



AHAR

Hospitality

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Understanding tips and its workings

Dear Esteemed Members,

Year 2015 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. Suchithra

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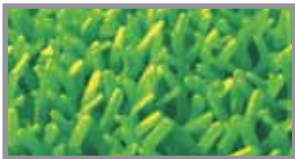
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From Managing Editor's Desk...

Dear Esteemed Members,

We may all be aware that the last three months have witnessed several positive outcomes for the food and beverage industry of Mumbai. The Municipal Corporation of Greater Mumbai has clarified that sign boards of restaurants and bars will not be considered as advertisements and hence we are not liable to pay any license fees for displaying them on our premises.

A major highlight of the last three months is, Mumbai and its surrounding areas have received ample rainfall during the months of June, July and August this year. As a result, water levels in lakes and catchment areas are near normal. This is reflected in the recent assurances by the Mumbai Mayor, Snehal Ambekar that the city and its suburbs will not have to face water cuts. The 20 percent cuts in water supply to domestic users and 50 percent cut for commercial/ industrial users stands revoked. I am confident that all AHAR members will welcome this news and the move by the MCGM to restore water supply to pre-2015 quotas. However, as a responsible organization, we must continue to enforce restraint in use of water at our restaurants and bars. The vital lessons in water conservation and limited usage learnt during the draught of 2015-16 should not be forgotten. Indeed, AHAR members can lead the way in conservation of the vital natural resources and serve as an example to other industries.

As we enter into the third quarter of this calendar year, restaurants and bars have a lot to look forward to. The implementation of the 7th Pay Commission by the Central Government and subsequently by its various departments and institutions is expected to provide the much needed stimulus to consumer spending. Indubitably, beneficiaries of higher wages will invest in capital goods including housing but some portion of this extra income will be spent on leisure activities- which includes dining out with family and friends. We restaurateurs have to be sensitive to the market and upgrade our service offerings accordingly- especially in light of increased competition from foreign franchised Quick Service Restaurants and high-end fine dining facilities that are fast burgeoning across Mumbai.

Bearing these facts in mind, this edition of AHAR Hospitality features an article on how restaurants abroad are progressively investing on catering to families with children. Families are known to be big spenders at restaurants and bars since they indulge in dining out on special occasions. Restaurants

that can offer special menus and attractions to toddlers and pre-teen children can definitely

gain competitive advantage over foreign QSRs which offer such facilities.

The article on restaurants being targeted by terrorists in India and abroad is to sensitize the restaurateur fraternity with the growing threat faced by the industry worldwide. A few precautions by owners, crew and customers can help attain better safety and security for all citizens.

Keeping food safety in mind, several articles aimed at upgrading services and standards at restaurants and bars are included in this issue. The Forever News/ AHAR Hospitality team has included two articles specifically aimed at ensuring food safety at bars and restaurants. One of these articles discusses easy-to-implement ways and means of preventing toxins and food contaminants from seeping into cooked and raw foodstuff. Food poisoning is dreaded by all restaurateurs and consumers alike and this article will educate owners, cooks and service crew of simple measures they need to take to prevent customers from falling sick due to lapses in food handling.

The second article in this series talks about how restaurants and bars can implement the Hazard Analysis and Critical Control Points (HACCP) standards. This will pave way for AHAR members to apply for HACCP certification- which can serve as a tool to expand business in a market where competition from foreign brands is imminent.

Refrigeration is used at all bars and restaurants but few accord the care this vital electronic appliance requires for effective functioning. Improperly used refrigerators and deep freezers and food store carelessly cuts into the profits of a restaurant. We are confident that the article on proper use of refrigeration will help all restaurateurs effectively plug this grey area of their operations.

For reading pleasure, we have included a feature on how the words 'hotel', 'restaurant', 'permit room' and other words commonly used in the food and beverage industry came into existence. We hope this article will serve to add zest to your reading pleasure as we enter the much awaited festival season of India.

Therefore, on behalf of AHAR Editorial Team, I wish you all..

Happy Reading & Season's Greetings

Bhaskar K Shetty,

Managing Editor

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From the President's desk

Dear Members,

The third quarter of the year has seen demolition of open space structures by municipal authorities, despite restaurants having valid permissions through payment of required fees. Several structures including the duly permitted monsoon sheds were demolished. A meeting with the Governor of Maharashtra, C Vidyasagar Rao, to appraise him about the situation, was held by a delegation from the Indian Hotel and Restaurant Association. We are happy to announce that the Governor has agreed to address our grievances.

Most licenses issued to restaurants and hotels by the Food Safety and Standards Authority of India are expiring by end of the year, and they need to be renewed one month earlier. We had tied up with the Food and Drug Administration, Maharashtra for the basic training for online renewal of licenses. The same will be imparted to the required members in various zones of AHAR to facilitate smooth and timely renewals.

The government of Maharashtra has issued and implemented a Government Resolution stating that only advertisements require licences while permits required for Sky Ads stand revoked, thanks to AHAR's constant follow ups with ministers, bureaucrats and the government

It is further understood that the Maharashtra government is mooting the idea of changing the rules in cessed buildings, which may affect lessees and 'Pugree' tenants in this metropolis. We are uniting all affected hoteliers and restaurateurs to fight this move, which will render many tenants homeless.

The Prestigious 37th Annual General Meeting event of AHAR will be held on 16th December 2016 at the Bunts Sangha Auditorium, Kurla. It will be full day event featuring seminars, AHAR Trade Exhibition as well as the AGM.

Further, the elections to the Managing Committee for the years 2016-2017 will be held in November 2016. Election programs, nominations and other relevant details will be dispatched on time to members. Wholehearted, healthy filing of the required number of nominations on time will be well appreciated.

It has been again decided to have a healthy Corpus Legal Fund to meet any eventualities in the legal field to safe guard the interest of the entire hotel & restaurant industry. A committee constituted specially for the purpose will work out the modalities and members will be approached for wholehearted donation to the proposed Legal Corpus Fund of Rs.5 crores. Only legal experts can fetch us the desired results in any legal battles. Such top lawyers and legal experts charge exorbitant fees, which at present AHAR cannot afford due to its financial limitations.

Please note that the open space permission allotted by the Municipal Corporation of Greater Mumbai is only for serving and not for storing, cooking etc. Hence, strictly adhering to these prescribed conditions will save members any harassment at the hands of various officials.

We hope the coming days will bring more cheers to the industry with pro developing and transparent steps initiated by both the State and the Central Government,

Wishing you all a very Happy Festive Season,

Adarsh Shetty

President

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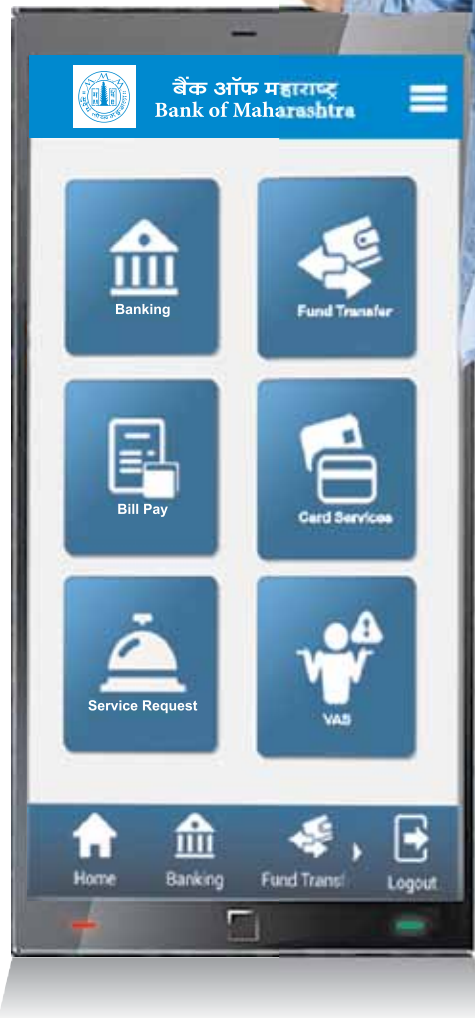
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From Hon. Gen. Secretary's Desk

Dear Members,

We are entering the third quarter of the year.

I seek the active involvement of each and every member of the Indian Hotel and Restaurant Association to make our 37th Annual General Body Meeting a grand success. Krishna V Shetty has been elected as the Chairman of the 37th Annual General Meeting Committee and we seek the support of all members.

Due to certain reasons, we have rescheduled the election program which will begin and end in the month of November. I request members who are interested in welfare of AHAR and fellow hoteliers and spare their valuable time to file their nominations so that a vibrant Managing Committee can be formed to take forward this huge association and its responsibilities.

I once again request the members to be very cautious while filing the nominations as any wrong nomination is subject to disqualification.

We are planning to make this event a grand success through participation of guests both from State and Central Government.

We appeal to all AHAR members to ensure they implement very high degrees of hygiene at the restaurants, in line with our decades old traditions and adapt innovative ideas to maintain high standards of cleanliness and food safety to ensure that we comply with the mandatory stipulations of the Food Safety and Standards Authority of India, which will facilitate our businesses to operate seamlessly and profitably.

We invite the participation of all affected hoteliers, restaurateurs for any meeting, gathering called to discuss and decide about our action in proposed changes in DC Rules, Rules in Cessed Building etc. Only a united fight with support from prominent politically connected entities can ensure fair result.

Wishing you all a very happy festive season ahead.

With regards,

Santosh R Shetty

Hon. Gen. Secretary

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Targeting families as loyal customers for restaurants and bars

By Bhaskar K Shetty



Mumbai: An increasing number of restaurants worldwide, including places that serve alcohol are exerting extra efforts to attract more customers- especially families with children. For obvious reasons: Families are big spenders and are known to be more loyal to a restaurant when compared with individuals. Families shun trouble and are peaceful customers who spend long hours at restaurants on special occasions and outings.

Restaurants and bars in India however are lagging far behind their foreign counterparts when it comes to attracting families. A few Mumbai based restaurants offer a dedicated family room or family area within their premises. But very often, these family sections tend to be filled with individual guests, especially during peak business hours when the footfall of customers is high and the general section gets crowded. It is common to see couples in the family section- which can be a put-off for families: Such couples can be seen fondling one- another: a sight that embarrasses other customers immensely and more so, if they are with kids.

In such a scenario, restaurants with bars face an uphill task in attracting families to their outlets.

Restaurants abroad have devised an

innovative way to attract and retain families, especially those with children: They have launched special menus for children and offered a separate play area featuring indoor and board games for kids from all age groups- from toddlers to pre-teens. Mumbai restaurants who wish to attract and retain family customers can easily draw from the experience of their foreign counterparts.

Play areas:

Setting up a play area within a restaurant does not involve heavy expenses or esoteric technology. But it involves space, which can be quite a deterrent for Mumbai restaurants that operate from small premises. But restaurants with a family section can try and allocate a small section of this as a play area for kids.

Equipping a kids area is rather simple: All it requires is some colorful plastic furniture than can be bought easily and inexpensively. Another basic need is a color TV with a DVD player or Direct To Home (DTH) satellite dish offering channels that cater for children. A few board games such as chess, carom, painting sheets and coloring material including pens and pencils can all be procured without much

expense.

The décor of the play area has to be made suitable for kids with walls painted with cartoon characters and fun.

Those with a higher budget for setting up a play area may consider allotting a dedicated staff- preferably a woman- to ensure orderly play while discouraging kids from damaging board games, littering and other common nuances which children get into. Such a staff member may offer attractions including face painting and conducting lively games featuring inexpensive prizes such as chocolate bars and candy.

However, play areas much sport an explicit warning that the restaurant management and staff are not responsible for any injuries sustained by the child and other clauses that shield them from any claims from parents.

The advantages of a play area within restaurants are immense: They allow the parents to enjoy alcoholic beverages and food in peace and at relaxed pace. This in turn permits them to order more alcoholic beverages, accompanying snacks and other items. Parents, to make sure their children do not miss out on food also order separate snacks for their enjoyment.

Kids menu:

This requires some ingenuity on part of restaurateurs: They need to develop a separate menu keeping in mind the likes and tastes of children and specially, teenagers. In the US, for example, such menus are aimed at increasing consumption of fruit and vegetables, contain lean or fatless protein, whole grains and low-fat dairy, and limiting unhealthy fats, sugars and sodium. This helps parents get accurate information to help them make informed decisions about their child's meal.

For Mumbai restaurateurs- the drinks items listed on the menu can begin with fruit juices and milk shakes, malted milk and other healthy options to carbonated soft drinks that are high on sugar and low on nutrition.

Starters can include chicken or veggie nuggets, French fries and potato wedges, spring rolls and their likes. It is important to be informed, such foods do not come under the classification of 'junk' or 'fattening' foods since they are not being consumed daily by children. Indian varieties can include veggie pakoras and their likes.

The main course for children should focus on nutrition rather than fun and

pleasure. Here, restaurateurs can introduce dishes based on nutritive vegetables and non vegetarian products cooked with low oil or with fats known to have health benefits such as olive oil or canola oil, among others. Indian bread such as 'chapatis' and 'parathas' can feature on the menu alongside steamed rice and its preparations. Desserts offered should focus on giving the child more nutrition by offering fruit platters or fancily named fruit and yoghurt mixes instead of conventional ice creams.

Portions served to children can be smaller in size as compared to those for adults, to prevent wastage of food. Here, restaurateurs need to be careful about pricing since parents should not get an impression that kids meals are pricey as compared to the restaurant's regular prices, unless justifiable.

Loyalty cards:

A unique gimmick introduced in India by foreign Quick Service Restaurants to ensure return customers. Mumbai based restaurateurs can think of issuing a specially printed booklet or 'passport' for children, bearing their pictures and other details. Such mementos are cherished by

kids and they will retain these loyalty cards for months, forcing parents to frequent the joint repeatedly for getting benefits of the loyalty program. Such programs also impact parents since they appreciate the special care accorded to their children, as restaurants across the globe adopting such a marketing practice, have happily discovered.

Give away items:

This is another gimmick practiced by foreign QSRs- they give away small, inexpensive collectibles to children. These give-away items in form of toys or stationery tends to attract families too, again since they felt their child's custom has been well appreciated by the restaurant. Restaurants operating in densely populated residential areas of Mumbai and its periphery will surely find these small innovations in their business model, highly profitable.

American poet Maya Angelou coined a famous quote: "People will not remember what you said, people will not remember what you did. But they will remember how you made them feel."

The same adage applies to restaurateurs. Customers will often forget what your service crew said or did but they will never forget the way they felt at the restaurant. Specially where their spouses, kids and families are involved. Making kids feel good at a restaurant can go a long way towards increasing business and developing loyal family customers. □

Restaurants emerging as top targets for terrorists

By S. Suchithra

Mumbai: On November 26, 2008 night, two terrorists from the 10 infiltrators trained and supported by Pakistan's Inter Services Intelligence sneaked by sea into Mumbai forced themselves into the Leopold Café in Colaba and opened fire with Ak-56 assault rifles, killing 10 persons and injuring many more. This was the first time that a Mumbai-based food and beverage outlet was systematically targeted by terrorists, though the city has witnessed many such attacks before. February 10, 2010 saw the famous German Bakery in Pune being targeted by terrorists who detonated a powerful explosive killing 17 people and injuring 60 others, including foreigners.

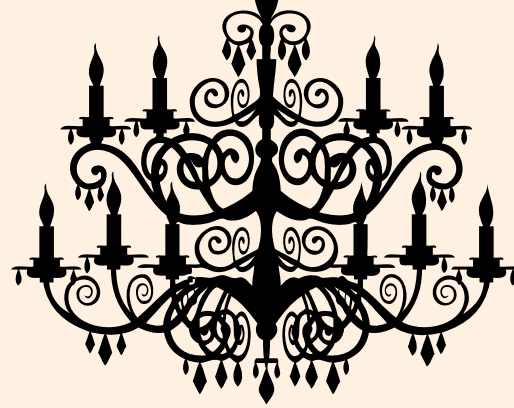
On December 15, 2014, a lone gunman claiming affiliation to the ISIS laid siege to the Lindt Chocolate Café in Sydney, killing three people. November 13, 2015, terrorists from the Islamic State of Iraq and Syria (ISIS) targeted four upscale restaurants in Paris as part of a larger attack, killing some 130 people. July 1, 2016 saw a group of six armed terrorists also claiming ISIS affiliations, hacked and shot dead 23 persons at the Holey Artisan Bakery in Dhaka, Bangladesh. There have been many such terror attacks on restaurants in various parts of the world with varying fatality and

casualty counts.

Terror attacks such as the ones listed above drive home a point: Restaurants are increasingly at threat from terrorists, regardless of which city or country they are located. Terrorists target restaurants because access is usually unrestricted and people are relaxed, unwary, unarmed and unwilling to offer any resistance. An attack on restaurants results in high fatalities and casualties- which serves the terrorist's purpose of spreading terror since it gets wide popularity.

Commandoes and policemen exert extra caution while storming restaurants, to prevent civilian casualties- which also work in favor of terrorists. Restaurants provide an ideal platform for terrorists to operate: they have an abundant supply of stuff that can be improvised to inflict maximum suffering on victims: glass objects combined with an explosive can have devastating effect. Cooking gas cylinders are easily converted into a bomb. Inflammable liquor, sharp cutting knives, crockery and the amount of material available are also useful to terrorists.

Terror attacks on restaurants, the high body and casualty count, difficulties in sending in special weapons and tactical attack or



SWAT teams and commandoes combined with the widespread publicity that terrorists gain is forcing law enforcement authorities across the world look at restaurant security in a newer light. Anti terrorism experts agree that most restaurants and other food outlets- regardless of their size, ethnicity, ownership, religious affiliations and location- are prone to terror attacks.

For restaurants anywhere in the world to employ armed security guards would be preposterous:

It would add a heavy burden on the operational costs. The sight of armed watchmen at the entrance is sufficient to intimidate even the most diehard patron from visiting the restaurant of choice. However restaurateurs, their service crew and customers can do a lot to prevent terror attacks by following a few simple steps, which may help save precious lives and property.

Seeing and doing:

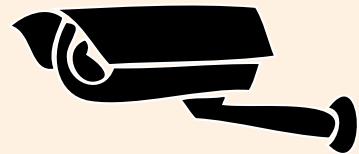
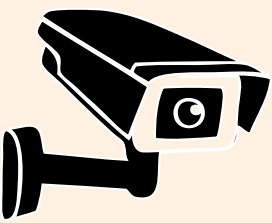
This simple method works by educating customers, service crew and neighbors of the restaurant to report at once if they spot any suspicious activity or object in or near the premises. Keep an eye to spot any guest who is too interested in familiarizing himself

with the layout of the restaurant.

They should be encouraged to report any suspicious activity immediately to the restaurateur or any responsible person in the neighborhood and if merited, the police. Restaurant crew should be sensitized against giving away intricate details about the restaurant since terrorists try to access such information prior to planning a raid.

CCTV cameras:

Are of limited use unless monitored constantly. Most restaurants that were attacked by terrorists were indeed fitted with CCTV- which proved to be of little use during the siege. CCTVs at restaurants are usually installed to monitor customers and staff



and any footage shot is useful only in cases of bill disputes and preventing thefts and petty crimes. However CCTV usage can be optimized if they are installed in a manner to detect whether any customer leaves a package behind, which may contain explosives.

Parking areas:

The March 1993 terror attack on Mumbai was almost exclusively carried out through cars laden with high displacement explosives. One of the locations- Century Bazar in Worli was also targeted and the blast severely damaged an Udupi restaurant. The damage to this popular eatery was so extensive- it was closed for almost six months and needed massive repairs. In this city, most restaurants operate in and around densely populated residential and business districts and street-side parking is unattended. This makes it easy for terrorists to leave explosive laden vehicles. Restaurant crew and restaurateurs should be alert to watch out for any unattended vehicles, including bicycles in their vicinity. If such are detected, the police are to be summoned without delay.

Notice boards:

Subtly worded instructions that ask customers and remind service crew to be on the alert by reporting unattended bags and parcels or suspicious activity by a fellow customer should be prominently displayed at restaurants along with contact details for the nearest police station.

Exits:

It is vital for restaurateurs and their service staff to be well acquainted with the exits from their restaurants as these can be life savers in the event of a terror attack. Knowing exits is also essential to evacuate staff and customers if any emergency occurs. Hence all exits and their access routes have to be kept hurdle free.

Alarms:

Contrary to popular belief, noisy, loud alarms are counterproductive in the event of a terror attack. The noise drives curious onlookers to the site and such people can get injured, killed or taken hostage by terrorists. Hence installing such alarms are not advisable.

Staff Verification:

Mumbai restaurateurs provide ample employment opportunities and due to high attrition rates, are always short-staffed. This forces restaurateurs to hire locally and sometimes end up employing people of dubious nature. Though restaurant owners and managers demand a copy of any identity proof such as Aadhar Card issued by the Indian government, neither restaurateurs nor cops have the equipment to verify credentials of the holder. Some such staff could be from sleeper cells of various terror groups and can use the restaurant as a hideout and use the premises later for terrorist activities. It is thus vital for all restaurateurs to ensure their new recruit is able to furnish verifiable details of their families and past employment. □

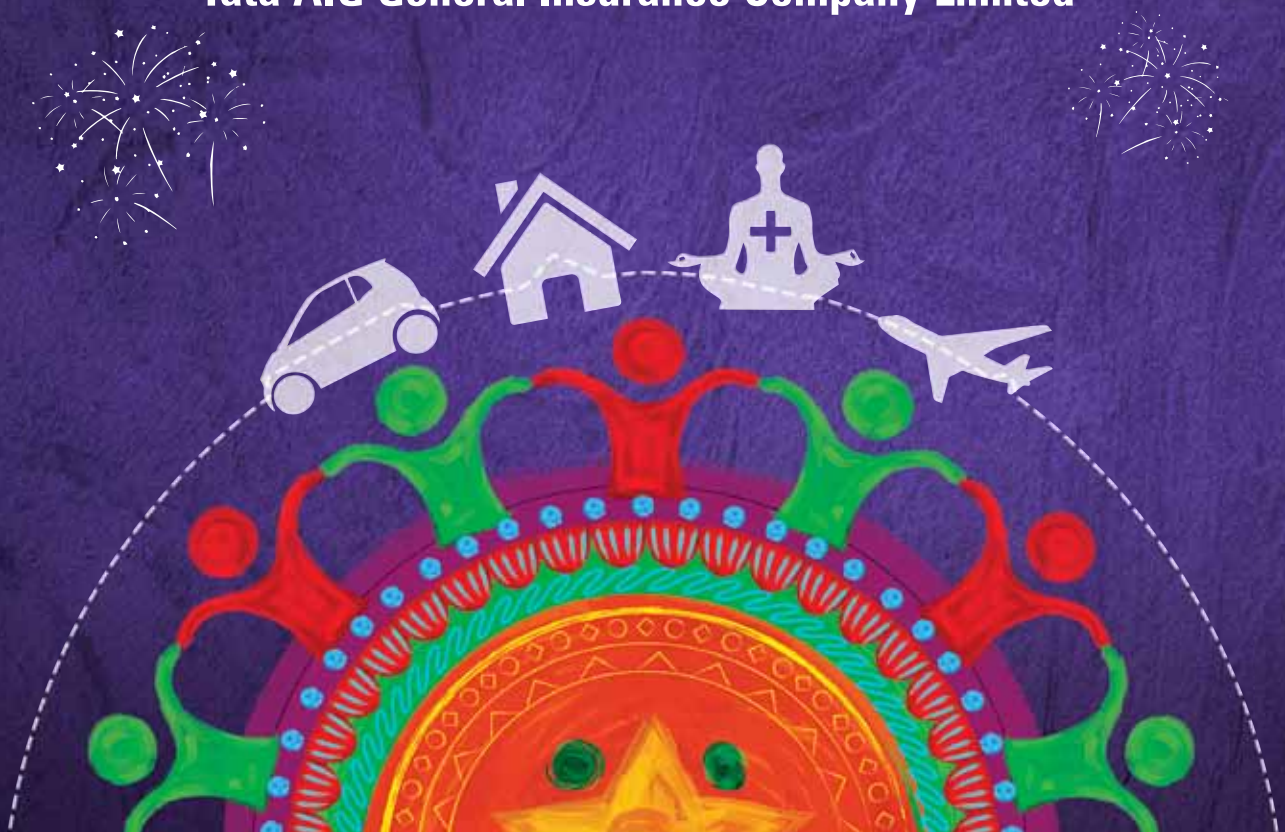


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Preventing food poisoning at restaurants and bars

By S. Suchithra



Mumbai: Food poisoning is the most horrid nightmare for any restaurateur around the world. No businessman would like to face serious criminal charges of endangering human lives before a court of law, face humiliation within the restaurants fraternity and possibly lose investments worth millions of Rupees due to bad reputation of the restaurant.

Thankfully, incidences of severe food poisoning at restaurants in Mumbai are rare. Yet, that does not mean that restaurants, permit rooms, bars and eateries in this metropolis are immune against food poisoning. Restaurant owners are lucky that most cases of minor food poisoning are limited to individuals and there are no fatalities. The reason why individual instances of mild food poisoning go unreported is because a customer cannot clearly differentiate whether the food they consumed at a restaurant made them sick. At best, such victims may bring it to the notice of the restaurant owner but not press any criminal charges against the restaurant, its management and staff.

Mumbai restaurateurs definitely deserve a pat on their backs for maintaining an almost impeccable record when it comes to food poisoning. And all members of the Indian Hotel and Restaurant Association (AHAR) would undoubtedly strive to maintain this record.

In this issue, Forever News, along with food safety experts examine the various hidden conduits from where contamination can seep into perfectly healthy food, making it unfit for human consumption and resulting in food poisoning if eaten by a customer. The following tips are suggested as precautionary measures for restaurant owners, kitchen staff and service crew:

Pests:

It is a foregone conclusion that no premises under the Sun can ever be 100% free from pests which include flies, cockroaches and other bugs, house lizards and spiders. These pests cause minor to significant damage to restaurant property, which is visible and can be rectified. Most restaurants have pest control contracts to eliminate insects, reptiles and rodents from their premises. Yet, the efficacy of these treatments vary according to the types of pesticides used and their frequency and location of the restaurant.

Restaurant owners need to ensure their kitchen premises are free from spiders and lizards. These common pests come loaded with toxic body fluids. A spider or a lizard may inadvertently fall into a pot of boiling curry, get killed and release its toxins into the food. Due to high heat at which curries are cooked and later tempered, the carcass of the insect or reptile will disintegrate into the dish and go largely unnoticed.

Symptoms: Consequently, customers may experience food poisoning with symptoms of varying severity: while some may experience mild headaches and nausea others may develop severe stomach cramps and nausea accompanied by vomiting and diarrhea. In some instances, these symptoms can be restricted to a very small number of customers. Those who consumed alcohol along with their contaminated food tend to brush off these as a side effect of over indulgence in alcohol esophageal acidity while others could attribute it to indigestion or a plethora of other reasons.

Such customers will usually desist from initiating any criminal proceedings or legal action against restaurants and consider it as a one-off instance. Should any client report such an experience, restaurateurs have to take serious note and take prompt action to ensure repeat such incidences are averted: The next time may not be so lucky- food poisoning could affect an entire group of customers and the incident could mushroom into a major issue that would draw media attention and imminent investigation by concerned authorities- the consequences of which are not very palatable.

Botulinum:

This bacteria caused food poisoning is the greatest nightmare of any enterprise in the food and beverage industry, including restaurants. The US Food and Drug Administration warns that Botulinum bacteria breeds in improperly stored / canned foods. At Indian restaurants, these may include a large array of items such as spice mixes and blends, batter, chutneys, sauces and other preserves which are prepared in-house to offer a unique taste to customers. Botulinum can also infest in bottles of jams, marmalades and cans, preserved fish, oils used repeatedly, cheese preparations and food kept long for extended hours- which is a common practice at Mumbai restaurants.

Symptoms: Persistent fatigue, weakness, dizziness and vertigo, blurred vision, dry mouth, difficulty in swallowing and speaking, vomiting, diarrhea, constipation and abdominal swelling, among others. Let untreated, the condition, medically called Botulism, can advance rapidly to cause weakness in the neck and arms. It further progresses to affect respiratory muscles and muscles of the lower body inducing paralysis of varying degrees that can severely impede breathing. In extreme cases, Botulism can prove fatal.

Botulinum should be avoided at all costs and this is possible only through astute production practices. All spices, fruit preserves, sauces, chutneys, batter and such stuff should be consumed within the shortest time from their preparation. Freezing does not kill Botulinum.

Seepages:

All restaurants use cleaners, insecticides, room fresheners and deodorant sprays and a host of other chemicals. Improperly stored chemicals in the kitchen area can accidentally seep into food items and cause severe food poisoning.

Symptoms: Affected customers may experience headache and nausea, vertigo, vomiting, body cramps and loose motions.

To avoid such poisoning, all detergents, cleaners, deodorant sprays, room fresheners, chemicals and such stuff should be stored at safe distances away from the kitchen and food preparation areas. Only one or two persons should be authorized to handle these chemical based preparations.

Fish:

Mumbai, being on the coastline of India, receives an abundant supply of fish and other seafood. Mumbai restaurants and bars also offer seafood based dishes on their menu. It is well known that the price of fish and other seafood depends on the market demand and supply chain while restaurateurs do not enjoy flexibility in pricing their menus. This puts a burden on restaurateurs to buy fish in large quantities, refrigerate it, thaw and serve whenever orders are received.

Fish in Mumbai is generally brought in from distant locations since seas around the city are polluted and fish from these waters is loaded with contaminants such as lead, mercury, arsenic and other industrial effluents. It is wrong to assume that fish from distant places is free from pollutants. And restaurants do not have independent systems to check the quantity of effluents embedded in fish they buy. Unscrupulous fish dealers tend to spike their catch with harmful preservatives such as formaldehyde.

Some varieties of fish and seafood tend to retain more toxins than others. Prawns and shrimps, mussels and other shelled fish are usually prone to storing higher doses of toxins and if not cleaned properly before cooking, can trigger severe food poisoning among customers. Since the same curry would be served to many clients, the number of persons affected by food poisoning can be rather high.

Symptoms: Consuming contaminated fish can trigger severe gastrointestinal disease, cause nausea and vomiting and lead to dehydration.

Prevention of food poisoning through fish and seafood can be curbed by prudent purchases of these raw material, proper storage and adopting correct measures of cleaning before preparation.

Alcohol:

Mumbai is home to thousands of bars and permit rooms which serve liquor to eligible customers. Interestingly, most drinkers and restaurant crew serving alcohol are unaware about the concealed dangers of serving booze. Any bar owner will testify that some of their regular clients enjoy whisky spiked with beer. Some drinkers arrive partly drunk at a bar or permit room and many drinkers mix their alcohol with sugar-laden soft drinks to overcome the bitter taste and conceal odor of their drink.

Symptoms: Medical research has conclusively proved that mixing alcohol can be extremely dangerous since each variety is metabolized differently by the human digestive system. For example, whisky metabolizes differently than beer and mixing the two confuses the digestive system and affects the liver. This can leave a drinker heavily inebriated and disoriented leading to a syndrome called 'alcohol poisoning'. The undigested liquor becomes toxic in the human body and affects its normal functioning. Such clients can collapse in the restaurant or bar and would generally be brushed away as a "drunk" since people are unaware of their medical condition.

Alcohol contains extremely high doses of sugar and mixing them with sugared soft drinks causes the drinker's body to be overloaded with glucose. This can cause a temporary and sometimes fatal condition called 'sugar shock' since the body cannot digest such a massive intake of glucose in a limited period. This can cause a person to faint and collapse on the spot. Not all those who mix their liquor in such fashion will suffer from sugar shocks but it would pay well to be cautious.

In both these cases, urgent medical attention is required to prevent fatalities.

Prevention is easy since waiters can be instructed not to serve beer and whisky or other hard liquor together, despite fervent requests by a customer. The ban on serving two different kinds of liquor to the same customer can be enforced as a policy of the bar and permit room and displayed prominently.

The unpleasant task however lies in educating customers not to consume their liquor with sugary soft drinks and energy drinks that are heavy on caffeine. □

Tips to deal with tipsy customers at bars, permit rooms

By G. Subramanian

Mumbai: Restaurant, bar and permit room owners in Mumbai frequently have to tackle the problem of heavily drunk or fully inebriated customers. There are no upper limits on the number of drinks that a restaurant and bar or permit room can serve to a client or a group of drinkers who saunter in casually during work hours of the restaurant or are regular customers.

Restaurateurs, bar and permit room owners have to fully assimilate the fact that they are solely responsible for any harm caused on their premises to an inebriated customer.

The Indian Hotel and Restaurant Association (AHAR) is striving to remove the requirement of liquor permit for drinkers at bars. As part of these efforts AHAR officials have held a series of meetings with senior officials in the Maharashtra government for revocation of the law. A favorable result in this regard is anticipated.

Any bar and permit room owner will testify that they have had to deal with fully inebriated or fully drunk customers very frequently. While some such drinkers are prudent enough to walk out of the bar and permit room peacefully, after settling their bills, a small section of drinkers end up creating trouble for themselves and the restaurant owner and staff. This includes the intoxicated customer using foul language against other customers, restaurant owner and staff or, in worst cases, violent behavior which may include but is not restricted to uttering threats to the bar staff and owner, physical assault, manhandling, breaking glasses or other crockery, banging on tables or talking loudly using profanities/singing or shouting and disturbing others present on the premises.

Handling such customers can be a rather messy business of restaurant crew and management:

They have to silently bear all insults and profanities flung by a sloshed customer while ensuring other guests are not disturbed

and enjoy their drink in peace. Restaurateurs need to also use tact without being taciturn. The role of restaurateurs is crucial since they have to multitask in such situations: They need to evict the drunken guest at the earliest from the bar in a gentle, polite manner, pacify other customers enjoying their time while mollifying staff which may have been abused, assaulted or manhandled.

Permit room and bar owners have time and again reported unpleasant incidences by tipsy customers on their premises during the monthly Managing Committee Meeting (MCM) held by the Indian Hotel and Restaurant Association (AHAR). Some of these incidences required police intervention, which inconvenienced both- restaurateurs and customers. In this feature, Forever News, along with restaurant safety experts, examine various means that may help stem alcohol related incidences at bars, permit rooms and restaurants.

Checking for liquor permits:

Bars and permit rooms display a notice that liquor will be served only to persons aged above 18 years and those holding valid liquor permits. But the clause is very loosely enforced. Excise officials and bar owners are fully aware about the flagrant violation of the liquor permit clause but are reluctant about its strict enforcement.

Capping the number of drinks:

Restaurants in many countries enforce a limit on the number of alcoholic drinks that can be ordered by customers: An individual is permitted six cans of beer containing 330ml each or three servings of 60ml of hard liquor including rum, gin, whisky, brandy and vodka containing 37.5 percent alcohol volume per volume (v/v) alcohol. In India, hard liquor has a content of 42.8 percent alcohol v/v. While some restaurants are rigid about this upper cap on the

number of drinks, others permit one more service- or two extra cans of beer or one serving of 60ml hard liquor- provided the customer is well behaved and shows no signs of inebriation.

Scrapping the corkage system:

Several bars and permit rooms in Mumbai allow customers to bring their own bottle of booze for consumption. Such customers are charged a nominal corkage fee. Bars allow such customers since it is explicitly implied they will order food. In such a system, the client or group of drinkers can indulge in a raucous drinking and unruly behavior that disturbs or intimidates other customers. Bar owners and service crew have no control over the quantity of alcohol these people consume. Such drinkers will take offense at any attempt by the bar owner or waiter to quiet them which can lead to arguments, quarrels or even a slugfest.

Making food orders compulsory:

Bars can also make it mandatory for all customers ordering alcoholic drinks to order food as well. It is well known that drinkers who eat moderately while consuming alcohol ten. In countries of the Arabian Gulf, several countries in the Far East, UK and Europe, various states of the US and Australia, it is mandatory to order substantial food alongside drinks. This system should be enforced in India too. It is well known that drinkers who eat moderately while consuming alcohol tend to behave well since food slackens the effects of liquor.

Detecting inebriated customers:

Some customers tend to drink at home or another bar and saunter into another while slightly inebriated. Serving such customers with drinks more than triples the risk of drunken brawls and other unwanted yet avoidable incidences. Watchmen- wherever available, waiters and restaurant managers should be instructed to politely but firmly deny entry to such customers. Alcohol tends to peak in phases and a customer who has had a

couple of drinks before entering the bar may suddenly become sloshed after downing a couple of more shots.

Stop serving tipsy customers:

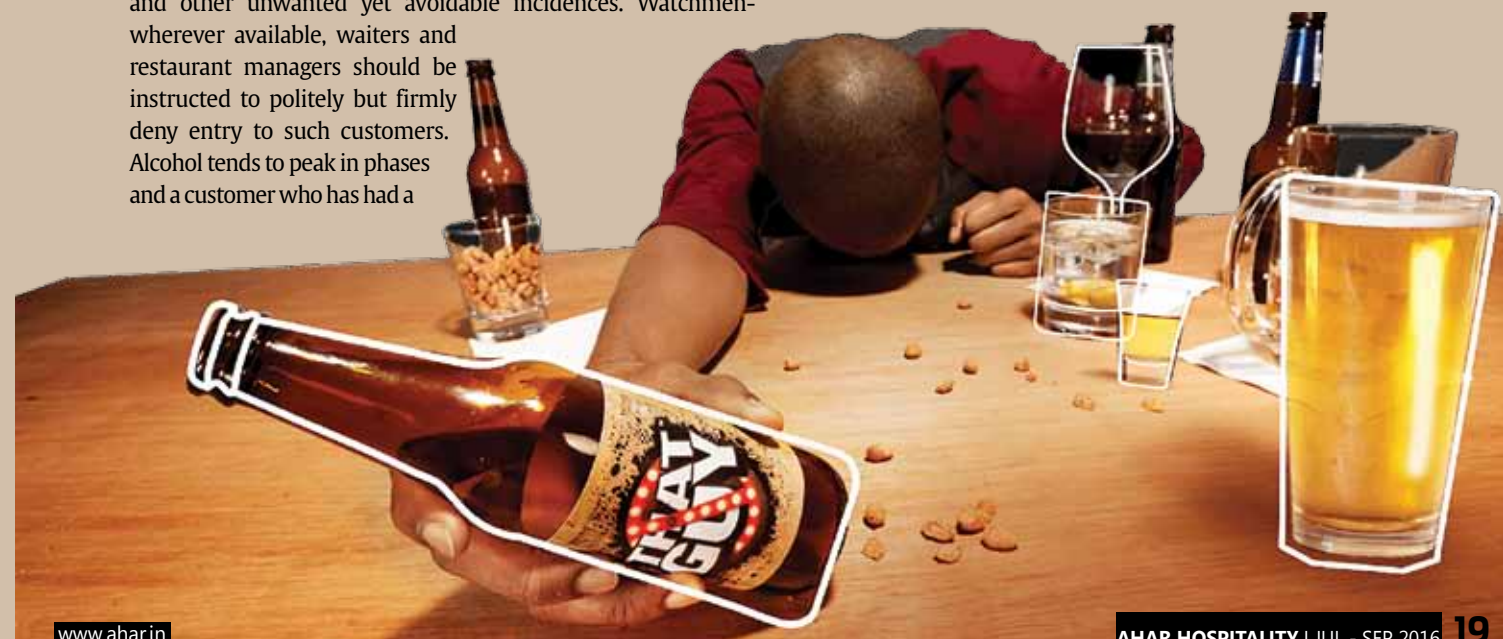
This requires extreme tact and skill. Waiters must be instructed, trained and encouraged to stop serving alcohol to any customer who appears very tipsy or losing control of senses after a few drinks. Waiters should be asked to report such customers immediately to the bar owner or the manager who in turn can politely inform why more drinks will not be served. If required, the customer can be offered food or a soft drink to reduce the inebriation.

Calling a taxi:

A heavily inebriated customer should be escorted out of the bar premises gently. If required, the bar crew or manager may summon a cab or arrange transport for this customer. This can be done only in cases where the customer is fairly well behaved, not violent or unruly.

Other than violent behavior, intoxicated customers also pose other challenges to bar owners and crew:

Some of them may vomit involuntarily due to the large volume of alcohol in their digestive tract. Such a sight is extremely undesirable since it puts off other guests. Some inebriated customers are prone to slipping and falling over bar chairs and tables, injuring themselves. In these cases, bars can do well by rendering first aid and offering to call a physician for the client. □





Preventing hazardous objects from polluting raw and cooked food

By S. Suchithra

Mumbai: Decades ago, restaurants entrusted staff to sift and clean grains such as rice and lentils (Dal), to prevent stones, pieces of wood, glass, chinaware, bone fragments, teeth and other undesirable objects from finding their way into cooked food. This system also prevented dead insects, cockroach eggs, lizard tails, rat and mice droppings and the like from contaminating food directly. With the entry of new packaging and processing techniques, this practice of sifting and cleaning grains has almost become extinct.

The reasons are many:

Stones or other hard sediments in soft, cooked food stick out like a sore thumb, which will raise objections from customers. Worse, they can injure the diner's tongue, cheek or damage a tooth. And even worse, they can get stuck in the throat causing a major problem for the eater and the restaurateur.

Entrails of dead insects, rodent droppings and reptile bits are not a pleasant sight either when found sticking out of a bowl of cooked high-grade rice or biryani or pulao or a fine gravy. In addition, such

insect parts also impart their inherent odor to the food- much to the disgust of customers and consternation of the restaurateur.

In India, the Food Safety and Standards Authority of India (FSSAI) has somewhat tried to address the problem of foreign objects entering food grains and lentils at production points. Only manufacturers who follow stringent quality control methods prescribed by the FSSAI are permitted to display the authority's logo on their packages. But this does not mean that insects, reptiles and rodents do not make forays into packages of rice, pulses and lentils, salt and spices, once opened at the restaurateurs' premises.

The consequences of a customer finding a foreign object- however innocuous it may be- can prove disastrous to a restaurant or bar. While a courteous customer may simply draw attention of the staff or the restaurant owner, a callous diner can create a major brouhaha and get other diners involved too, causing an unpleasant incident.

To prevent such occurrences, it is vital for restaurateurs and their staff to adopt what is globally called as Hazard Analysis and Critical Control Points (HACCP) system. The term HACCP may sound daunting and complex but in reality, is simple to adopt and implement in day-to-day operations of a restaurant.

HACCP simply means adopting a zero tolerance policy at restaurants towards all foreign objects that may enter or may have entered food- both raw and cooked. To do so, staff are to be trained with proper techniques of storing packages of rice, grains, lentils

and spices etc, once they are opened. They should be placed in airtight containers to deny access to insects, rodents and reptiles. Airtight containers containing raw food stuffs have to be stored at locations that are dry and away from moisture and free from any insects, rodents and reptiles. If needed, restaurateurs may have to invest in getting the place “pest controlled”, in their own greater interest.

Restaurateurs are also required to take stock of possible entry points of hazardous items into their raw materials and cooked food and implement ways and means to eliminate them. Staff are again to be trained and instructed accordingly. Once these critical points of entry are sealed, care should be taken to maintain them.

To better explain HACCP and prevention of entry of hazardous objects in food, we list some of the top procedures followed in North America and Europe:

The Indian FDA along with the US FDA and UK FDA defines a physical hazard in food as any extraneous object or foreign matter that may cause illness or injury to the consumer. FDA considers a product adulterated if it contains a hard or sharp foreign object that measures 7 mm to 25 mm in length, and is ready-to-eat or requires only minimal preparation steps that would not eliminate, invalidate or neutralize the hazard prior to consumption. Section 402(a)(3) of the Food, Drug and Cosmetic Act prohibits the distribution of foods that may contain repulsive matter, considered as filth, such as insects. Most consumers find the presence of any visible filth contaminant, such as hair in a food product, nauseating.

European Union:

All food products sold in the EU must comply with regulations on the hygiene of foodstuffs, which demand, above all, that these products must be safe, as stipulated by EU’s Food Safety Agency. All potential biological, chemical or physical hazards must be prevented, eliminated or brought down to an acceptable safety level. European regulations introduced the HACCP concept, which obliges food producers to install safety measures to avoid physical hazards and maintain documentation of all events.

Types of Hazards

Glass:

Sharp glass contamination often occurs during filling processes in glass containers if a container is accidentally broken. Another source, but less frequent, is light bulbs broken during building maintenance.

Metal:

Sharp metal objects may include screws and equipment splinters, blades, broken veterinary needles, fragments and clippings of prior processing procedures.

Plastics:

Soft and hard plastics may come from packaging material of an intermediary production phase, scrubbers, brushes and other cleaning implements used in restaurants.



Wood:

Wood splinters may have their origin at the farm or may come from handling wooden pallets, matchsticks, packaging material for vegetables, chipping of doors, windows, furniture etc.

Stones:

Small stones are common in crops like peas or beans contaminated during harvest.

Organic entrails:

Parts of insects, reptiles and rodents, droppings of rats and mice and other contaminants caused by common pests at a restaurant.

Preventing such items from entering raw and cooked food is vital for Mumbai-based restaurants as an increasing number of enlightened customers who do not hesitate to question a restaurateur or seek redress through a consumer forum if they come across any hazardous object on their plates. Some may not hesitate to get the issue publicized through the local media, which can cause grievous harm to a restaurant and attract undue attention from a plethora of health related government departments and organizations, who will seek explanations for the incident. □



Why a hotel is not a hotel and bar isn't what it says...

By Staff Reporter

Mumbai: The words 'restaurant', 'bar', 'permit room,' and 'hotel', form part of the daily vocabulary of any Indian. These words have seeped into almost every Indian language and local dialect. Most of these words originated almost 300 to 400 years ago, though they were used in an altogether different context in that era. In this article, Forever News and AHAR explore some of the interesting jargons that have become an integral part of India's food, beverage and hospitality industry.

Restaurant- the word is now embedded in the English language but traces its origins to France. Although fiercely contested, legend has that an unidentified Parisian baker began selling soup at his bakery or boulangerie, which customers could relish with freshly baked bread. The baker's intentions were noble indeed: to provide Parisians with a light meal that was inexpensive. This tradition continues in France till date. This unknown baker, sometimes identified as Monsieur Boulanger (Boulanger= Baker), displayed a signboard on his bakery stating the place offers "restaurants divins"- which can be vaguely translated into English as heavenly sustenance/ refreshment/ restorative meal. During Parisian

winters, fresh hot soup with freshly baked bread was indeed "divine" for residents and visitors of the sprawling French capital.

The concept became popular across Paris with several bakeries following suit and the use of the word 'restaurants' spread across the city and the rest of France. Rapid colonization of various areas of the world by France and the proliferation of French cuisine and traditions through people from that country caused the word 'restaurants' to go universal.

Despite attempts to use local variants such as 'bhojanalaya' and 'upahar griha' or 'khanawal' in India, the word restaurant continues to flourish

France also contributed to another common word of the hospitality industry: 'hôtel' which was derived from the ancient Latin word 'Hospices' – meaning a place where a weary stranger or foreigner could find rest. The earlier term used to denote a hotel was "inn", which was widely used in England. The word 'hotel' also has the same meaning as its Latin parent- meaning a place frequented by strangers and foreigners for rest. And to cater to these occupants of 'hotels', owners set up a 'restaurant' that offered basic meals. How 'restaurant' came to be referred as 'hotel' in India is anybody's guess but the widely accepted explanation is, restaurants that were in the vicinity of hotels or within hotels were called so collectively.

The term 'bar' for areas in restaurants, inns and stores where people could enjoy liquor is believed to have originated in the 1800s, during an era when brewing and distilling was not a very organized industry. Individuals and small firms which brewed alcoholic drinks sold it through select outlets in ancient Britain. To restrict access, places where liquor was served were separated by barriers- primarily to keep trouble makers out and deny entry to inebriated revelers. This system was also followed in pre-independence USA and any place where alcohol was served came to be termed as a 'bar'. The word also spread across the world during the colonial area and had a discriminatory connotation: Entry to the place serving alcohol was the privilege of the ruling class and commoners were barred.

Permit room is a typically Indian phrase used to denote a dedicated area in a restaurant or a hotel where guests are "permitted" to be served with alcoholic drinks. The term is a fairly recent addition to the local jargon of the food and beverage industry. At a time when prohibition was introduced in Maharashtra, drinkers had to obtain a special permit from the state government that they were allowed to consume alcohol on health grounds. And such permit holders could frequent permit rooms. Drinkers in Maharashtra are required by law to possess a liquor permit to buy or consume alcohol but the rule is rather loosely applied.

Another popular word in the Indian food and beverage industry is 'Canteen' which traces its origins to France, Italy, Portugal and Spain. The word 'cantine' and 'cantina' were used solely by militaries to denote stores where personnel could buy their rations of food and drink. During frequent wars of the colonial era, parts of such stores- which were usually built

underground to prevent hits by cannon balls and artillery shells- were converted into makeshift kitchens to serve cooked food for soldiers. In India, the term canteen is widely used for small outlets that serve meals at railway and bus termini, schools and other educational institutes, hospitals and a variety of other establishments where food service is offered.

One of the frequently used words in India remains 'cafeteria' or 'café'. The word is of Hispanic origin and literally means a coffee shop, which was condensed to derive the word 'café'. It is not known how this term became popular in India but theory has that it was imported into the country by the Portuguese colonials who ruled Goa and other minor territories in India. Today, 'café' is a widely used term due to proliferation of the Internet. Places where the public can access the Internet and enjoy a drink and snack are called 'cyber cafes'

And for those who love home cooked food delivered to their homes- the word 'Tiffin' also has interesting origins. During the British colonization of India post 1858, officers of the Raj found it difficult to commute between home and office during hot and humid Indian summers, wet monsoons and unpredictable winters. Hence, the idea of a home cooked afternoon meal being delivered to the workplace developed. Along with the meal would come a well sized serving of wine or other alcoholic beverage, in quantities just sufficient to take away the lag but keep the drinker alert for the day's work. Sipping this alcoholic drink was called 'tiffing' and the word soon evolved into 'Tiffin'. India is the only country where the word 'Tiffin' is widespread and can denote anything from a small snack to an elaborate meal delivered to a site. Lunchboxes carried by school kids and adults are broadly called 'Tiffin boxes'. □

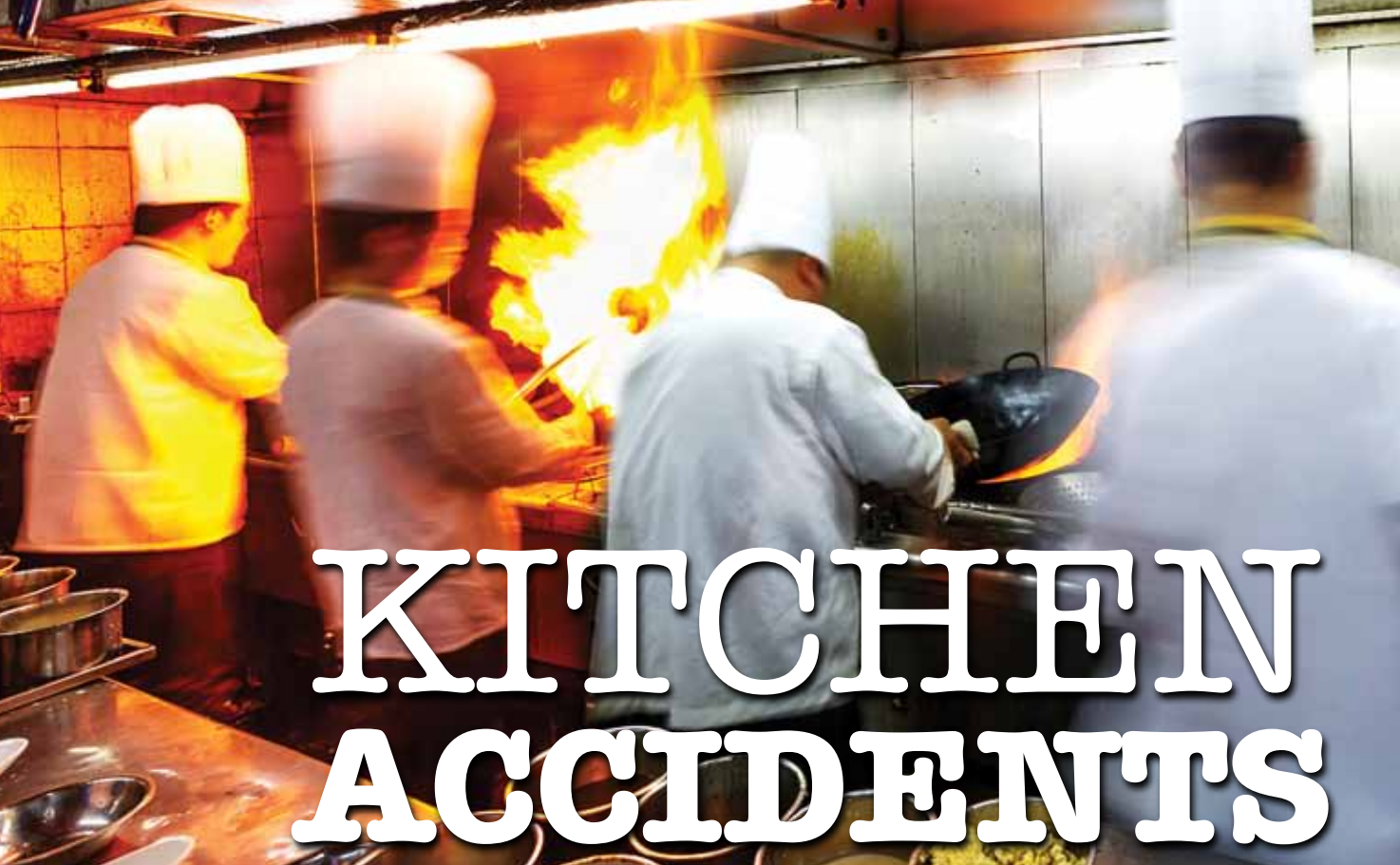
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KITCHEN ACCIDENTS

By G. Subramanian

Kitchens are the heart of every restaurant and rightly so. Kitchens in restaurants also house a variety of equipment from power grinders and blenders to knives and glassware. Any restaurant owner will testify that the number of equipment in their kitchen has increased over the years thanks to modernization and mechanization of food producing techniques- causing kitchens to get more crowded. This is particularly true in Mumbai where restaurants are forced to operate from cramped premises due to exorbitant real estate prices. Consequently, the chances of accidents in kitchens are higher, especially during peak hours when scores of customers converge on a place for food and drink.

Reduction and elimination of accidents is vital for all restaurateurs for many reasons. Accidents- major and minor- cause loss of precious man-hours: The injured employee is sent for medical care, rest and recuperation while workload is shared by his or her colleagues. Workplace accidents can render restaurateurs prone to compensation claims. In extreme cases, accidents may force the restaurant to down shutters for a few hours or few months and result in criminal cases against the owner on charges of neglecting workplace safety among others.

Cooking fires:

These are a living nightmare for any restaurateur. Cooking fires can start from leaky gas cylinders, carelessly used microwave ovens, electric ovens, blenders and grinders and during the process of cooking when oil ignites due to excess heat. To eliminate these, cooks and their assistants are to be instructed not to leave any running electrical equipment

unattended for long periods. Frying pans with cooking oil, hobs and pans with curries and sauces, items left to boil, should always be monitored. Where uninterrupted monitoring is not possible for any reason, cooks should be instructed to set reminder alarms on their mobile phone handsets.

Potholders, towels, napkins, rags and all types of flammable material should be kept away from flames. It is a myth that wet potholders are safe: Cloth objects that may have mopped oil are highly susceptible to fire.

Crockery:

Every restaurateur has to deal with broken cups, saucers, bowls, plates and other crockery made of glass and ceramic. Despite best efforts by staff, a few shards of broken glass or china remain on the floor and can cause small to major cuts. Such accidents are inevitable but can be reduced by instructing staff against handling breakable crockery with greasy hands, proper placement on tables, reducing clutter of used utensils in the sink and avoiding placing scalding, sizzling hot food in bowls and cups and on plates.

Cracked crockery items should be disposed off safely so they do not break when filled with hot or cold food. Disposable, breakable plastic plates, cups, spoons and forks should be disposed off immediately since torn ones can cause injuries.

Cutlery:

Knives, forks placed carelessly are a major cause of injury, albeit negligible or minor in



most cases. These can be prevented by placing them correctly in designated stands and by preventing dumping of used forks and knives in the sink for wash. Cutlery placed recklessly in baskets can give rise to injuries.

Spilled oil and other greasy substances:

Restaurant kitchens are notorious for oil and greasy substances on floor. The presence of slippery substances on restaurant floors is not caused by staff negligence but occurs when oil vapors in the air settle. Spilt milk and fats contribute to slippery floors. Such floors provide ideal conditions for humans to slip and fall- which can cause anything from minor bumps to painful fractures alongside broken crockery.

To prevent slippery floors, restaurateurs have to ensure that outlets of exhaust fans and chimneys in the kitchen are not clogged and all cooking fumes exit the kitchen. In addition, kitchen floors have to be wiped at frequent intervals and dried. A separate area from where waiters can carry the food from the kitchen can be designated to prevent overcrowding and falls.

Tipping over:

Large pots, hobs and other utensils containing scalding hot curries, gravies, soups and sauces can tip over. The problem arises due to the inherent characteristics of metal, which expands when heated and can abruptly and unevenly contract once the heat source is removed. This results in uneven bottoms, making the utensil prone to tip over, pouring their hot contents on the floor. Often, such uneven surfaces cannot be easily observed or spotted. Vessels that tip over pose a risk of burns to kitchen staff and their helpers and other service crew.

To prevent such tip over, restaurateurs can instruct staff to place vessels that have been just removed from stoves on a wet, coarse towel or mat placed on an even surface. The wet cloth shapes itself in the shape of the disfigured vessel and prevents tip over.

Deceptive appearance of material:

Very often kitchen staff are fooled by appearances of material Shattering cookware

Restaurant workers also sustained severe injuries from using cookware. Hot handles can burn and sometimes glass cookware can shatter. Heed these no-nos:

Don't take the dish directly from the freezer to the oven or vice versa.

Don't put the dish directly on a burner or under a broiler.

Don't add liquid after the dish is hot or put a hot dish on a cold or damp surface.



Stop using a dish that's chipped or cracked.

Food processor lacerations

Food processors also account for tens of thousands of injuries at restaurants, including cuts from the blades. To prevent accidents and injuries:

Don't leave motorized models on for a long time; they can overheat.

Never reach into a slicer or a chopper. There is no need to hand wash and subject your fingers to injury; many parts are dishwasher-safe—including blades.

Microwave oven burns

A large number of people were hurt using microwaves. Burns were most common. To prevent accidents and injuries:

Be careful when removing a wrapper or cover on a microwaved dish; steam can escape and cause a nasty burn.

Food can heat unevenly in a microwave, so use caution when touching or tasting.

Let food cool for a minute or two before removing it from the microwave.

Boil water on the stove. Superheated water in the microwave may appear placid but can violently erupt.

Blender injuries

Injuries involving blenders are also common. Immersion blenders are great for soups because they blend directly in a pot, but recent reports show that injuries are growing with the use of those small appliances. To prevent accidents and injuries:

Avoid the temptation to put your hand inside, especially if it's plugged in. Most blenders don't have safety interlocks, so you could accidentally turn it on and mangle your hand.

To clean blades without touching them, add dishwashing detergent and hot water to the container and let it run on high for a minute. Unplug, then rinse. □



Understanding tips and its workings

By G. Subramanian

Mumbai: Tipping or offering a small cash gift to a waiter is a common practice followed by customers patronizing bars and restaurants. Despite the decades old tradition of tipping servers at restaurants, the practice in India has yet to evolve and become well defined- as in several foreign countries. Tipping in India occurs in two forms: leaving cash and loose change on the table, with the bill cover or by asking the cashier to add a fixed amount to the overall bill paid by credit or debit card: extra money thus charged is handed in cash to the waiter/s.

Restaurateurs may consider tipping and tips as an issue that solely concerns their individual staff but in reality, the practice can be developed to foster better working practices and improve overall efficiency.

Restaurateurs need to first understand tipping patterns and why their servers receive tips from customers. Tipping occurs in many forms- discreet and favored. Tips are often called server gratuity or service fee. Restaurant tips are usually collected individually by servers, In some cases, the waiters or servers retain what they receive or pool them together to be divided and distributed to the whole range of staff- from cleaners and cooks to servers and cashiers.

Tipping patterns vary in different locations across the world. Russia and Japan forbid guests from tipping and servers from accepting these cash gifts. In southern France, restaurant workers survive solely on tips since they are more lucrative than a day's wages. On cruise liners, tipping can be a complex question as a single cruise liner carries people of different nationalities and very often leave the change in different currencies they get after shopping at various ports of call. In Europe several restaurants charge a service fee in the bill.

Regardless of where it occurs, tipping is usually the discretion of the customer. Patterns followed outside India and in some Western countries indicate, 15 percent of the total bill amount (minus the taxes and other charges) is considered as a proper amount. This figure sometimes jumps when the customer leaves the change along with the tip. In India, tipping is sometimes between five and 10

percent of the billed amount but this perk for waiters is applied rather randomly by customers.

In some countries, customers do not offer cash as tips but add an extra drink or dish on their bill. The extra food or drink is for the waiter or server to enjoy after restaurant closing hours. But this practice is mainly to circumvent the 'No Tips' policies enforced by certain governments and are rather rare.

Restaurant owners can learn a few vital lessons from tipping patterns at their premises. Close scrutiny of tipping will reveal that customers dining in certain areas of the restaurant tend to tip more than in other places. This will most likely occur with loyal customers who are accustomed to sitting on a specific table either singly or with companions. Tipping in such circumstances does not depend upon the quality of service rendered by the waiter but upon the pleasurable experience of the client for seating at the preferred location. In such cases, restaurateurs can further foster loyalty of this customer by offering to reserve the table in advance, through a phone call or SMS text message.

Discreet monitoring of the amount of tips received by various servers can vaguely indicate the efficiency of waiters. Customers satisfied with the service, food and drink service usually leave a bigger tip. If a particular waiter gets more tips than others, it can be well assumed that his or her efficiency and customer service skills are better. Such staff can be promoted as team leaders. However, restaurateurs have to be careful to understand that lower tips do not necessarily mean lousy service.

As mentioned earlier, the amount of tips received by an individual are only a nebulous indicator of a person's capabilities and skills. In some instances, it can also reveal whether some crew member/s is doling out undue favors to a customer at the expense of the restaurant, in exchange of larger tips.

Tipping also has its inherent flip sides: It can foster intense rivalry or enmity between co-workers since those with smaller amount of tips may feel they are being deliberately forced to serve non-tipping clients or posted in a section where people do not tip or leave

negligible amounts. Those who receive higher amounts tend to wrongly imagine they are superior to other staff and this alters their behavior towards their peers. In worse instances, tipping may lead persons to indulging in vices such as heavy alcohol consumption, frequent bunking from duties, gambling and shopping binges. Petty thefts of cash can occur among staff which share the same accommodation causing quarrels and slugfests.

The practice of pooling tips is followed at several restaurants. Here, all servers collect their individual tips into a kitty and the amount is later divided among the rank and file of the restaurant crew. While several restaurants prefer this pattern, since it somewhat does justice to the unseen hands such as cleaners, cooks and kitchen assistants, those at the frontline of customer service- waiters and servers- may feel cheated. If a restaurant intends to introduce pooled tips, it is essential to educate staff on the reasons for such collective rewarding to ensure that no crew member feels short changed or cheated.

A widely followed practice by waiters is handing over their tips for safekeeping by the restaurant owner. This is primarily done to prevent thefts and to save up a huge amount. Restaurateurs can encourage such staff to open simple savings bank accounts. Under the Pradhan Mantri Jan Dhan Yojana which aims at promoting financial literacy, persons holding an Aadhar card are eligible to open an account with any nationalized bank. These bank accounts also give them access to other state-run schemes including the Pradhan Mantri Atal Pension Yojana and Bima Yojana (life insurance scheme).

In some countries, tipping is being gradually phased out and replaced by a service fee system. This involves paying staff a fixed incentive every month, along with their wages. The results of employing such a system were far from favorable for restaurants who adopted it. Loyal customers faded away after they felt that a service fee was being wrongly charged on their bill while attrition rates of waiters and other staff increased due to grouse against restaurant owners over disallowing tips. Customers and staff also suspected the restaurant owners of undue profiteering. □



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Licences issued to 3 dance bars have lapsed

Surendra P Ganagan... MUMBAI: The licences issued to three bars in the city, on condition that they would comply with the stringent norms of the state authorities... Licences issued to three bars in the city, on condition that they would comply with the stringent norms of the state authorities... Licences issued to three bars in the city, on condition that they would comply with the stringent norms of the state authorities...

THE THREE BARS HAD TO FULFILL THE STATE'S CONDITIONS AND SUBMIT A COMPLIANCE REPORT... Licences issued to three bars in the city, on condition that they would comply with the stringent norms of the state authorities... Licences issued to three bars in the city, on condition that they would comply with the stringent norms of the state authorities...



in media

...to delist fruits... following a farmer to directly sell his produce to the buyer. It has also changed the way commission was being charged. Till recently, traders and commission agents used to charge commission from the farmers and that would be deducted from the latter's final bill... Retail market does not take any difference to us as buying products from retail market will not be cost effective for any restaurant owner...

Hotels, eateries have become death traps: HC

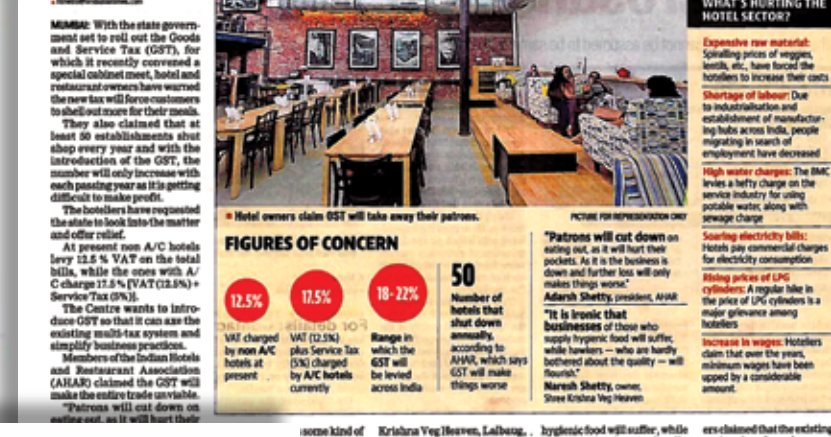
It ordered the civic body to conduct fire audits at 33 eateries and file a report by August 25... The HC judge said that the fire safety norms are being violated in many eateries and hotels... The judge also ordered the civic body to conduct fire audits at 33 eateries and file a report by August 25...



GST will make eating out even more expensive, warn hoteliers

BAD NEWS FOR ALL AHAR claims at least 50 establishments shut a year and new tax will increase this number

MUMBAI: With the state government set to roll out the Goods and Service Tax (GST), for which it recently passed a special cabinet meeting, hotel and restaurant owners have warned the new tax will force customers to shell out more for their meals... The AHAR claims that at least 50 establishments will shut down within a year due to the GST... The new tax will increase the number of establishments that shut down...



Child Labour Bill passed amid doubts over possible loopholes

The Child Labour (Prohibition and Regulation) Amendment Bill cleared by Lok Sabha mandates that adolescents cannot be employed in hazardous enterprises... The bill aims to protect children from hazardous work and regulate their employment in non-hazardous work... The bill has been passed with a majority of 307 votes...



Exclusive Chinese eatery in SoBo now made to dish out Maharashtrian food... Patrons of the 75-year-old Ling's Pavilion in Colaba protest the move, which the owners say was demanded by AHAR following a 'suggestion' by Randas Athawale... The owners claim that the move was a result of pressure from the AHAR...

Strike impact: No exotic dishes at 8K veg eateries

Mumbai: Your favourite paratha, burger or even salad could be the first casualty of the ongoing traders' strike against changes in the Agricultural Produce Marketing Committee (APMC) Act, 1979... The strike has led to a shortage of fresh produce, affecting the availability of exotic dishes in vegetarian eateries... Many eateries have had to resort to using frozen or processed vegetables...

Prices at Dadar table with columns for item name and price per kg. Items include Tomato, Onion, Potato, Capsicum, Bitter melon, Cabbage, Cauliflower, Carrot, Cucumber, Apple, and Watermelon.

Supreme Court: Dance bars can challenge 'impossible' conditions... FIGHT CONTINUES... State expected to try and justify them at next hearing on July 18... The Supreme Court has allowed dance bars to challenge the conditions imposed by the Maharashtra Police Act... The court has set a deadline for the state to justify these conditions...

Hoteliers pose first challenge to state's new dance bar law

Mumbai: Hoteliers and bar owners in Mumbai have posed the first challenge to the state's new dance bar law... The Maharashtra Police Act, 1979, has been amended to regulate dance bars... Hoteliers claim that the new law is too restrictive and imposes an undue burden on the industry... They are planning to challenge the law in court...

Maha will be comfortable with 18% GST rate, says FM

State To Get Loss Payoff In First 5 Years... For ₹7,000cr octroi loss, BMC seeks annual hike of 8% in compensation... Maharashtra will be comfortable with 18% GST rate, says Finance Minister... The state government is expected to announce a 12% increase in the octroi rate to compensate for the loss of revenue from GST... The Finance Minister has assured that the state will be comfortable with the 18% GST rate...



Restaurants find APMC strike tough to swallow... Eateries struggled to source produce yesterday as even substandard vegetables were being sold for as much as three times the normal price... The APMC strike has severely impacted the supply of fresh produce to eateries... Many restaurants have had to source produce from other markets at inflated prices...



Govt dampens the spirit with move to tax liquor traders... Mumbai spared from Local Body Tax to be levied in 25 municipal corporations in the state; retailers warn the burden will be passed on to consumers... The government has decided to tax liquor traders, which has dampened the spirits of the industry... The move is expected to increase the revenue for the state government...

Quality, quantity of veggies drop as APMC strike kicks in... At Last, State Contacts Farm Produce Firms... Veg dishes may go off menus soon... The APMC strike has led to a significant drop in the quality and quantity of vegetables available in the market... Many restaurants have had to remove vegetable dishes from their menus... The state government has finally contacted farm produce firms to source fresh produce...

Maharashtrian Fare table listing various dishes and their prices. Items include Mutton Curry, Chicken Curry, Fish Curry, and various breads and accompaniments.

Govt deregulates veggies, fruits, farmers and consumers happy... Maharashtra deregulates prices of vegetables, fruits, and other agricultural products... The government has decided to deregulate the prices of various agricultural products, which has led to a significant increase in the availability and quality of these products in the market... Farmers and consumers are happy with the move...

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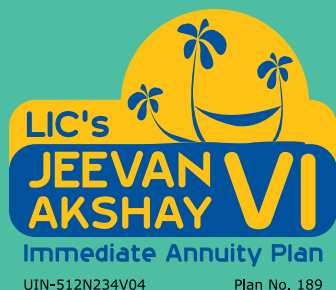
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