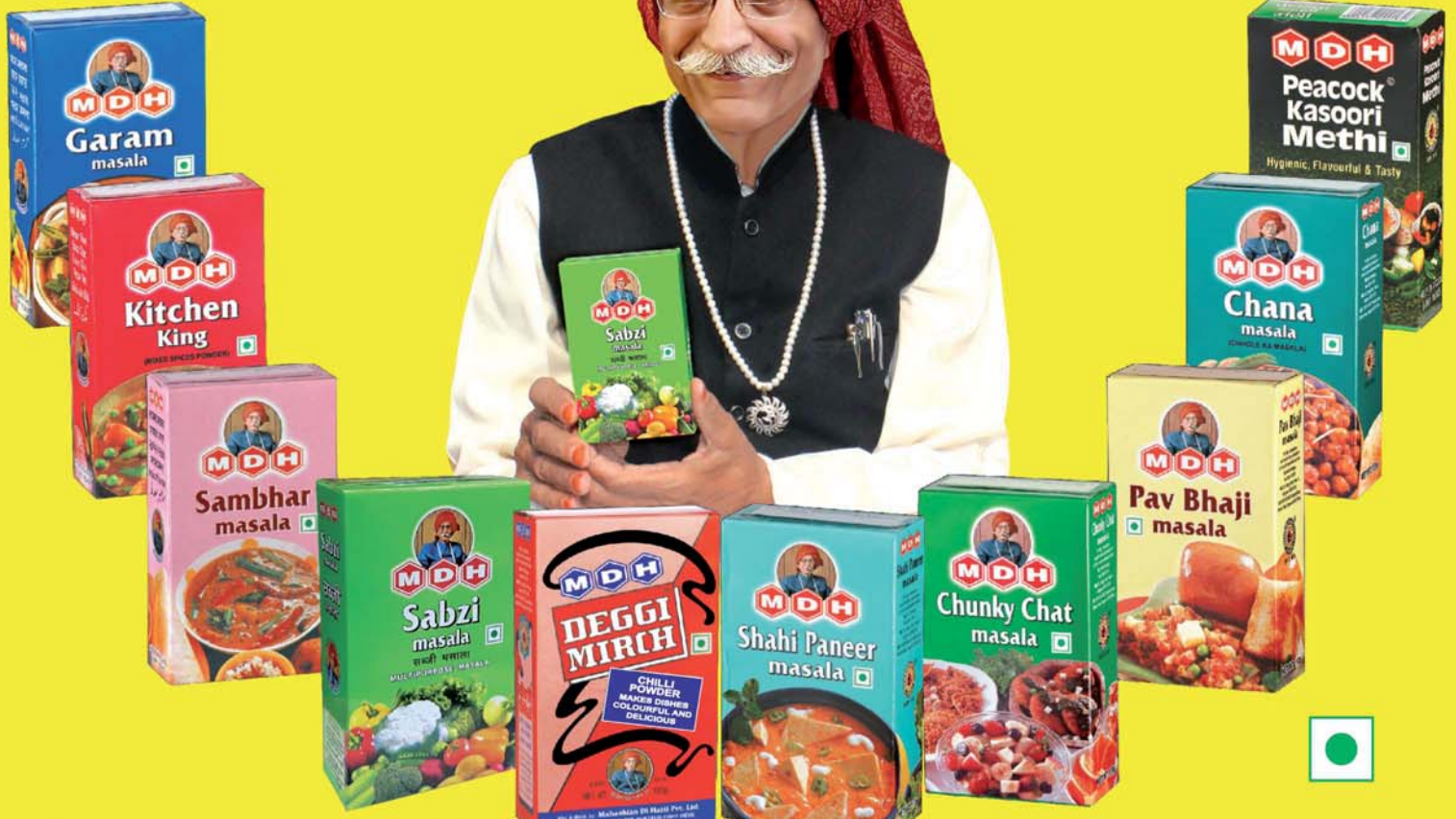


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