



# AHAR

## Hospitality

OCT - DEC 2016 Vol. 4, Issue- 4, Official Magazine of Indian Hotel & Restaurant Association web : [www.ahar.in](http://www.ahar.in) ₹ 20/-



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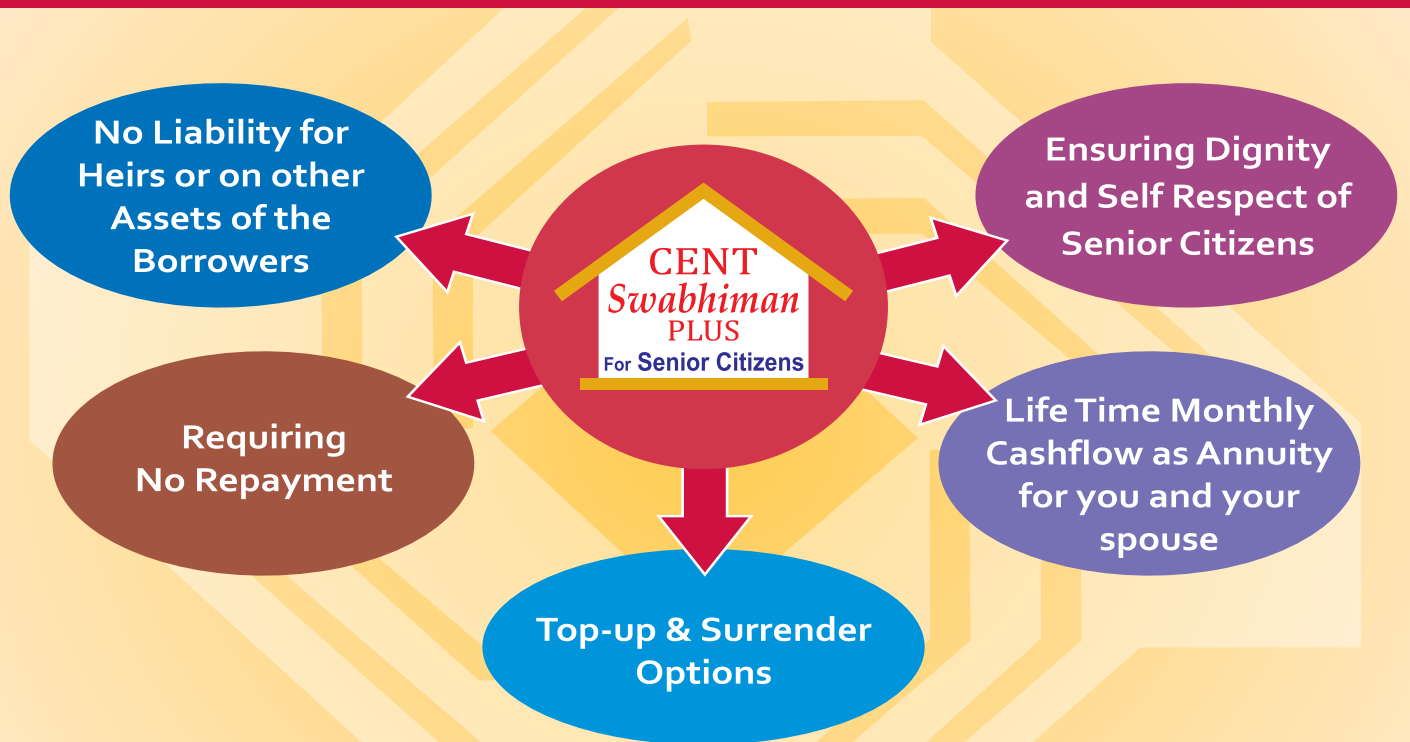
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### Dear Esteemed Members,

Year 2016 brought lots of kudos to AHAR as the country is witnessing upward trends in terms of growth and the proverbial feel good factor. The nation is receiving a massive welcome in the global arena, having become a global manufacturing hub through the Make In India campaign initiated by Prime Minister Narendra Modi and supported enthusiastically by all states of the union and the government machinery. A glance at the outlook of the nation's hospitality industry reveal there are huge opportunities for the hotels and restaurant community due to an envisaged, massive influx of business visitors and tourists into India, which will translate into sumptuous spends of foreign currencies within the country.



The timely action and escalation of issues during preceding years yielded the much needed relief to the industry which is reeling under huge pressure from various quarters such as the Amendment to Maharashtra Rent control Act, various archaic laws, licenses, permits, certificates and NOCs. These issues have tendencies to retard the growth of what can be otherwise, a buoyant, flourishing sector. Team work brought about excellent results in every area of operations.

Warm Regards  
S. Suchitra

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## From Managing Editor's Desk...

### Dear Esteemed Members,

Season's Greetings!!!

The last nine months was quite hectic in terms of socio-economic terms and the routine work pressure due to unexpected and unwarranted political turmoil put to task.

Non-food credit growth of commercial bank nearly halved to 4.8 per cent in November from 8.8 per cent in the same period last year, showed the Reserve Bank data. This is also slower than in the previous month of October, when non-food bank credit rose to 6.7 per cent against 8.3 per cent a year ago.

While we look at the hotel and restaurant business the industry saw many ups and downs through the interference by Babus as sudden check-ups and inspections by flying squads of Excise and Metrology Department on technical grounds. Demonetization too played a spoilt-sport during the Oct.-Dec. even though the end result may be good for the nation. The sanitization of the economy is welcomed by the Hospitality industry, the micro, small hoteliers and restaurateurs faced acute shortage of patrons turning up due to shortage of liquid cash.

AHAR being a strong and omnipresent association striving to support the industry by taking timely corrective action, the effect of various laws could be curbed or eradicated. The Maharashtra government had considered to reduce the licenses required to run a hotel from 71 to 21 due to AHAR's consistent representation and follow-up. In this regard the government had already repealed several licenses like Police Registration, PPEL, Grade Certificate, Madeira License, issued GR for cancellation of Advertisement charges on illuminated sign boards, simplified license granting procedures and issue of NOC from Fire Brigade in accordance with the 'Ease of doing Business' policy of the government.

The BEST TDLR issue was single handedly addressed by AHAR with the persistent and hard work of our members Guruprasad Shetty, Kamalakar Shenoy and Balakrishna Shetty which benefited the entire Mumbai city. AHAR had been in the forefront to oppose and avert the State Housing Dept.

repeated plans to amend the Rent Control Act, which created panic amongst our members as it would have increased rents drastically for the tenanted hoteliers in Mumbai city. AHAR also attempted to bring together all the tenants affected by BPT's decision to revise the rent retrospectively and non-renewal of lease. The sub-committee Chairmen and their teams too are always on their toes and putting their best foot forward to ensure the smooth business is taking place and undue benefit is not taken by the various officials.

As usual this year too, the 37th AGM was a remarkable one where the team showcased a great veer of action through the use of digital platform along with the conventional display system wherein the visitor to the event got a feeling and ambience of a truly corporate event. The entire AGM report has been succinctly presented pictorially for those who have missed the show. (For more details visit our website [www.AHAR.in](http://www.AHAR.in))

While our publications division too have maintained a high degree of quality content, timely presentation of various facts and figures and consistently enhancing the quality and reach of the publications in both print and online platforms.

The essence of the entire activity is that AHAR as an association can achieve anything to everything. The strength lies with the member community and the joint effort by each and everyone. I am sure in the coming years AHAR will be the only organization to talk and act for the industry.

With this I say thank you for the support extended by one and all for making our publication a world class one.

Warm Regards

Wish you and all a Happy New Year 2017.

**Bhaskar K Shetty,**

Managing Editor

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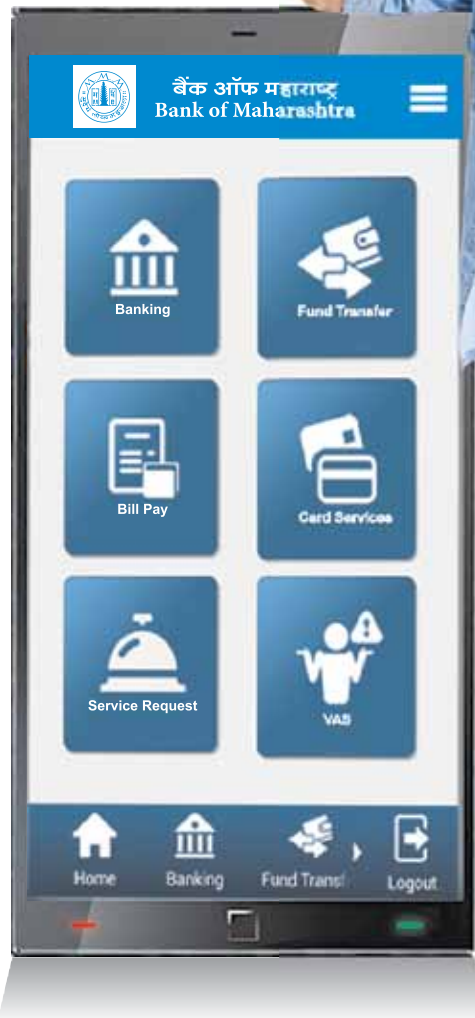
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## From the President's desk

### Dear Members,

Last quarter of the year was very hectic which kept us busy organising meetings with various Bureaucrats, Ministers to resolve the removal of open spaces duly permitted by MCGM, Fssai online renewal process, removal of TDLR in BEST electricity bills, demonetisation etc. The last two months were dedicated to our Show case event 37th AGM held on 16.12.2016 at Buntara Sangha Auditorium, Kurla, Mumbai.

Through this column, I wish to thank each and every one for making the 37th AGM a memorable one. We had a record number of Stalls exhibiting different products pertaining to the Hospitality Industry and also Various Sponsorships. The Innovative Stage setting and performance was a great achievement while the inauguration of the AHAR Restaurant Business exhibition by two legends of Hospitality Industry Shri Ravi Shetty and Shri K.Prakash Shetty was added attraction to the event. The last minute rush to have stalls and sponsorship reflects AHARs strength and we regret that we could not accommodate everyone.

The ensuing year is full of challenges with issues like banning of Restaurants serving liquor within 500 meters of State, National Highway including all areas of Municipal, Local Body jurisdiction, the selling of packaged commodities in MRP rates, GST issue, expected hike in various licence fees etc.

Our Industry is faced with regular problems but we have to overcome it with hard work and dedication in a hope for better tomorrow. To achieve it, we seek every hotelier's commitment and cooperation.

We have to fight the injustice meted out to our Industry and the last resort could be the legal recourse by engaging powerful legal brains for which funds would be required. We propose to raise a healthy corpus fund of Rs.5 crores for the purpose. It will be priority of AHAR to collect the funds through donations from each and every Hotelier member, well wishers etc, so that any of our cases are not weakened due to expert legal brains and get the expected result.

With rising cost of operations, we have to opt for innovative methods to cut our expenses, cost through proper working in order to survive in this competitive world both from unorganised and organised sectors.

We seek the voluntary contribution to safe guard the interest of our Industry within the possible short time.

With this, I wish all the members and their family a very happy, healthy and Prosperous NEW YEAR 2017.

**Adarsh Shetty**

President

adarshshetty69@gmail.com



# Save Energy Save Earth



# First Joint Meeting of AHAR - focus on bulding corpus



Standing from left to right Jagdish S Shetty, VP-Zone-VIII, Rajan S Shetty-VP-Zone-VII, Amar S Shetty-VP-Zone-VI, Mahendra S Karkera-VP-Zone-I, Sunil S Shetty-VP-Zone-IV, Vijay Shetty-VP-Zone-III, Ravindranath L Nire-VP-Zone-V

Sitting from left to right Karuankar S Shetty-VP-Zone-IX, Prabhakar B Shetty-VP-Zone-X, Vishwapal S Shetty Hon. Jt. Secretary, Santosh R Shetty, Hon. Gen. Secretary, Adrash B Shetty, President, Shashidhar G Shetty, Hon. Treasurer, J D Shetty, Hon. Jt. Treasurer, K V Shetty-VP-Zone-II

The Minutes of the 1st Joint Meeting of the outgoing and incoming Managing Committee held on 19th December 2016 at Bunts Annex Hall, Bunts Sangha, Kurla [East], Mumbai 400070 at 4.30 p.m.

## Proceedings

Hon. Gen. Secretary Santosh R. Shetty briefed the house that the 1st Joint Meeting of the outgoing and incoming Managing Committee members is convened to elect the office bearers of AHAR for the years 2016-2017 and requested the President Adarsh B. Shetty to welcome the gathering.

## Welcome address by the President.

The President Adarsh Shetty welcomed all the newly elected Managing Committee Members and the outgoing Managing Committee Members. He thanked each and every one for making the 37th AGM a mega event and grand success.

## Election of Returning Officer

The President requested advisor Santosh R. Shetty to conduct the election of office bearers for the years 2016-2017.

The house unanimously elected Santosh R. Shetty, advisor as the Returning Officer for conducting the election of the office bearers for the year 2016-2017.

## Election to the office bearers for the year 2016-2017.

Santosh R Shetty thanked the house for electing him as the returning officer to conduct the election for the post office bearers. He congratulated all the newly elected Managing Committee Members and wished them all the best in their future endeavours. He then proceeded with the election of the Office Bearers for the year 2016 - 2017. He informed the house that the attendance of the meeting was 86 with one newly elected member Chetan Suvarna resigning from Mg. Committee and Hemant Jain [Zone-VI] and Narendra Panesar [Zone-VIII] requesting for absence of leave. He further stated that the total number of Managing Committee including advisors is 110 and with one resignation it has come down to 109. Since the attendance in the meeting is more than 2/3rd he will continue with proceeding of election as per

the revised Bye laws.

The House elected the office bearers as under:

## President's Speech

President said that he will remember with gratitude all the office bearers who supported him during the last two years. The AGM has become a huge success and was well appreciated. He also appreciated the efforts of Suresh Shetty outgoing VP, Zone-III and K. K. Mahale, Chairman, Hawker action committee and honoured them with flower bouquets.

He also thanked all members for reappointing him as the President of the Association for the third consecutive term. He assured that he will strive hard for the welfare of the hospitality industry.

He said the main focus of the ensuing year is creating a corpus fund of Rs. 5 crore. He said that though same was decided and approved in the last AGM, it was delayed due to technical clarification from legal experts and Trade Union Experts.

He wished all the members and their family a very happy and healthy new year ahead.

He said his second agenda is to make the office systems which have become outdated to a modern one. He also advocated making the entire membership and other process cash less.

He also stated that his third agenda will be to study, analyze and fight against the ban on liquor serving restaurants on National and State Highways. AHAR is approaching all the Associations of Maharashtra to get their mandate in favour of AHAR to represent them, meet and discuss the matter with anyone including central ministers.

He said the new Managing Team is a blend of youth and experienced and urged everyone to work like a family.

Advisors Chandras K. Shetty, Santosh R Shetty and Arvind Shetty spoke on the occasion.

## Vote of thanks

The meeting was concluded with vote of thanks by Santosh R Shetty, Hon. Gen. Secretary. For full report refer to [www.ahar.in](http://www.ahar.in)

## From Hon. Gen. Secretary's Desk

### Dear Members,

The demonetisation has affected the business of our industry to the maximum. However as prudent citizens of the country we have supported this bold decision for a better tomorrow.

We have a number of agendas in the ensuing year to safe guard the interest of the hospitality industry and to run our business without any harassment and interference.

We have to change with time and use of cashless means in our establishment should be on priority list. The use of portable Swiping machines for payment through Debit/credit cards is a must and encouraged. Many Banks have come forward to provide the same at nominal charges.

The online payment of statutory dues is

another thing, we have to opt, which not only save the time but also from harassment.

The Transparent business will be a tomorrow, as every transaction is linked to various apps and systems, and we have to opt for the same to avoid harassment, inspection, scrutiny etc.

The cooperation and support received from various committees, members in making the 37th AGM event a grand success is highly appreciable.

With this, we wish all the members and their family a very happy, healthy and Prosperous NEW YEAR 2017.

With regards,

**Santosh R Shetty**

Hon. Gen. Secretary

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# Smoking is injurious to your bar's health



By S Suchithra

**Mumbai:** In an era where smokers and the habit of smoking tobacco is being increasingly frowned upon, bars and permit rooms remain the last bastion where enjoying a puff is permitted- purely because it makes good business sense. Banning smoking in a bar or permit room is tantamount to sounding its death knell.

Shocking as it sounds, here are some unsalable facts: The world is home to over one billion smokers. Of these, some 110 million live in India. These figures include male, female, transgender and underage smokers, according to estimates by the World Health Organization. The overall population of one billion smokers worldwide create 1.80 billion pounds of waste in the form of cigarette butts alone while technology that can help assess volume of ashes, smoke and other residue, does not exist.

According to research by various organizations worldwide, cigarette butts discarded by smokers far outnumber any other discarded piece of garbage. For restaurateurs to fully comprehend the health and environmental hazards posed by cigarette stubs, it is essential to know its composition.

## Cigarette Butts:

Cigarette butts are filters that are discarded by the smoker. Cigarette butts occur in many forms- fully burnt, charred and partially used. The type of material used in the filter depends upon the manufacturer, place of origin, type of the cigarette and its cost. Expensive and imported cigarettes have filters made of superior quality material which protects the smoker but not necessarily the environment. Filters of fancy cigarettes contain crystals of menthol, sweeteners, smoke retardants, taste enhancers and acidity softeners- all of chemical origin. The filter itself is made of Cellulose Acetate, a low flammable, non-toxic, tasteless, odorless, whitish substance that feels like glass wool or cotton. Glue is used as a binding agent. Cigarette butts contain a mix of hazardous chemicals including compounds of cadmium, lead and arsenic, which are formed during the process of smoking.

Cellulose Acetate, the main element of the filter is biodegradable but once discarded as a cigarette stub, is highly toxic due to embedded compounds. Such cigarette butts are notorious for polluting and contaminating

water. It is a common practice in Mumbai to drop cigarette stubs into vases and pots that can adversely affect the health of plants in a restaurant. Smokers dump cigarette stubs in toilets and flush them away- unaware of the fact that Cellulose Acetate takes long to degrade biologically. This results in clogged drains causing unnecessary expense to bar owners keen on maintaining high standards of hygiene on their premises.

Food such as vegetables, meat, fish and poultry products are porous by nature and prone to seepage of contaminant from cigarette stubs. Discarded cigarette butts are a known cause of fires even at highly fire compliant premises. Other than being unsightly, cigarette butts are a known source of odor on any premises. Toxins and odor from discarded stubs is more pronounced at bars and permit rooms with air conditioning since moisture from the cool air helps harmful contaminants to sublime and circulate around the room.

## Cigarette residue/ ashes:

Smokers are opprobrious for flicking ciga-

rette ash anywhere and everywhere. This act, albeit simple and considered innocuous, is responsible for various extrinsic problems at bars and restaurants. Cigarette ash is flaky and fine. It is highly susceptible to movement and any ash formation disintegrates into micron sized particles at the slightest touch.

Despite its banal appearance, this grey substance is the bane of restaurants and bars. Fine ash finds its way into sophisticated filters and mechanism of air conditioners causing improper air purification. Such dust is difficult to clean and can damage the air conditioner permanently over a prolonged period necessitating expensive repairs or replacement.

Cigarette ash is rich in arsenic, an element that is harmful if consumed in any form by humans. This odorless, tasteless element can cause skin discoloration, stomach pain, partial paralysis and a range of other serious health problems to humans following prolonged exposure. Thus cigarette ash puts owners, managers and staff at bars and permit rooms to severe health risks. Inadvertent inhalation of cigarette ash by restaurant owners and staff renders them prone to respiratory disease that include but are not limited

to lung cancer, tuberculosis and pneumonia.

Some drinkers deliberately tip cigarette ash into their liquor or that of some unsuspecting friend, falsely believing it gives an extra high. The "better kick" is a myth and any drinker experiencing is actually under arsenic poisoning. Unless medical attention is afforded immediately, the "better kick" can prove fatal to a drinker. Cigarette ash, due to its fine particles, dirties the otherwise clean interiors of bars and restaurants. It is hard to detect and equally difficult to remove by manual or vacuum cleaning. Its complex composition of residues often stains table cloth and other livery. Some bars and permit rooms offer ashtrays that contain water that precipitates cigarette ash. However, restaurateurs have to ensure that water from ashtrays is disposed properly and does not cause contamination.

## Cigarette smoke:

The most obvious residue of a cigarette and the portion which a smoker enjoys: Tobacco smoke. The US government's National Institute of Medicine states: "Secondhand smoke is the combination of smoke from the burning end of a cigarette and the smoke

breathed out by smokers. Secondhand smoke contains more than 7,000 chemicals. Hundreds are toxic and about 70 can cause cancer." The NIM further warns: "Since the 1964 Surgeon General's Report, 2.5 million adults who were nonsmokers died because they breathed secondhand smoke. There is no risk-free level of exposure to secondhand smoke.

Secondhand smoke causes numerous health problems in infants and children, including more frequent and severe asthma attacks, respiratory infections, ear infections, and sudden infant death syndrome (SIDS). Smoking during pregnancy results in more than 1,000 infant deaths annually. Some of the health conditions caused by secondhand smoke in adults include coronary heart disease, stroke, and lung cancer. Again, restaurant owners and staff are at high risk of disease arising from secondhand tobacco smoke.

Permit rooms and bars in Mumbai cannot enforce a blanket ban on smoking on their premises. However, they can create subtly aware awareness about the hazards of smoking among customers by displaying posters that gently remind smokers about its evils.



# Drive-Thru's Wellness Window

By S. Suchithra

A new crop of concepts is serving nutritious alternatives and turning the drive thru's unhealthy reputation on its head.

The drive thru has seen better days.

The model exploded in the '50s and '60s as mega chains like McDonald's planted their flags across many a highway and within suburban communities, and, over time, hungry road warriors came to count on these fast-food leaders for their quickness, consistency, and convenience.

But even though consumers are arguably busier than ever before, the drive thru is no longer as vital a service for many American families. According to a report from The NPD Group, drive-thru volumes dropped by 128 million visits between May 2014 and May 2016 (compared to a 69 million boost to the number of delivery orders).

The referendum on drive thru would appear to have less to do with service times and price and more to do with food quality and nutrition. As any number of studies and surveys indicate, consumers want healthier options for themselves and for their children, too. And the more health-forward fast casuals have tended to opt against including a drive-thru operation.

That might soon change, however. Some upstart brands are leaning into drive thru, looking to repurpose the service model and, in the process, change how people think about it.

"I love that everybody's scared of drive thru ... because then we can be the only players. When a McDonald's closes ... I love that we're the only ones trying to go after it," says Bryn Davis, founder of Pennsylvania-based Bryn + Dane's, which features healthier alternatives to standard quick-service items. "My whole entire thesis for even opening is that there's nothing wrong with fast food; it's just the purveyors that were offering the fast food."

Named after Davis and his teenage brother, Bryn + Dane's relishes pursuing opportunities that others might consider pitfalls. By the end of this year, the brand will have six restaurants open in the greater Philadelphia area; half will feature a drive thru, and all but one—a downtown unit—will be standalone.

This growth strategy is intentional. Because many health-peddling concepts have targeted urban areas with more foot traffic, the suburbs and smaller cities—which offer more appropriate real estate for drive thru—are often left out of the quick-service renaissance.

"While all of our competitors want to go into the cities, most of them don't even want to go into suburbs, which is awesome [for us]. Most of them just want to go to really cool, funky cities and open up awesome, hipster, beautiful, niche restaurants," Davis says. Instead of New York, Chicago, or San Francisco, he says, second- and third-tier markets like Tampa, Florida, and Savannah, Georgia, are the kinds of cities Bryn + Dane's will home in on. "For us, going where the competition isn't makes so much more sense," Davis says.

Similar to Davis, Erin McKool, a former corporate attorney, fully embraced drive thru when she founded Start: Real Food Fast in Dallas in 2012. The menu features fast-food staples like burgers and breakfast sandwiches, but with high-quality, healthier ingredients (think grass-fed beef, organic eggs, salads with house-made sauces, and fruit smoothies).

McKool also incorporated design flourishes that harken back to the heyday of drive thru. Neon signs illuminate the otherwise modern building of wood paneling, while arrows point guests to the drive thru.

"The drive thru isn't going to go away anytime soon, because people are in more of a hurry than ever," McKool says. Rather than try to change people's lifestyle habits, McKool knew she could tap into the base of frequent drive-thru customers by offering a one-of-a-kind alternative.

Both Start locations are inside Dallas's inner downtown loop, not in the suburbs. But, unlike other major cities, downtown Dallas relies heavily on cars, not pedestrian traffic, making it the ideal big market for this service model.

Nevertheless, McKool says the brand must overcome some consumer bias associated with drive thru. The misconceptions surrounding Start generally stem from consumers who have never visited ei-



ther restaurant. Start was purposeful in not putting "healthy" in the brand name or signage because, as McKool says, it can mean so many things to different people. She didn't want Start's wholesome and clean approach to food to be misconstrued as low-calorie.

Another conundrum that emerging drive thrus face is the matter of categories: Are they fast food or fast casual?

"I'm really struggling with that myself. We're still more in the fast-casual category. I don't think people are ready for us to say 'fast food' yet because it does have such a negative blanket meaning, but I don't think we're fast casual either," McKool says. "We're building our own category at the moment, and I'm not sure what we should call it. It's not quite fast food, and it's something different from fast casual."

Davis, however, takes a different viewpoint. He points out that like traditional fast food, Bryn + Dane's operates during all three dayparts and includes a children's menu (he also estimates that parents with children make up 95 percent of its drive-thru traffic). Fast casuals, on the other hand, do not generally serve all three (breakfast, lunch, and dinner), nor do they cater to children, he says.

As a mother, McKool knew family business—including a kids' menu—would be part of Start's mission and foundation, and she wasn't the only founder to put children's health at the forefront.

In fact, a health scare involving one of her children is what spurred Shannon Allen, wife of former NBA All-Star Ray Allen, to start Grown in Miami. Several years ago, while she was running errands, the Allens' middle son, Walker, who has Type 1 Diabetes, began experiencing a blood sugar drop. Shannon Allen knew he needed food immediately, but she could not find a single healthy fast-food option.

"I was so frustrated that with all the technological advances and modern conveniences at our fingertips, we were still only being offered processed food at drive thrus," Allen writes in an email. "The drive thru isn't just a part of what we do at Grown; it's the reason there is a Grown."

While her situation with her son might be unique, Allen knew that all parents—whether or not they had a child with special dietary needs—were looking for food options that were healthy, affordable, and convenient.

The first Grown location opened in March, and already the restaurant is receiving praise from those who matter most: customers. Allen recalls a recent encounter in which a mom with a car full of groceries and kids thanked her for saving the family from a sad dinner of boxed macaroni and cheese.

"We're not just reinventing fast food; we're eliminating mom guilt," she says. "Fast food is a winning model; it's not broken. The industry just has to tweak what's being offered at the drive thru."

What's offered at Grown eschews the traditional fast-food fare. Instead of upscale burgers, the menu features entrées you might expect to find at a full-service restaurant: slow-cooked grass-fed brisket, grilled wild-caught salmon, grilled shrimp, and free-range rotisserie

chicken. Cold-pressed juices, smoothies, soups, and breakfast options like avocado toast and gluten-free pancakes round out the menu.

The high quality and freshness of offerings at this new class of drive thru might draw health-conscious consumers, but they do come at a price—both in terms of commodity costs and time.

At Start, the drive-thru service model doesn't increase the overhead cost. The real expense comes from labor and food costs. McKool says it can be difficult to keep the menu from becoming cost-prohibitive when the brand is purchasing ingredients like organic peanut butter, eggs, and milk. Labor costs are also an important consideration, since Start's menu is more work-intensive than the average drive thru.

"Our labor is expensive, too, because there is so much food prep," McKool says. "At one of our locations, which is a little bit smaller than the second one, we have somebody who has to work all night long chopping vegetables and making items because there's not enough space to do it during the day and facilitate the drive thru and the dine-in traffic." Start manages to make it work; lunch and dinner entrées clock in under \$10.

Another operator that keeps menu prices low without skimping on quality is Amy's Drive Thru. Located in Sonoma County, California, this young concept just celebrated its first anniversary in July, though the Amy's brand has been around far longer. The family-founded Amy's Kitchen has been redefining frozen food with its organic vegetarian meals since the 1980s.

Although Amy's Drive Thru does not use frozen food and features its own proprietary recipes, the restaurant shares its commitment to premium vegetarian fare. With most entrées under \$5, the prices aren't too far from the frozen meals of Amy's Kitchen.

"The idea for this restaurant has been almost eight years in the making," says Paul Schiefer, director of international and restaurant operations at Amy's. He says the initial seed was planted by customers who would compliment Amy's for transforming frozen food and ask the company to do the same with fast food. "From a pretty early-on place, we wanted to do a new version of classic American fast food—that was really the idea that sparked the whole thing. The drive thru was really integral to that from the very beginning."

Like Start, Amy's doesn't push "healthy" or "vegetarian." In fact, it doesn't even advertise that Amy's Drive Thru is part of the same parent company as the frozen foods, though Schiefer thinks people are able to connect the two because Amy's is one of the largest employers in Sonoma County.

Despite that, Schiefer says, the brand has faced some resistance from the urban planning department, which wanted to stem the prevalence of drive thrus given their unhealthy reputation. "That perception has impacted various city planning folks in terms of wanting to allow more drive thrus into an area. We have run into that, and I think our drive thru is really changing some of that perception," he says. The sweet spot for Amy's lies in combining the quick conveni-



ence of fast food at the drive thru with the relaxed, inviting atmosphere of a fast casual inside, he adds.

What all these new drive thrus share with fast casual—and, more specifically, with the premium fast casual 2.0 segment—is a prep-intensive back of house. Start aims to take no longer than five minutes between when a customer places and receives an order, but that number can be pushed up if there's a special or customized order.

In addition to scheduling overnight food prep, McKool has other ideas to further cut that time. "The other thing we'd like to do is have a commissary, because we do so much from scratch, like our salad dressing," she says, adding that such a facility would be key if and when Start expands beyond the Dallas area.

Bryn + Dane's average ticket time is always under three minutes, Davis says. This quick turnaround implies neither a limited menu—the brand serves everything from wraps and build-your-own bowls to salads and entrée plates—nor ease. Davis calls drive-thru speed "extraordinarily difficult; it's probably the biggest operation question by far," but it's an important one. Drive thru accounts for roughly 42 percent of business at applicable locations.

Every day at 4:30 a.m., Davis checks an online report that tracks average ticket times. He and his team also play with algorithms to get a better idea of how the kitchen operates and what time gaps exist among drive thru, dine in, and pick up.

Davis says that so long as the kitchen is organized and does ample prep, Bryn + Dane's can keep the drive thru moving quickly. "The preparation is everything for us," he adds.

Like many major chains, Bryn + Dane's is also embracing technology to improve drive-thru efficiency. The brand has its own app powered by ChowNow, which allows users to store credit-card information, choose a pickup location and time, save favorite dishes, customize their selections, and even order ahead of time. Rather than waiting in the drive-thru queue, guests receive their orders with curbside pickup. Davis also recognizes that such technology could displace the need for drive thru farther down the line. "Embracing all those things and setting ourselves up to adjust to the market is something we talk about all the time," Davis says. "I would love if everybody ordered off our app, came in, scheduled their pickup time, and we could adjust it and make it so that their food is ready when they walk in."

For now, at least, customers are still willing to wait in those lanes. In fact, they might be more patient at these new restaurants than the traditional players.

Like other healthy drive thrus, Amy's requires a lot of prep; Schiefer estimates the time between order and pick up to be about six minutes. Still, he's quick to point out that customers are receiving a handmade meal created by chefs (Amy's chefs ideate new foods for both the frozen-food and drive-thru businesses). So far, it appears that guests are more than willing to wait for their organic Super Salad or Brown Rice Chili Bowl.

"We've been blown away by the success of it so far. We're doing more than double the volume that even our most optimistic projections thought we could do," Schiefer says, adding that the restaurant has welcomed everyone from food activists and senior citizens to first responders and former McDonald's regulars. "I think that's really been fun for us to see how we can blend all of these demographics into one restaurant format."

Start's McKool says she has had the occasional complaint about wait times in the drive thru, especially when complicated orders are involved. Overall, though, customers are happy to wait a bit longer for better food. After all, she says, it's not as if customers lack the patience for other premium foods.

"There are people who are definitely willing to wait. They wait in Starbucks for 15 minutes for a coffee," she says. "As long as it's a reasonable amount of time, people are willing to wait."

These upstart drive-thru brands are purposeful and particular in their expansion plans. Bryn + Dane's expects to open three new stores by the end of the year, but that's after three years of perfecting the system and promoting the brand. Four-year-old Start will open its third location, in Frisco, Texas, in the spring. Amy's Drive Thru is focusing on its breakfast launch this fall, and Schiefer says it's a whole new business segment with a "whole lot to learn."

Similarly, Grown might not have immediate plans for expansion, but Allen believes the healthy drive-thru resurgence will spread—and not just through young brands.

"Not only will you see new concepts, like ours, popping up all over the world, I think you'll also see the blue-chip concepts adding more freshly prepared, responsibly sourced offerings to their menus to appeal to today's customers," she says. "It can't happen fast enough."

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# 37<sup>th</sup> AGM of AHAR



**President Adarsh B Shetty**

The one and only apex body of Indian Hotel & Restaurant Owners (AHAR) established in the year 1979 with an aim to support the Hotelier community.

The 37th annual general body meeting of the Indian Hotel and Restaurant association (AHAR) and the AHAR Restaurant trade exhibition was held on 16 December 2016 at the Bunts Sangha Auditorium.

The eagerly awaited 37th AHAR AGM started with the Ganesh Vandana followed by the inauguration of AHAR Hospitality Expo 2016 at the hands of Ravi S Shetty, CMD, Sai Palace Group of Hotels & K. Prakash Shetty, CMD, MRG Group, Bengaluru in the presence of AHAR President, Office bearers, Advisors, Senior hoteliers and members.

The chief guests for the event and the team AHAR visited the exhibition stalls and interacted with the exhibitors about the new and innovative products and services displayed for promotion. The coveted AHAR Hospitality Expo 2016 witnessed a massive influx of visitors right from



**Hon. Gen. Secretary Santosh R Shetty**

morning till the closing session. More than 3,000 trade visitors got an opportunity to get shoulder to shoulder with the one and only trade exhibitions organized by the Hotel & Restaurant owners for the Hotel & Restaurant owners by connecting the B2B and B2C operators.

A seminar on 'New and Latest Trends in Restaurant Business' was held at Bunts Sangha annex hall by the noted Executive Chef Sudhir Pai - Holiday Inn, Mumbai International Airport. Unlike other seminars the Pai's power point presentation glued the audience till the end. Veterans like Vithal Kamath of Kamath group, Riyaz Amlani NRAI President, Raghuram K. Shetty of Avenue; Principal (Mrs.) Sanyogita Morarji of Ramanath Payyade Institute of Hospitality Management Studies and students of RPIHM, AHAR advisors, senior hoteliers and Members attended the knowledge seminar.

The evening events started with the traditional lighting of the lamps by the President, Hon. Gen. Secretary, Hon. Treasurer, AGM Chairman and Advisors. Hon. Gen. Secretary Santosh R. Shetty made the welcome speech and invited President Adarsh Shetty to brief the

house about the proceedings.

The Hon. Gen. Secretary Santosh R. Shetty presented the minutes of 36th AGM, Annual report and Special General Body Meeting (SGBM) which was circulated well in advance to the members and as there were no queries, the minutes were confirmed, proposed and seconded. The audited accounts were presented by the Hon. Treasurer Shashidhar G Shetty which was approved unanimously.

Appointment of Auditor for the year also confirmed and continues with the same auditor M/s Y. R. Shetty & Co. The names of the newly elected Managing Committee members were declared by Bhaskar. K. Shetty Chairman - Publication, representing the Retuning Officer Adv D. K. Shetty. Following this a memento was presentation to Bhaskar K Shetty.



**Hon. Treasurer Shashidhar G Shetty**

As part of the Corporate Social Responsibility and to encourage the student community of the hotel employees there were eight SSC and HSC studious students were felicitated with cash awards as a token of appreciation. Prominent senior hoteliers were also felicitated from all the

zones by the President, Secretary and the VP of the zone. The most important felicitation of the day was the President Nominee award was conferred on Guruprasad Shetty for his commendable and praiseworthy achievement of the TDLR case which he fought single handedly till the end reaching upto Supreme Court.

A cheque of Rs. 1.25 lakhs was presented to the National Association of Blind as part of the social gesture and a mark to the humanity.

The Presidential address to the house was an eye opener to the audience as in a short span of time a humongous achievements made in all areas of operations such as FSSAI, Municipal Tax, Water Tax, Police harassment and reduction of Police licenses, Signboard and child labour matters, Swachha Abhyan and so on. The audiences were spell bound to the speech and cheered the commendable achievements made by the president and his team. AHAR as a parent body for the industry who keeps regular tab with all the associations of the State and as mark of respect a felicitation programme was arranged to keep the community intact. The



**Publications Chairman Bhaskar K Shetty**



**AGM Chairman Krishna V Shetty**

guided the team for achieving greater strength. Soumya Shetty and Dr. Krishna Shetty compered the 37th AGM by keeping the humor through out the AGM proceedings and engaged the audience.

K. V. Shetty is widely recognized as the Chairman of Police Committee. This year he was

sister associations appreciated the guidance and support extended by AHAR from time to time.

This was followed by the speeches by Advisors who shared their experience and

appointed as the Chairman for the AGM Committee. His leadership quality was exemplary and very much appreciated as he led his team from the front to organise a grand AGM which was transformed into a spectacular event.

Sponsors were felicitated by offering mementos and appreciation letter for the persistence support by tangible and intangible resources. The Lucky Dip has seen huge eyeballs popping for the results which was declared by the first Woman and there were three gifts worth 25K, 17K & 15K were sponsored by Menson (India) Pvt. Ltd., Kamani Enterprises, Deonar & Vinayaka Traders, Mumbai.

The 37th Annual General Body Meeting was concluded with the vote of thanks by Hon. Gen. Secretary Santosh R Shetty also made an announcement of date of 1st Managing Committee Meeting and venue.

**Chief Guests Ravi S Shetty and K Prakash Shetty inaugurating AHAR Hospitality Expo 2016 in the presence of AHAR President, Office bearers, Advisors, Senior hoteliers and members**





# AHAR Felicitates Ex-office bearers

# President's Nominee



Felicitating Shri Sukesh Shetty



Felicitating Shri Guruprasad Shetty



Felicitating Shri Sudhakar T Shetty



Felicitating Shri Anil Salian



Felicitating Shri J D Shetty



Felicitating Shri Sunil Patil

# AHAR Felicitates Senior Hoteliers



Felicitating Shri Manhar D Khadawala



Felicitating Shri Jayaram D Shetty



Felicitating Shri Narayan C Salian



Felicitating Smt Prabha Arun Tambe



Felicitating Shri Amrik Singh Abrol



Felicitating Shri Gautam Mulchand Jain



Felicitating Shri B R Shetty



Felicitating Shri Shankar A Poojary



Felicitating Shri Jayaram N Shetty



Felicitating Shri Jaykar S Shetty

# AHAR Felicitates Meritorious Students



Shri Akshya S Shetty - Secured 94.56% in SSC



Ms. Supreeta Krishna Poojary - Secured 96% in SSC



Shri Sharan A Shetty - Secured 94.20% in SSC



Shri Shravan Shivram Shetty - Secured 75.60% in SSC



Ms. Navami G Mendon - Secured 89.60% in SSC



Ms. Suprita S Poojary - Secured 82.40% in SSC



Shri Shrutheen S Poojary - Secured 77.80% in SSC



Ms. Sushmita V Hegde - Secured 83.40% in SSC



Miss Veena Jayananda Nayak - Secured 93.80% in HSC



Miss Sannidhi S Shetty - Secured 79.23% in HSC



Shri Roshan P Shetty - Secured 67.54% in HSC

# AHAR knowledge seminar



Executive Chef Sudhir Pai making a presentation on 'Latest Trends in Restaurant Business' to an engrossed audience



Veterans of the Hospitality Industry interacting with Executive Chef Sudhir Pai



Felicitating Executive Chef Sudhir Pai



Students of Ramanath Payyade Institute of Hospitality Management Studies

## Show Daily released by the Industry captains



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Traditional lighting the lamp by the luminaries of the Hospitality Industry



**Glimpses  
of 37th  
AGM**

A power packed audience during the proceedings of the 37th AGM of AHAR



Past Presidents and Senior Hoteliers addressing the audience



**Lucky  
Dip  
in  
progress**



Presentation of cheque of Rs.1,50,000/- to Shri Deshpande-Director NAB



Soumya Shetty and Dr. Krishna Shetty compering the event



Felicitating Chief Guest K Prakash Shetty, CMD Banjara Group, Bengaluru



Felicitating Chief Guest Ravi S Shetty, CMD Sai Palace Group, Mumbai



Felicitating Prabhakar Shetty, President, Bunts Sangha, Mumbai and U Mohandas Shetty, Hon. Gen. Secretary, Bunts Sangha, Mumbai



Felicitating Shri Monish Pandey, Reporter - Mumbai Mirror



Felicitating Prem Shetty Mundkur- Reporter Udayavani



Felicitating Shri Gurudutt Poonja, Reporter - Karnatak Malla

### Felicitating Office Bearers of Sister Hotel Associations of Maharashtra



Dayanand Shetty and Team, Navi Mumbai Hotel Owners Association



Kishor Shetty, Aurangabad District Hotel & Restaurant Owners Association



Ratnakar Shetty, Mira - Bhayander Hotels Association



Satish Shetty, Palghar Taluka Hotel Owners Association



Felicitating MoC Dr. Krishna Shetty



Felicitating MoC Soumya Shetty

# Exhibition Stalls



# Felicitating AHAR office staff



Felicitating Vasant Karkal



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Felicitating Santosh Rane

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# Why men love to gorge on chicken korma

By S. Suchithra

obese people and people who were obese because they have a defect in a gene called MC4R. After taking a small taster of each meal, people were allowed to eat freely from the three kormas.

They could not tell the difference between the foods and were unaware that the fat content varied.

The researchers found that individuals with defective MC4R ate almost double the amount of high fat korma than lean individuals ate (95 per cent more) and 65 per cent more than obese individuals. In a second arm of the study, people were given Eton mess, a dessert that includes a mixture of strawberries, whipped cream and broken meringue.

Again, there were three options from which participants could freely choose, with sugar content providing 8 per cent (low), 26 per cent (medium) and 54 per cent (high) of calorific content, but with the fat content fixed. However, paradoxically, individuals with defective MC4R liked the high sugar dessert less than their lean and obese counterparts and in fact, ate significantly less of all three desserts compared to the other two groups.

When there is not much food around, we need energy that can be stored and accessed when needed: fat delivers twice as many calories per gram as carbohydrates or protein and can be readily stored in our bodies. "As such, having a pathway that tells you to eat more fat at the expense of sugar, which we can only store to a limited extent in the body, would be a very useful way of defending against starvation," Farooqi pointed out in a paper published in the journal *Nature Communications*.

**Mumbai:** Do you know why your husband can't resist that mouth-watering chicken korma which you hate but love to hop on a delicious chocolate cake? Blame it on a gene variant. According to the researchers, people who carry variants in a particular gene have an increased preference for high fat food but a decreased preference for sugary foods.

Previous studies in mice have shown that disruption of a particular pathway in the brain involving the melanocortin-4 receptor (MC4R) gene can lead to mice eating a lot more fat. Unusually, these mice eat a lot less sugar. "Most of the time we eat foods that are both high in fat and high in sugar. By testing a relatively rare group of people with the defective MC4R gene, we found that specific brain pathways can modulate food preference," explained professor Sadaf Farooqi from the Wellcome Trust-Medical Research Council Institute of Metabolic Science at University of Cambridge.

In the new study, researchers gave participants an all-you-can-eat buffet of chicken korma with three options manipulated to look and taste the same, but in which the fat content provided 20 per cent (low), 40 per cent (medium) and 60 per cent (high) of the calories. They tested lean people,

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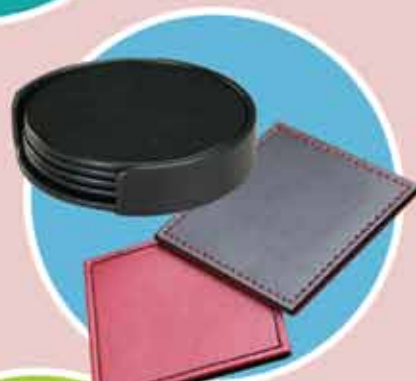
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Employers get bank a/cs for maids, saved bother of cash payments

Mumbai: Neelam Yadav, a 26-year-old from Chhattisgarh who works as a house help in Navi Mumbai, was at a loss when she thought of all the money she had saved over eight years for her own wedding before the demonetization...

Restaurants to pay weekly salary in cash. Hotels and restaurants which employ a large migrant workforce and make a bulk of their payments in cash, have decided to make disbursements on a weekly basis to avert a currency crisis...



Chittaranjan Tembhekar. Many cases employees are facing. In fact, we are struggling now because the burden of cash payment at the end of the month doesn't haunt us...

'State's ban on dance bars'...

Dance Bar Association hopes that of bar girls to get back on their feet. Around 75,000 bar girls were left unemployed after dance bars were banned by Maharashtra government...

SC's decision. "The police have to follow the apex court's decision and allow bars to operate with old rules and norms, and not under the new strict regulations that the state had introduced..."

Damage is done. One of the bar owners said "For SC's decision. The police have to follow the apex court's decision and allow bars to operate with old rules and norms..."

शांतिपेयांची विक्री 'एमआरपी'नेच

एमआरपीने शांत विभागाच्या शांतपेयांची विक्री करायला आता शांतपेयांची विक्री एमआरपीनेच होईल. शांतपेयांची विक्री एमआरपीनेच होईल...

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33 dance bars may get on the floor again

Indian Hotel and Restaurant Association claims Supreme Court has allowed bars to apply for licences, adds that typed order will be issued in January. A total of 33 dance bars are expected to be issued licences under the 2005 norms...

Three days to circulate among the members. The order will be issued in January. A total of 33 dance bars are expected to be issued licences under the 2005 norms...

कांदिवली पुरवठा आयोगाच्या सभेत नवीन मानक संपूर्ण अर्जांची शिफारस

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कांदिवली पुरवठा आयोगाच्या सभेत नवीन मानक संपूर्ण अर्जांची शिफारस. कांदिवली पुरवठा आयोगाच्या सभेत नवीन मानक संपूर्ण अर्जांची शिफारस...

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TDLR relief comes on top of drop in BEST's power tariff by 18-24%

Cess Can't Go On Till Dec, Must Be Discontinued From Nov, Said MERC. Office bearers of Ahar, an association of 8,000 bars and restaurants, said BEST had collected around Rs 9,600 crore from consumers over the last four years as TDLR...

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कांदिवली पुरवठा आयोगाच्या सभेत नवीन मानक संपूर्ण अर्जांची शिफारस

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सुप्रीम कोर्टाचा 'बेस्ट'ला दणका

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हाटेल्सना अचछे दिन

हाटेल्सना अचछे दिन. हाटेल्सना अचछे दिन. हाटेल्सना अचछे दिन...

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Shower of fake notes, petals in dance bars

Chittaranjan Tembhekar @timesgroup.com. Mumbai: Patrons of dance bars have begun to shower fake notes, flowers and even plastic coins on dancers.

Mumbai: Patrons of dance bars have begun to shower fake notes, flowers and even plastic coins on dancers. The Supreme Court has backed the state government's move to stop the practice of showering currency in August...

Hotellers and bar owners, on their part, have been requesting customers to not shower banknotes as it amounts to a breach of law and can invite police action. Orchestra and dance bar owners, say that in any case, following the cash crunch, very few customers have been even coming in...

Dance bars want to follow SC's tune

Naziya Ahl Rahman naziya.rahman@ndiaindia.net. Confusion over the opening of dance bars in Maharashtra will continue to prevail, with bar owners saying the Supreme Court on Thursday has allowed the dance bars to reopen according to old guidelines...

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Issue licences to dance bars under old law, SC tells state

Court Bars For Party As Appeal Against New Law Is Pending. 3 BARS HAVE LICENCES UNDER OLD RULES. Now that the apex court has asked the government to issue licences to 26 pending cases...

Now that the apex court has asked the government to issue licences to 26 pending cases. If they trouble us again, we will inform the court," Shetty said. Government sources, however, say they will continue to follow the new law passed in April...

Government sources, however, say they will continue to follow the new law passed in April. "We are yet to get a copy of the order. The court has not struck down the new law. As long as that does not happen, we will continue to regulate bars according to the new law..."

अहमदनगरात मुंबईमधील फ्लॉवर्स, बिबिस अयुक्तक भेड

अहमदनगरात मुंबईमधील फ्लॉवर्स, बिबिस अयुक्तक भेड. अहमदनगरात मुंबईमधील फ्लॉवर्स, बिबिस अयुक्तक भेड...

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Consider applications for dance bar licences, says apex court

SC's observation provides a glimmer of hope for bar owners. Divesh Singh @timesgroup.com. TWEETS @DIVESHMIRROR. The Supreme Court (SC) yesterday directed the state government to consider applications for licences to open dance bars...

The Supreme Court (SC) yesterday directed the state government to consider applications for licences to open dance bars. The apex court is hearing the case filed by the Dance Bar Owners Association...

The apex court is hearing the case filed by the Dance Bar Owners Association, which has challenged the stringent norms imposed by the government for dance bars. The bench, headed by Justice Dipak Mishra and Justice Amitava Roy, adjourned the hearing of the case to January 11...

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