



# AHAR

## *Hospitality*

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Airport foodservice sales soar amid record delays pg.20

Operators see India as new land opportunity pg.24

Staying Ahead In the Restaurant Business pg.28

Indian fast food pg.29









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**Dear Esteemed Members,**

**Hoteliers' and 'Moral  
policing'**

At a time when the inflation is at its peak hoteliers' are facing the wrath of moral policing which is adding fuel to fire. As the election season is fast nearing, on the milieu of safeguarding and keep the anti social elements at bay.

However, the restaurants and bars owners are at the receiving end as on various counts right from the basic commodities like Water, Electric bill, Gas price and multiple taxes levied from time to time resulted in closure of more than a dozen hotels in the recent time.

At this juncture hoteliers' need to be united, technology driven and using the social media connect to reach out the entire community, decision makers and political honchos.

The last Annual General Body Meeting (AGM) saw a huge turnaround of suppliers and vendors from all walks of life shows the possibility of new and pragmatic audience for hoteliers and restaurant industry.

We at Forever News take pride in enhance visibility through innovative marketing resources and look forward to mutually benefiting business association.

send your feedback at info@forevernews.in

S. Suchitra

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Cover photo Ambiance fine dine at Kandivali (E)

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## From Managing Editor's Desk

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*Happy New Year to all our Members.*

The election of the **Office Bearers** and installation of new Team is just over. The AGM, Seminar and the Exhibition were super success and the credit goes to the President **Shri Arvind Shetty**, AGM Chairman **Shri Sudhakar T Shetty**, Committee Chairmen and the presence and active participation of all the members. Barely had the new team took over, they had to face the hike in FL III licence by 50%. The President and his team are doing their best to prevail upon the Govt. to withdraw the unfair and steep hike in these times of recession which will hit the hoteliers very badly.

The response to the monthly newsletter '**AHAR Connect**' has been very positive and the purpose of communicating with the members faster has been achieved. The summary of the important issues raised in the monthly meetings are succinctly covered in the '**AHAR Connect**' for the benefit of the members who were not present in the meetings.

We hope that the articles included in this issue are interesting and appreciated by the members. The immense opportunities and the challenges associated with the ever-growing Tourism and Hospitality Industry is very well articulated in the cover story '**The High Potential**'. The Indian tourism is estimated to grow phenomenally in the coming years and naturally the growth of hospitality industry is expected to follow. The Hospitality industry provides more than 8% of the India's total employment. The Hospitality industry offers variety of employment opportunities and numerous diplomas, degrees and even post graduates courses are available to augment ones career as guided in '**Hospitable Jobs**'. The main story shows the positive side of the flight delay in the article '**Airport food service sales soar amid record delays**'.

The **AHAR** website ([www.ahar.in](http://www.ahar.in)) has been totally revamped in association with our web partner **eRegNow.com**. The website now contains all information about **AHAR** and its functions and covers all the activities and details of events of the Association. We have uploaded all the important Court Orders and Circulars from various authorities pertaining to the Hotel Industry. The relevant news items are also uploaded on the website from time to time for the benefit of various visitors to the site in general and our



members in particular. The website will be updated regularly and will make vital information available on a real time basis.

We have started registering the hoteliers online for listing in the site for a very nominal inaugural fee of Rs. 365/- only per annum for members and Rs.990/- per annum for non-members. The associate members will be registered for Rs.1,490/- per annum. Please ensure that you register your establishment at the earliest.

**AHAR** will also shortly feature on social networking sites like **facebook** and **twitter** with which we hope to create better bonding amongst our members. **AHAR** will also be soon introducing a corporate networking application for smart cell phones called '**TEAMCHAT**' which is being developed by Webaroo (of '**Gupshup**' fame), a well-known IT company in the business of Mobile Engagement. This application supports large groups of any size unlike **Whatsapp** or **Telegram**, which can have only limited members. The key innovation of '**TEAMCHAT**' is its smart messages, which summarize and organize the responses. Using this application, we will be able to broadcast messages or discuss crucial matters and get feedback from thousands of our members simultaneously. Now it will make real sense and valid reason for an hotelier to have smart phone which we will ensure that it pays back with various schemes and tie ups with vendors.

We have been repeatedly requesting all our members to provide their telephone numbers, cell numbers and email addresses so that necessary messages can be conveyed promptly. Regular updates are being sent to all the members who have provided their email addresses.

It has always been the endeavour of **AHAR** to keep all their members fully informed with latest information pertinent to Hotel Industry through Monthly News letter '**AHAR Connect**' and Magazine '**AHAR Hospitality**' and now website [www.ahar.in](http://www.ahar.in)

Feedback about '**AHAR Connect**', '**AHAR Hospitality**' and **AHAR** website will be highly appreciated.

**Bhaskar K Shetty**  
Managing Editor

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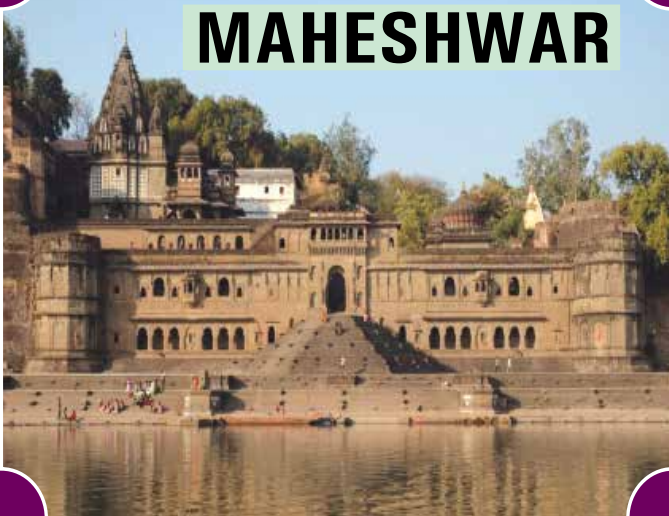
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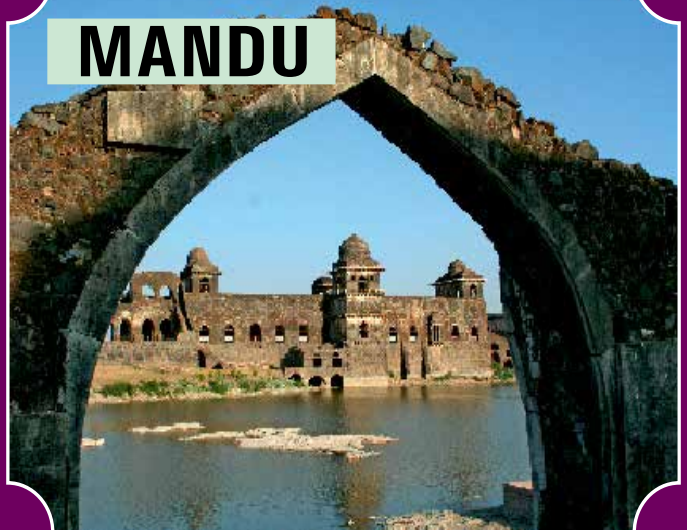
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## From President's Desk

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We would like to take this opportunity to thank all the members for supporting us through the year in each & every endeavour of the Managing Committee & also for re-electing me as the President for the ensuing year.

The Annual General Body Meeting was successfully accomplished through a huge presence of our members & also due to the participation of a large number of Sponsors which contributed to the grandeur of the event. We hope the expectations of our sponsors will be fulfilled through endorsements of the products & services by our members in their Establishments.

In addition to the various petitions filed by our Association, another one had to be filed in the Nagpur High Court against the Minimum Wages Notification which arrived with an exorbitant hike inspite of our timely Representation during the drafting of the same. We were fortunate enough to receive an interim relief from the Hon'ble High Court which directed to pay 70% of the amount mentioned in the draft notification till our matter is properly heard. We had to avail the services of a senior counsel based in Nagpur & the Hotel Association of Nagpur are our co-petitioners in this case.

Our representation to the Tourism Department & the Hon'ble Chief Minister for simplification of archaic laws resulted in the government appointing ACCENTURE to study the same & submit a Report. Our delegation had contributed through various stages of the process & the Report is finally placed before the Government for approval.

We have been in the forefront leading the industry in addressing various issues affecting the Hoteliers not only in the state but also co-ordinating with Associations from other states for common issues. There is a need to strengthen our infrastructure for sustaining the tasks ahead.

A state level organisation is the need of the hour with representations from district associations to effectively address the issues pertaining to the Hotel & Restaurant industry.

In the quest for developing our internal & external communication our recent endeavour of introducing a monthly Newsletter AHARConnect has begun imparting



valuable information to our members. We request our members to avail of the empowering benefits provided through the latest edi-

tions & also help in establishing the Newsletter as a powerful tool for growth of the Association.

We have completely revamped our website [www.ahar.in](http://www.ahar.in) by introducing interesting features for easy interface. All the latest developments including Government Notifications will be uploaded for the benefit of our members on a regular basis. We invite our members' participation in making the website another powerful medium to advance our cause & help us in our endeavour to become the largest & Highly Respected Association in India addressing the needs of the Hoteliers.

It would not be out of place to put on record and acknowledge the enormous contribution of our outgoing lively Hon. Gen. Secretary, **Shri Shashikant Shetty** who was instrumental in obtaining a favourable interim relief in **Minimum Wages WP** in the Nagpur High Court and getting **FSSAI** matter admitted in the Hon'ble Bombay High Court. We also acknowledge the yeoman service rendered by our dashing outgoing Zone V – VP, **Shri Vijay Kumar Shetty** who was always available to alleviate the problems faced by members in and around his Zone. In recognition of his very successful stint as Hon. Gen. Secretary during 2009 – 11 followed by an enterprising achiever as Chairman of Promotion Committee, **Shri Sukesh Shetty** was unanimously elected once again as Hon. Gen. Secretary for the term 2013 – 14. It gives immense pleasure in welcoming him back to the new team. One of the most active Committee Chairmen, **Shri Shashidar Shetty** who earlier worked as Police Committee Chairman and later as Excise Committee Chairman would be a real asset to **AHAR** as the Hon. Jt. Treasurer. We also welcome the soft spoken incoming Zone V – VP, **Shri Ravindranath Nire** in the new team.

We wish you all a very Happy New Year ahead.

**Arvind Shetty**



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## From Hon. Gen. Secretary's Desk

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Dear Members,

I sincerely thank you for unanimously electing me as the Hon. Gen. Secretary of the Association for the year 2013-2014.

I had occupied the post earlier for two years and was reluctant to occupy the same. However, your love and persuasion made me to accept the same.

As you are aware, the industry is passing through a very bad phase. A number of unjustified and impractical rules and regulations have been imposed.

We have left with no option but to fight against it in the larger interest of industry. We are leaving no stone unturned in attending these grievances. We are approaching all the law makers and implementing authorities to redress the genuine grievances of the industry.

The political uncertainty is another reason to worry. We anticipate a stable Government in the State and Central, which will take corrective measures in addressing the genuine grievances.

We seek the support of each and every member through their participation, involvement, support and feed back in matters pertaining to our industry and help us to feel the pulse of the industry.

The first and foremost task in front of us is to continue



our fight against draconian FSSA rules, Service Tax, Minimum Wages, Electricity matters to name a few and make

sure of the survival of the small and medium Restaurants.

We anticipate a sea change in the outdated rules and regulations of MCGM, Police and Excise to suit the present scenario, for which we were putting our efforts and pursuing since last 3-4 years.

We are trying to convince the policy makers the necessity to change to suit the present scenario and also for the growth of Hospitality and Tourism industry.

I urge all members to provide their Complete data, E-mail, telephone numbers etc to update our records and for a faster communication of events, news, developments etc.

I also urge all members to support any products brought through AHAR, as it will be main source of income to meet our ever increasing expenditure through overhead or legal.

Anticipating your whole hearted support.

With seasons greetings.

**Sukesh Shetty**



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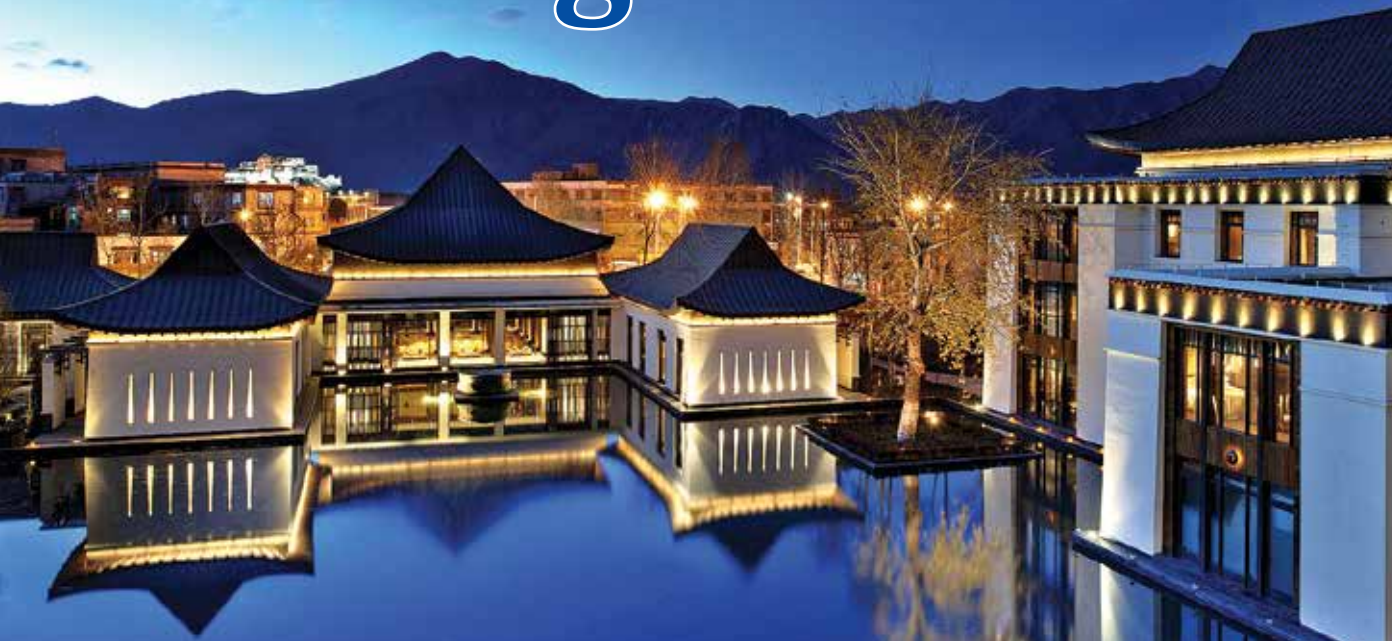
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# The High Potential



Tourism policy of Government of India should aim at speedy implementation of tourism projects, special capacity building in the hospitality sector and new marketing strategies

**O**ne of the most profitable industries of India is the tourism and hospitality industry. The sector contributes a noteworthy amount of foreign exchange to the country's economy. The hotel and tourism segment contributed foreign direct investments inflow worth USD 6,664 million in the period, April 2000 to April 2013. A key component of this industry are hotels which until recently had been posting a robust growth.

Growth opportunities in travel & tourism cannot be realised without the development of the hospitality sector. India presently has an estimated 114,000 hotel rooms spread across various hotel categories.

This is around 150,000 rooms short from what is required.

While the opportunities are immense, there are also challenges associated with it. The Hotel industry universally is sensitive to economic cycles and does face its troughs as well as highs based on the supply and demand of rooms at any point. Specific India issues like poor infrastructure, high cost of land procurement and multiple licences as well as levies accentuates the challenge of development.

Travel & tourism's contribution to capital investment is projected to grow at 6.5 per cent per annum during 2013-2023, above the global average of five per cent.

The Indian tourism and hospitality industry has emerged as one

of the key industries driving growth of the services sector in India. Tourism in India has registered significant growth in the recent years and the country has tremendous potential to become a major global tourist destination.

Indian tourism industry is thriving due to an increase in foreign tourist arrivals and greater number of Indians travelling to domestic destinations than before. In the past few years the real growth has come from within the domestic sector as around 30 million Indians travel within the country in a year. Strong growth in per capita income, rising young population coupled with changing lifestyles are leading to greater expenditure on leisure services.

## MARKET SIZE

The total market size of Indian tourism and hospitality sector stood at US\$ 117.7 billion and is expected to touch US\$ 418.9 billion by 2022.

The foreign direct investment (FDI) inflows in hotel and tourism sector during April 2000 to July 2013 stood at US\$ 6,754.49 million, as per the data released by Department of Industrial Policy and Promotion (DIPP).

Foreign tourist arrivals (FTA) during the Month of August 2013 stood at 4.74 lakh as compared to FTAs of 4.46 lakh during August 2012, registering a growth of 6.4 per cent.

Foreign exchange earnings (FEE) during the month of August 2013 were US\$1.294 billion as compared to FEEs of US\$1.306 billion during August 2012 and US\$ 1.264 billion in August 2011.

The number of tourists availing of the tourist Visa on Arrival (VOA) Scheme during January to August, 2013 have recorded a growth of 29.4 percent. During the period, a total number of 12,176 VOAs have been issued as compared to 9,412 VOAs during the corresponding period of 2012.

## MAJOR DEVELOPMENTS AND INVESTMENTS

India is expected to receive nearly half a million medical tourists by 2015, implying an annual growth of 30 per cent. The country has received 43.06 lakh foreign tourists during the period January-August 2013. India is perceived as one of the fastest growing medical tourism destination. The number of medical tourists coming to India has registered a growth of 40 per cent in the past six months. The inflow of medical tourists is expected to cross 45 lakh by 2015 from the current level of 25 lakh.

The Taj Group has launched The Gateway Hotel IT Expressway Chennai, its first hotel in the city under the Gateway Hotels & Resorts brand.

Marriott International has launched its business hotel brand Courtyard by Marriott at the industrial and auto hub of Chakan near Pune in Maharashtra.

IITC Hotels has tied up with Bahrain-based India-born billionaire Mr Ravi Pillai to manage five of its hotels under the Welcom Hotel and Fortune brands in India and Dubai.

Ecole hoteliere de Lausanne has opened a 67,000 square feet campus in India to tap into the growing demand for skilled hospitality professionals in the country. Located in the newly developed Lavasa Township near Pune, Ecole Hoteliere Lavasa will offer a four-year programme.

Hotels are an important component of the tourism product. They contribute in the overall tourism experience through the standards of facilities and services offered by them. The fortunes of the hospitality industry have always been linked to the prospects of the tourism industry and tourism is the foremost demand driver of the industry.

Travel & tourism's contribution to capital investment is projected to grow at 6.5 per cent per annum during 2013-2023, above the global average of five per cent. The tourism policy of Government of India should aim at speedy implementation of tourism projects, development of integrated tourism circuits, special capacity building in the hospitality sector and new marketing strategies.

## HOSPITABLE FACTS AND FIGURES

● \* The total contribution of Travel & Tourism to GDP, including its wider economic impacts, is forecast to rise by 8.8 per cent pa from INR 3,680.4 billion (US\$ 83.0 billion) (4.5 per cent of GDP) in 2011 to INR 8,523.1 billion (US\$ 191.2 billion\*) (4.9 per cent) by 2021.

\* The Travel & Tourism sector is expected to attract capital investment of INR 1,233.0 billion (US\$ 27.8 billion), rising by 8.7 per cent pa to INR 2,827.5 billion (US\$ 63.7 billion). This means that the sector's share of total national investment will increase from 4.7 per cent in 2011 to 4.8 per cent in 2021.

● The Hospitality industry is the third-largest foreign exchange earner, accounting for 6.23% of India's GDP and 8.78% of India's total employment, according to a report by the Planning Commission.

● Tourism in India is the largest service industry. The travel and tourism sector currently employs 49 million people,

or 1 in every 10 jobs, and this is projected to increase to 58 million, or 1 in every 9.6 jobs by 2020.

● Travel and tourism is a USD 32.7 billion business in India, according to industry estimates; in addition, the hospitality sector is sized at USD 23 billion and is expected to grow to US\$ 36 billion by 2018.

● It is expected that the hospitality sector will witness an inflow of USD 12.17 billion in investments over the next two years, according to market research company Technopak Advisors.



- According to the Planning Commission, the hospitality sector creates more jobs per million rupees of investment than any other sector of the economy. The World Travel & Tourism Council (WTTC), which says India's travel and tourism sector is expected to be the second-largest employer in the world, employing 40,37,000 people, directly or indirectly, by 2019.

- The Indian hotel industry is likely to witness a revenue growth of about seven per cent in 2012-13, according to a study by rating agency ICRA.

- According to the latest Tourism Satellite Accounting (TSA) research, released by the World Travel and Tourism Council (WTTC), the demand for travel and tourism in India is expected to grow by 8.2% between 2010 and 2019. This will place India at the third position in the world. India's travel and tourism sector is expected to be the second largest employer in the world. Capital investment in India's travel and tourism sector is expected to grow at 8.8% between 2010 and 2019. The report forecasts India to get more capital investment in the travel and tourism sector and is projected to become the fifth fastest growing business travel destination from 2010 through 2020.

- According to World Travel and Tourism Council, India will be a tourism hot-spot from 2009-2018, having the highest 10-year growth potential. The Tourism sector is expected to contribute around INR 3,414.8 billion (US\$ 77.0 billion\*) by 2021, according to a report by the World Travel and Tourism Council (WTTC).

- India has been ranked the "best country brand for value-for-money" in the Country Brand Index (CBI) survey conducted by Future Brand, a leading global brand consultancy. India also claimed the second place in CBI's "best country brand for history", as well as appears among the top 5 in the best country brand for authenticity and art & culture, and the fourth best new country for business. India made it to the list of "rising stars" or the countries that are likely to become major tourist destinations in the next five years, led by the United Arab Emirates, China, and Vietnam. [[www.ibef.org/industry/tourismhospitality.aspx](http://www.ibef.org/industry/tourismhospitality.aspx)]

- By 2021, international tourist arrivals are forecast to total 11,149,000, an increase of 6.1 per cent pa generating expenditure of INR 1,344.7 billion (US\$ 30.3 billion\*).

- The average duration of stay of a foreign tourist in India is one of the highest in the world. On an average, it exceeds 27 days in the case of non-package tourist & is 14 days in the case of package tourist.

- Wedding tourism is growing almost 100% on a year-on-year basis. Generally, the ratio of foreigners to Indians in an NRI wedding is 7:3. On an average, an NRI wedding organised in India costs Rs.50 lakh. On an average, 50-150 rooms are booked in a star category hotel.

- Cruise shipping is growing globally at the rate of 12-15% annually. In India the cruise market is in excess of 1,25,000 guests annually and will grow at over 10% annually.

- 22 Institutes of Hotel Management being operated as Centres of Excellence for providing hospitality manpower. The government plans to set up four Indian Institutes of Hotel Management in Uttaranchal, Jharkhand, Chattisgarh and Haryana. To provide training in the area of tourism, the tourism ministry will also start 400 training programmes. Estimates indicate a need for about 15,000 more trained persons in the star category hotels, which includes about 2,700 managers, 2,500 supervisors and about 1,000 staff.

- Online travel industry is growing at a CAGR of 125%. Generating revenues of around \$300-500 million, the size of this industry is around 2% of the entire travel industry, which is estimated to be \$42 billion. Growing at the current rate the online travel industry in India is expected to become a \$2 billion industry by 2008.



by S. Suchithra

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# Mr. P.K. Khaitan

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## Partnering you all the way in Growth

**Q1. What business is your company NeoGrowth into?**

**Ans.** NeoGrowth is into business financing for Restaurant and retail business.

**Q2. Why did you think of Business Financing, when already all the Banks and NBFCs in the country are fighting out for their share in the highly competitive market space?**

**Ans.** Well, I feel we do not face any direct competition as such. What we are introducing to the market is a new category which was never available in our country before. It's called a 'Smart Merchant Advance'. A highly innovative, completely transparent and extremely convenient Business Advance for retail merchants based on Credit/Debit Card sales.

**Q3. What is 'Smart Merchant Advance? Is it any different from a typical Business Loan? What is so unique about it?**

**Ans.** I think it will not be fair to compare 'Smart Merchant Advance' with a Business Loan. The two are completely different. Unlike a Business Loan where the borrower is burdened with a fixed EMI every month, in case of 'Smart Merchant Advance', the repayment amount is realised at an agreed ratio as per daily Card Sales, and this happens automatically through our acquiring bank partners. Here the merchant

pays as he earns. This unique feature is tailor made for merchants as it makes the Advance's tenure and repayment flexible as well.

**Q4. What are the challenges that your company faced in the initial stages?**

**Ans.** It's a new concept in the market and I would say we are still in our nascent stages. Educating the consumers about this new category of finance available, which can help their business grow, has been a challenge. But now with our portfolio showing a healthy mix of industries, spread across geography, reflects that our approach and efforts are bearing results.

**Q5. How will our AHAR members many of whom own or operate restaurants and bars benefit by seeking finance from NeoGrowth?**

**Ans.** Smooth and timely cash flow is one of the key ingredients for success of any business and the same stands good for the F&B segment as well. The need for finance for a restaurateur could be for various reasons, which may include advertising, renovation, extension, expansion, modernisation, staff training or licence renewal. Our initial response from the market reflects a healthy appetite for Smart Merchant Advance from the restaurant segment, as no burden of fixed EMI syncs well with business operations. There is a high penetration and usage of POS machines in this sector. People prefer to pay by cards, which is the base criteria for availing

Smart Merchant Advance from NeoGrowth. AHAR members who own or operate restaurant and bars would find our Advance documentation, underwriting, disbursement, repayment and renewal procedures highly suitable and completely hassle free. Our credit team intends to fully personalise the experience for each and every client keeping utmost confidentiality.

**Q6. Do you provide any other value to your customer beyond the initial money?**

**Ans.** NeoGrowth abides by a philosophy wherein we don't just believe in providing business finance, but rather in being a partner at every stage of growth. Along with sound credit advice we also offer value added services which assists in improving credit scores, so more lenders open up doors for merchants we partner with. We believe in walking the extra mile with our customers and have a platter of credit relevant services, some of which are yet to be launched, such as Aadhar Workshops, Credit Clinics, Mobile App for one touch service requests, renewal, offers etc. Our highly attractive Member Get Member (MGM) program is designed keeping our customer's interest in mind. These services makes our association far-reaching and a valuable experience for both the sides. You can read more about our product and value add offerings in detail by visiting [www.neogrowth.in](http://www.neogrowth.in).

**NeoGrowth Credit Pvt Ltd.** is a fast growing Non-Banking Finance Company registered with the Reserve Bank of India and is a member of CIBIL.

NeoCash, the Smart Merchant Advance offered by NeoGrowth, is the first of its kind business finance option for Retailers, F&B outlets, Healthcare and Beauty providers amongst a host of other categories, with unique features. NeoCash is tailor made for merchants accepting card payments, as it has no fixed EMI and allows Automatic Repayment. The product requires Minimum Documentation, and comes with Doorstep Fulfilment Service.

NeoGrowth has been set up by DK & PK Khaitan in 2011, and Omidyar Networks, a Silicon Valley VC fund, has recently acquired an equity stake in the company. Having piloted the product in 2012-13, NeoGrowth has launched commercial operations in Mumbai and Delhi and plans to expand to other markets in India shortly. NeoGrowth has built AdvanceSuite<sup>®</sup>, the most sophisticated Business Advance platform in the world, which enables seamless enterprise wide workflow integration, automated tracking, robust risk management, reporting and business intelligence capabilities. It also has developed NeoSmart, a user-friendly Mobile App to help its customers report problem, raise query, check offers or renew Advance at a click of a button.



# NeoCash

Smart Merchant Advance

Grow your Restaurant Business,  
the smart way, now!

100% SMART  
RETAILER

100%  
AUTOMATIC  
REPAYMENT

100%  
CONVENIENCE

100%  
DOOR  
STEP  
SERVICE

We appreciate and understand your business needs like our own.

NeoGrowth presents NeoCash, the 1<sup>st</sup> and only *Smart Merchant Advance* in the country for Retailers.

A one of its kind business finance concept in India, based on Card Sales.

It's time you unlock the true value of your assets and improve your business cash flow to reach into the future.

## NeoCash Smart Merchant Advance Plan

Advance amount	Eligibility	Repayment	Service	Repayment amount	Processing fee	Prepayment penalty
Rs. 2 Lakhs to Rs. 20 Lakhs	Min. Rs. 1 Lakh per month sale on card machine for last 1 year	Automatic, from daily card machine transactions	Door-step service	Flexible, based on daily card sales	2%	0%



Condition Apply



"I think NeoGrowth has come up with a very attractive finance option for the Restaurant Business. The product features syncs well with the Restaurant operations. These features are very interesting, and suitable to restaurateurs as it brings good value to the table. All the AHAR members can benefit from this product from **NeoGrowth**" – **Mr. Shashikant Shetty**, Hotel Shashikant, Andheri East

"I really enjoyed the Automatic Repayment facility and then the simple, one call away Renewal process. Keep up your services. All the best to **NeoGrowth**." – **Ms. Zeenobia F. Tavaadia**, Smokin Joes, Phoneix Kurla Market City Mall



"I am very happy to be partnering my business growth with **NeoGrowth**, an organisation which takes immense care in designing tailor made finance solutions for their customers at our doorsteps. Smart Merchant Advance is a unique Business Finance Concept introduced to Indian Retailers. A highly recommended finance option for all! Retailers" **Mr Rajesh Lalit Dhir**, Guddi's Collection, Thane West



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# 34<sup>th</sup> AGM



34<sup>th</sup> AGM- held on 18.12.2013 at Buntara Bhavana Auditorium, Kurla, Mumbai

The day long Event began with inauguration of **Restaurant Business Exhibition** at 10.00 a.m. President **Shri Arvind Shetty** inaugurated the Exhibition and visited all the 52 stalls displaying various products pertaining to the Hospitality Industry.

At 2.00 p.m. Seminar -'A Roadmap for FSSA - Schedule 4 Compliance' was held at Annex building. **Dr. Rashmi Kolhe**, an expert in FSSA laws, explained the laws, its implications and the steps to be taken to avoid any infringement. The interaction session witnessed a number of hoteliers from Mumbai and other Parts of Maharashtra clearing their doubts and getting the required information on the subject matter.



At 3.00 p.m a Panel of Discussion on 'Current Burning Issues' was held at the same venue with representatives of more than 18 Associations of Maharashtra participating and discussing. President **Shri Arvind Shetty** in brief presented the various grievances of the Hotel Industry and the steps taken by Association in addressing the same. It was a lively interaction session, with the entire Participant - Associations pledging their Support to AHAR in its endeavor in addressing the common grievances.

The 34<sup>th</sup> AGM began at 6.00 p.m by lighting the lamps by the Advisors and the Office Bearers.

**Shri Shashikant Shetty**, Hon. Gen. Secretary welcomed the gathering and proceeded with circulated agenda.

- The Minutes of the 33<sup>rd</sup> AGM held on 19.12.2012 was presented by the **Shri Shashikant Shetty**, Hon. Gen. Secretary was confirmed.
- The Annual Report of the activities of the Association during the year presented by the **Shri Shashikant Shetty**, Hon. Gen. Secretary was received and adopted.
- The Audited Statement of Accounts for the year ended 31.3.2013 presented by the **Shri Nitin R Shetty**, Hon. Treasurer was received and adopted.
- M/s **Y.R.Shetty & Co** was appointed as the Statutory Auditors for the year 2013-2014.
- **Adv. D.K. Shetty**, returning officer declared the names of the elected members to the Managing Committee for the year 2013-2014.
- Senior Hoteliers from Zone I to Zone-X were felicitated for their valuable contribution to the hotel industry.
- **Shri Sudhakar Y Shetty**, Ex-President and **Shri Shivanand D Shetty**, Ex-VP were felicitated for their commendable service to AHAR during their tenure.
- Three Employees' children who had secured the highest marks in SSC and HSC in the year 2013 were honoured with Cash Awards as a part of Labour Welfare activities.
- A special award was presented to **Master Nawaaz**, son of **Smt. Hamida & Shri Saleem Nagani** of Market Canteen, Palton Road for standing 1<sup>st</sup> in National level competition.
- The President Award was presented to **Shri**

**Bhaskar K. Shetty**, Chairman -Publications & Technology and **Shri Atif Rasool Soljar**, Committee Member in recognition of their exemplary service to AHAR and Industry.

The President's address was delivered by **Shri Arvind Shetty** in a unique and corporate manner with Power Point Presentations of the various grievances and the steps taken by the Association in addressing the same.

He stressed the need to have a strong membership base for the Association and also a healthy corpus fund, as new problems, injustice, impractical laws are being imposed on hoteliers, which needs to be addressed through courts after failing to get the desired result through negotiations with the concerned authorities and Ministers.

He also sought the involvement of all members in the activities of AHAR. He said we have started monthly newsletters, magazine and updated our website for imparting the latest developments for the awareness and information of all the hoteliers and empowering them with the right ammunition of information, notifications, circulars etc.

The Title Event was sponsored by **Sahara Q Shop**. They made presentation of their products. **M/s Land Trades**, the Associate Sponsor of the event also made their presentation to the audience.

The event was co-sponsored by M/s Coca-Cola and supported by Pepsi and Suvarna Builders.

Advisor **Shri Chandrahas K Shetty** briefed that since the grievances are not limited to Mumbai alone but to the entire State, we should

have a State level Association and address the grievances through participation of representatives of all other Hotel Associations. He appreciated the AGM event presented with lively audio-video displays.

Advisor **Shri Narayana Alva** said that it is the time when all hoteliers unite and pool in their resources to strengthen the Association, which at present is the largest and sole voice of the hotel industry in Maharashtra.

As a part of Labour Welfare activities lucky dip were drawn. Four Prizes sponsored by various vendors was also distributed to the winning hoteliers in the hand of **Smt. Sharmila Arvind Shetty**.

All the Sub Committee Chairmen, Office Bearers and Staff members of AHAR were also recognized and presented with floral bouquets.

The event was compered by **Shri Chandrashekar Shetty** and **Smt. Satwika P Shetty** very proficiently.



The meeting was concluded with vote of thanks by the **Shri Shashikant Shetty**, Hon.Gen. Secretary and recital of National Anthem.





# Bars, restaurants say cheers to easy licensing system in Maharashtra

by G. Subramanian

**M**aharashtra state government's move to do away with eight licences and permits needed today to set up restaurants, bars and hotels will bring transparency and eliminate red tape and corruption, say people in the hospitality business.

Government insiders said that there was agreement on reducing the 38 licences required now to 19 under a single-window system. Some licences and permits would be combined and simplified.

Sources said Maharashtra Tourism Development Corporation (MTDC) will be the nodal agency to seek licences.

A file would have to be cleared within a given time-frame, failing which it would be deemed approved.

"We are going to discuss the draft of the single window with the stakeholders and the various government departments, after which the final model will be evolved for implementation," said a

senior official of the state government. People in the business said global food chains, bars and hotel brands will come to the state with the new system. They said the reform would bring more options and quality for tourists while reducing rates.

AHAR president Arvind Shetty said the move was the need of the hour. "If it is not implemented, Mumbai will lose out to other cities," he said.

Former president of Federation of Hotels and Restaurants Association of India Kamlesh Barot said the next step was to go online for issuing licences. "If we adopt the Singapore model, which has cut 65% of licence fees, then businesses will grow and consumers gain," he said.

Hotels and Restaurants Association of Western India (HRAWI) president Dinesh Advani said the government plan would make the city a "true global metropolis".

# Hoteliers cheer proposal to scrap drinking permits

by Forever News reporter



**M**umbai hoteliers in the city have welcomed the proposal which seeks to scrap the drinking permit system. The proposal was reportedly floated by the state excise commissioner in a draft which will be submitted to the Maharashtra Tourism Development Corporation, citing that the system was redundant now.

Hoteliers said that they had been pushing for the permits to be scrapped for about 15 years. Seven years ago, the proposal was on the verge of being cleared, but was stalled by activists.

In Maharashtra, a drinking permit is required for purchase, transport, possession and drinking liquor. It is the only state in India to have this rule under the Bombay Prohibition Act 1949. It can be obtained by those above 25 years of age. However, this rule has only been a hindrance for hotels and citizens. "It is a rule that is doesn't make any sense. Only the hotels suffer because of it," said Shashikant Shetty, general secretary, Association of Hotels and Restaurants (AHAR).

Shetty said that considering the real estate prices in the city, it doesn't make sense to reserve a section only for drinks. "It also creates a bad impression on tourists who want to enjoy the night life," he added.

Arvind Shetty, president of AHAR, said the rule has become a tool for harassment in the hands of "overzealous" officers. "We are waiting for the permit system to be scrapped," he said.

Of all the strange laws that leash Mumbai's citizens, needing the government's approval to drink your evening tipples must rank as one of the most illogical and anachronistic. This law is also self-contradictory: first, it presupposes you are not fit to drink; it then deems you fit if you can just pay a few rupees to the government! There seems to be two real reasons for keeping this law: one, to fatten the public exchequer; and, two, to leave you (and the bar owner) open to harassment if you don't buy the permit. Laws like this make Mumbai a laughing stock for the rest of the country and the world. The sooner it is binned, the better it is.

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# Airport foodservice sales soar amid record delays

**A**ir travel, buffeted by an unprecedented number of flight delays and cancellations, has become more nerve-wracking except among one particular flight-dependent contingent: the airport foodservice operators who are crediting sales increases of up to 30 percent to departure logjams at terminals nationwide.

Whether air travel chaos can be blamed on a burgeoning number of passengers, gridlock in the skies, an antiquated air traffic control system, extra security since 9/11 or bad weather, the fact remains that as passengers and airlines sing the blues, airport restaurateurs rejoice.

However, as more flyers belly up to bars and restaurants seeking meals, comfort and something to do while waiting out tardy liftoffs, airport concessionaires still face soaring challenges.

The flip side of the rosy foodservice sales picture stems from the fact that most domestic airlines no longer provide full meals aboard flights, putting pressure on operators on the ground to meet hungry passengers' demands for more upscale, sophisticated foods and beverages. If established air terminal restaurateurs don't do that, they risk losing their customers to a growing number of competitors now infiltrating the airport foodservice sector.

## **As record travel delays keep passengers on the ground longer, contract feeders are seeing sales take off with a greater variety of grab-and-go and upscale dining options**

"I can tell you that in this industry, delays are a good thing," says Karen Mirante, director of business operations for Philadelphia-based airport concessionaire OTG Management. "There've been quite a few weather delays around the country, and in all honesty, business has never been better."

For the first half of 2007, all domestic airlines experienced delays in about 30 percent of their flights that averaged approximately 62 minutes in length, the U.S. Department of Transportation reported.

According to Vito Buscemi, culinary manager for Dela-

ware North Cos. of Buffalo, N.Y., its airport foodservice sales, especially in the grab-and-go category, have risen 30 percent over the past year. That'd translate into lots of quick meals for airline passengers, since the company's Vito's Gourmet Deli concept, which offers freshly prepared items to go at 20 airports in North America, sold more than 1 million sandwiches in 2006 alone. Those sales contributed to annual food and beverage sales of \$236.5 million last year for Delaware North's travel and hospitality division, which stands to see a substantial boost in that number for 2007 because of high-flying volumes at air terminals.

"The extended delays have kept business pretty aggressive," Buscemi says. "Everyone is seeing strong increases, especially in grab-and-go because people are still hanging tight to the gate areas. In regard to the airline delays and difficulties, the increase in our sales can be attributed primarily to the airlines' hold-over pattern at the terminals, where in most instances they delay [flights] an hour at a time and strongly encourage passengers to stay close to their gates. This results in consumers needing to eat food items that are quick to purchase, easy to eat, nutritious and of high quality."

According to Stephen Van Beek, former executive vice president of policy for Airports International Council, North America, and current director of the Washington, D.C.-based aviation operations specialist Jacobs Consultancy, the record-high number of flight delays this summer, especially at busy U.S. hub airports, is having a huge impact on consumers and their purchasing habits.

"At connecting hubs, inside the security area, long delays are having a disproportionate impact on travelers, and increased dwell times are creating extra pressure to have good concessions for them," he says.

Van Beek adds that this summer was the worst in terms of recorded delays since 2000, and that was before additional security measures were applied at airports after the Sept. 11, 2001, terrorist attacks.

"The volume of passengers is at record levels and airports haven't yet caught up to the amount of traffic they have,"



he says. “The industry’s delays are the worst we’ve had in seven years so what that really means is more people are waiting for their flights for a longer period of time in larger sterile areas. And with more people waiting this summer, more food and beverage [options] inside that area have become necessary.”

OTG Management’s Mirante says her company also is experiencing double-digit sales growth, much of that in grab-and-go items, thanks in large part to travelers’ increased dwell times.

“Generally, since foodservices aboard domestic flights are limited, it’s so important to be able to provide a good meal for them,” says Mirante, whose company has operations at New York’s JFK and LaGuardia airports as well as at the Philadelphia; Washington, D.C., Reagan; and Tucson, Ariz., International airports.

“If a passenger is delayed two or three hours, he or she is going to want a good meal. And as far as wanting to stay in the gate or go off to eat elsewhere, it depends on what the airline says to them,” she adds. “If they tell them to stick around for a quick departure, then quick-serve or the pre-packaged route—where they can access food pretty quickly, eat it in the hold room or bring it aboard the flight and eat en route—are good choices.”

To compete in the grab-and-go market, OTG has deployed in airports its version of an upscale minigrocery, *Cibo Express Gourmet Markets*, which Mirante likens to a miniature Whole Foods market.

“It offers a number of products, everything from prepackaged salads to savory snacks to chocolates and cheeses, even 12 different types of bottled water. We have found that if you offer people choice it’ll make them happier and they’ll spend more money,” she says of the concept, which currently is available at New York’s JFK and LaGuardia airports as well as at Washington’s Dulles and Boston’s Logan airports. The company says it plans to open two more outposts in Orlando, Fla., and Chicago’s O’Hare airports next year. *Cibo Express’* prices are street-value based, so the costs of items are essentially the same as what consumers pay else-

where in each city. Mirante says the *Cibo* concept also tries to appeal to younger tastes with its newly introduced *Kid Fresh* menu, which offers health-oriented options for children.

“There are a lot of healthy alternatives,” she says, including “gluten-free, veggie and vegan, organic items. You can buy anything from a hardboiled egg to caviar.”

Bethesda, Md.-based travel concessionaire *HMSHost Corp.* also offers an upscale supermarket option to passengers in the airports it serves. The company recently inked a licensing deal with New York-based *Balducci’s Italian Market*, opening a mini-version of that concept at JFK’s Terminal 2 while planning to open a second unit next month in the airport’s Terminal 7. The concept features a sampling of the same freshly made sandwiches, salads, upscale deli products, fruits, vegetables and artisanal breads and cheeses found in the *Balducci’s* chain’s full-sized stores. The items are similarly priced to those available at the high-end flagship store in Manhattan.

Pat Banducci, *HMSHost’s* senior vice president of business development, says the decision to roll out the market-style concept was a response to consumer demand for “healthier and fresher options with a very pleasant ambience.”

“That’s something we think *Balducci’s* brings,” Banducci says. “It’s a bona fide brand that’s successful in New York and gives that sense of place to JFK.”

Banducci, however, says that although grab-and-go items are wildly popular, *HMSHost* is seeing increased sales at its sit-down restaurants in airports, too.

“There has been an uptick in sit-down sales, especially at casual-dinnerhouse concepts,” he says. “People are more willing to sit and escape the harried airport mess, just get away from it for an hour or so.”

To that end, he notes, *HMSHost* has just debuted its latest concept, *La Tapenade*, a Mediterranean grill featuring made-to-order pizzas, sandwiches and paninis, at Chicago’s O’Hare International Airport.

“It’s a proprietary brand that addresses the trend for higher quality ingredients and fresher options,” Banducci says. “We’re looking at a couple of different locations, but [the concept] needs a minimum of 1,500 square feet, which may not seem like a lot but in an airport setting it can be.”

He adds that *La Tapenade’s* sales figures vary from airport to airport, with larger numbers coming from the “bigger hubs like Chicago, where delays have taken place.”

OTG’s Mirante says it’s good business sense to offer different concepts in order to appeal to the tastes and pocket-books of all air travelers.

“We really try to do a combination of things,” she says. “You’ll see everything from sushi and steakhouses to quick-serve options like McDonald’s and Burger King. We serve business travelers with business accounts who want steak and a glass of wine and families who are more value-oriented and cost-conscious.”

For passengers with longer layovers, OTG offers made-to-



order sushi at its Deep Blue Sushi restaurants, which feature sushi chefs, blue-patterned glass tables and overstuffed sofas that let weary guests rest while waiting to board their flights. Other sit-down options are the Cibo Bistro and Wine Bar, which offers authentic Italian cuisine, and Sky Asian Bistro, which specializes in pan-Asian food. Both concepts offer customers a choice of 32 varieties of wine by the bottle or glass.

"Consumers are very savvy," Mirante says, "so we try to be innovative and creative. We know everyone loves to eat, and the more choices we offer, the better for us at the end of the day. Our approach is we don't think of it as airport food; rather, it's dining at the airport."

One big change in foodservice, according to consultant Van Beek, is the switch from master-concessionaire agreements to smaller contracts spread among a variety of operators, with the host airports exerting more control over the offerings and claiming percentages of the profits.

"We are seeing more airports taking a little bit more control," he says. "Under the master agreements, contractors took care of all the concessions and provided a certain amount of the overall revenues. But now there's a tendency to bring in more national and local brands. For instance, an airport might award one contract to one company and another to an entirely different one. They see it as a way to provide more options for customers and generate more revenues for themselves. Non-air revenue is a big deal to airports."

At Dallas-Fort Worth International Airport, whose food-service outlets are self-operated by the airport, concessions executives estimate that annual sales for 2007 will hover around \$105 million. The airport, a heavy connecting hub, in the first half of the year saw a huge jump in the number of flight delays and, in turn, a rise in restaurant sales.

"From the end of May through July, we've had 46 days of either cancellations or delays, versus 11 days from all of calendar year 2006," says Zenola Campbell, DFW's vice president of concessions. "And the delays are generating positive revenues on all fronts because passengers are spending more time in the terminals shopping and dining. Our sales, especially takeout, are better than ever."

According to Ken Buchanan, the airport's executive vice president of revenue management, the sales increase is directly related to recent record rainfalls in Texas.

"We do see an uptick in sales, based on time and what we can expose passengers to in the time they spend in the ter-

inals," he says. "For example, if a delay is less than 40 minutes, passengers will gravitate toward grab-and-go or quick serve, but if it's 90 minutes or more they'll go to the bars, taverns and sit-down restaurants. During inclement weather we've seen sales increases of between 15 percent and 20 percent at sit-downs and slightly higher numbers at bars."

Buchanan also says he's noticed that airport consumers, in addition to wanting higher-end fare, are gravitating toward more ethnic flavors.

"More people are seeking out authentic Asian and Mexican foods," he notes. "We've been upgrading our restaurants, adding more higher-quality sit-downs. Our researchers have come back and told us that customers want more self-indulgent items, luxurious brands, higher-end products—things that will alleviate stress in general."

And the competition to meet those needs is getting stronger. Contract feeders aren't the only ones bidding for space in airport terminals. Commercial restaurateurs are getting in on the game, too.

Bruegger's Bagels, the 259-unit, Burlington, Vt.-based bakery-cafe chain, is opening two airport outposts, one at Boston's Logan International Airport and the other at Cincinnati/Northern Kentucky International Airport. Both stores are expected to be operational by November, and the Boston unit will offer wine and beer on its menu.

James Greco, the company's chief executive says airports are "just another place where there's a concentration of people, generally more affluent. It represents another trade area that should be covered like any other. It's hard to remember the days when you rushed to the airport and got right on the plane. Customers want the same things they can find in their neighborhoods and at their offices that are quick, convenient and moderately priced. They want to feel good about what they're eating."

In addition, celebrity chef Tom Colicchio, proprietor of New York-based multiconcept restaurant operator Craft Restaurants, is said to be interested in opening units of his Wichcraft sandwich chain at airport locations, though no deals have been finalized.

Scott Feldman, Colicchio's agent, says the management of Wichcraft sees airports as "a great opportunity for multiple retail locations. I would say airports probably are in its future."

**By Elissa Elan**  
[www.nrn.com](http://www.nrn.com)

## Five keys to safer food

### Keep clean

- Wash your hands before handling food and often during food preparation
- Wash your hands after going to the toilet
- Wash and sanitize all surfaces and equipment used for food preparation
- Protect kitchen areas and food from insects, pests and other animals

### Separate raw and cooked

- Separate raw meat, poultry and seafood from other foods
- Use separate equipment and utensils such as knives and cutting boards for handling raw foods
- Store food in containers to avoid contact between raw and prepared foods

### Cook thoroughly

- Cook food thoroughly, especially meat, poultry, eggs and seafood
- Bring foods like soups and stews to boiling to make sure that they have reached 70°C. For meat and poultry, make sure that juices are clear, not pink. Ideally, use a thermometer
- Reheat cooked food thoroughly

### Keep food at safe temperatures

- Do not leave cooked food at room temperature for more than 2 hours
- Refrigerate promptly all cooked and perishable food (preferably below 5°C)
- Keep cooked food piping hot (more than 60°C) prior to serving
- Do not store food too long even in the refrigerator
- Do not thaw frozen food at room temperature

### Use safe water and raw materials

- Use safe water or treat it to make it safe
- Select fresh and wholesome foods
- Choose foods processed for safety, such as pasteurized milk
- Wash fruits and vegetables, especially if eaten raw
- Do not use food beyond its expiry date



There is a growing demand for food safety information at the international, national and local level. Working with WHO's network of regional and national offices and partner organizations, the Five Keys messages can be successfully disseminated all over the world. WHO encourages governments, industry and consumer organizations to disseminate this important food hygiene message.

To learn more about the Five Keys and potential collaborations, contact:  
Françoise Fontannaz

Department of Food Safety, Zoonoses and Foodborne Diseases  
E.mail: fontannazf@who.int



World Health Organization

Avenue Appia 20 - 1211 Geneva 27 - Switzerland



World Health Organization

# Prevention of Foodborne Disease: The Five Keys to Safer Food



## Each day thousands of people die from preventable foodborne disease

### Foodborne disease

- Is a problem in both developing and developed countries
- Is a strain on health care systems
- Severely affects infants, young children, elderly and the sick
- Creates a vicious cycle of diarrhoea and malnutrition
- Hurts the national economy and development, and international trade

Food can become contaminated with dangerous microorganisms at any point before consumption.

Following simple food hygiene steps can prevent most foodborne diseases.



Following the Five Keys not only prevents illness from eating contaminated food but also contributes to the prevention of diseases caused by handling infected animals, such as avian flu.

## Knowledge is the key to health

WHO actively promotes the adaptation of global health messages to the local level. Educational projects are being implemented at the community level thanks to a contribution from the United Kingdom (DFID).

The Five Keys poster has been translated into more than 30 languages. WHO has also developed a Five Keys training manual with tips on how to adapt the training program for different target groups (food handlers, consumers, school children, women).

## Proper food handling is key to foodborne disease prevention

### WHO in action

WHO has developed a global food hygiene message with five key steps that promote health. The message explains safe food handling and preparation practices.



The poster is available in a variety of foreign languages in electronic format at:  
<http://www.who.int/foodsafety/consumer/en>





# Operators see India as new land of opportunity

U.S. franchisors head to India to explore the market's potential and challenges

India, a land that was long stricken with poverty, stymied by bureaucracy and at times showed overt hostility to foreign businesses, now beckons with a burgeoning middle class, relaxed restrictions on international investors, and a young population eager to try sandwiches, burritos, pizza and cinnamon rolls.

Also enticing is India's economy, which is growing at a clip of 8 percent annually, compared with the less than 3 percent growth being tallied annually in the United States, according to the International Monetary Fund.

And India's foodservice market is growing at a rate of 5 percent to 6 percent annually, while its quick-service segment is growing by more than 20 percent annually, according to the National Restaurant Association of India in New Delhi. That compares with the U.S. foodservice market's projected growth of about 1 percent annually for the next 10 years, according to The NPD Group, a Port Washington, N.Y.-based research firm.

"I think the opportunities for our industry are enormous," said Scott Chorna, director of international business development for Atlanta-based Focus Brands, which franchises Carvel, Moe's Southwest Grill, Cinnabon, Auntie Anne's Pretzels and Schlotzsky's.

Chorna was one of a dozen foodservice franchisors that participated in a recent trade mission to India organized by the U.S. Department of Commerce's Commercial Service.

While Cinnabon already operates in India, Chorna said that among his other concepts he saw the most potential for Moe's, whose bold flavor profile he thought would appeal to Indian palates and whose stateside competitors had not yet landed in India.

"To see the energy and enthusiasm about how things are going to develop is exciting," he said.

## Know before you go

India's road to opportunity is not without obstacles, however.

Tantalizing statistics from India, such as a 300-million-member middle class — about the size of the entire population of the United States — and labor costs that local operators say can trend as low as 6 percent, can be deceiving, observers said.

U.S. consular officials in Mumbai pointed out that India defines the middle class as those people who have adequate food, clothing and shelter; they don't necessarily have disposable income to spend on meals at California Pizza Kitchen or T.G.I. Friday's, both of which have operations in India.

Richard Rothman, head of commercial services for the U.S. consulate in Mumbai, estimated that about 20 million Indians are what Americans would consider middle class.

No one who spoke to trade mission delegates during their five-day trip to Mumbai, Hyderabad and New Delhi would estimate how many Indians could regularly go out for a \$20 meal.

And although the government, currently headed by respected reformist technocrat Manmohan Singh, has been liberalizing investment restrictions since 1991 and last year removed the cap on the franchising fee that foreign companies could charge, some hurdles remain in place.

For example, National Restaurant Association of India president Samir Kuckreja pointed to a 98-year-old law in New Delhi, where the legal drinking age is 25, that requires an official to beat a drum in the area around an establishment that's seeking a liquor license to make sure no one objects.

American multiunit operators, having to deal with a multitude of zoning regulations, community boards, and local,

state and federal regulations at home, might expect similar layers and varieties of regulations in India's 28 states and seven federally administered territories.

But in India, people in different states speak different languages, with different alphabets, and regional differences have developed over thousands of years.

In fact, according to the NRAI, although south Indian food is the most popular cuisine in restaurants throughout the country, Chinese food is more popular than south Indian food in the north Indian states. Italian is the next most popular foreign cuisine, followed by Japanese, according to the NRAI's Kuckreja.

And anywhere in India, menu adaptation is considered essential. A spokesman for the 22,000-unit Subway chain, which currently has 202 franchised units in India, said that country required more adaptation of the chain's menu than any other country in which Subway operates.

Perhaps the biggest adjustment that needs to be made is regarding protein.

Many Indians are vegetarian. Amit Jatia, managing director of McDonald's India, with responsibility for the south and west of the country, estimates that half of his customers are vegetarian.

The majority of Indians are Hindus, whose religion forbids the consumption of beef. The largest religious minority practices Islam, which bans pork.

So, many chain restaurants, including Subway and McDonald's, have banished those proteins from the menu.

Don Fertman, Subway's chief development officer, noted that his franchisees in some Indian states have separate sections for serving vegetarian and non-vegetarian food.

Fertman said that while his franchisees report labor costs of between 6 percent and 8 percent, food costs are higher than in the United States, especially if any ingredients are imported. Meanwhile, prime real estate prices are comparable to those in the United States, he said.

## Potential payoffs

But those and other obstacles — particularly shortfalls in infrastructure that bring added challenges to keeping perishables items cold while they are being transported to restaurants — have not stopped foreigners from opening franchises in India.

According to a USCS report, there are currently 1,200 franchisors in India, of which about 25 percent are of international origin. USCS valued the current franchise market at \$3.3 billion in all sectors, including food, education, retail and services, and said it had the potential to grow to \$20 billion by 2020.

Among the American franchisors operating in India are Domino's, Baskin-Robbins, Pizza Hut, KFC, Papa John's and Ruby Tuesday.

Johnny Rockets, Carl's Jr., Wendy's, Applebee's and Denny's all participated in the recent trade mission. So did smaller chains, such as 126-unit fast-casual sandwich chain Which

Wich; 120-unit Pollo Tropical; and BannaStrow's, a four-unit crêpe chain based in Miami.

C.Y. Pal, who heads the Franchising Association of India, said international brands appealed in particular to the large number of young people who have studied or traveled abroad.

Pal said franchising already employed half a million people in India and was growing by between 35 percent and 40 percent a year.

"In the U.S., one reads about franchising being about 50 percent of the trade; in India, it's 2 to 3 percent," he said, indicating the potential for growth in the country.

But B.V.K. Raju, who owns a supermarket in the southern Indian city of Hyderabad and is currently working on opening Curves fitness studios, said that most foreign companies don't understand the complexities of the Indian market.

"They just go by numbers and the population," Raju said. "They don't understand that every few hundred kilometers the tastes change. You have to take all of this into consideration, and when you look at it from that standpoint, the market is very small."

John Peddar, executive director for international franchise development for Applebee's, who participated in the recent trade mission, said the family-dining chain would have to serve rice in the south, bread in the north, be alcohol-free and vegetarian in Gujarat and meat heavy in Rajasthan.

He said he had learned that 17 or 18 permits are required to open a restaurant, "and you need to know how to work that process."

Regional variations with regard to liquor licenses are also daunting, he added, noting that in Chennai, the capital of Tamil Nadu state, an establishment needs at least 20 beds to get a liquor license.

"In other states that's not the case," he added. "In some states liquor licenses are very inexpensive; in other states they're very expensive."

Henry McGovern, chief executive of Applebee's franchisee AmRest and a partner in Starbucks Corp., was on the trade mission as a consultant to Which Wich chief executive Jeff Sinelli. He said that in Hyderabad, in the state of Andhra Pradesh, some restaurants have single-day liquor licenses, which cost about \$150. They obtain the licenses for weekends, when they do most of their business, and forego them during the middle of the week,

he added.

McGovern said he was encouraged by the enthusiasm of potential franchisees.

"It's really refreshing how many entrepreneurs are here," he said during the trade mission. "It feels real."

He added that he thought the level of development was similar to where China was seven years ago and where Russia is today.

"It's been a very encouraging week," said Phil Crimmins, president of the Applebee's international division, at the end of the trade mission. He added that he was "pretty confident" he would be able to sign a franchise agreement with someone his group met during the trip, possibly between now and the end of the year.

\_by Bret Thorn

# 'Hotel rates fall in Mumbai, Delhi; rise in Goa, Kochi'

by Forever News reporter

**H**otel prices in major cities, including Mumbai, Delhi and Chennai, fell in the first half of this year even as destinations like Goa, Kochi and Bangalore saw a hike in rates, according to a report.

Of the 10 major destinations, Chennai saw the sharpest fall in prices by losing eight per cent to an average of Rs 5,861 during the first half of this year compared to Rs 6,353 in the same period in 2012, says the latest Hotel Price Index (HPI) report by Hotels.com.

Pune was the second major destination that saw a decline in prices by five per cent to Rs 5,383, compared to Rs 5,650 last year, mainly due to more supply over demand. Both in Delhi and Jaipur, prices fell by four per cent each.

Hotel prices in Delhi declined to Rs 6,511 in the first half of this year compared to Rs 6,797 in the comparable period 2012, the report said. In Jaipur the prices went down to Rs 4,646 in H1 of 2013, compared to Rs 4,839 in same period in 2012. Kolkata saw a decline of three per cent during the period under review at Rs 6,269.

Mumbai and Hyderabad witnessed a decline of two per cent each to Rs 7,971 and Rs 5,454, respectively. However, destinations like Goa, Kochi and Bangalore noticed a rise in hotel prices, the report said. Kochi saw a rise of four per cent in hotel prices to Rs 5,123 in the first half of 2013, compared to Rs 4,931 in 2012. While



Goa noticed a rise of three per cent to Rs 5,225. Bangalore recorded a marginal rise of one per cent in hotel price to Rs 6,133 compared to Rs 6,067 in the same period last year, the report said.

The first half of 2013 witnessed fluctuations in the value of the rupee and it gave a boost to the domestic tourism as the government made efforts to attract international travellers, the report added.

Prices paid by hotel guests across the country rose by 1 per cent in the first six months of the year to an average Rs 6,025, the report said.

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## Skilling India for Next decade Through - Hospitality Industry

by Forever News reporter

**T**he All India Council for Technical Education (AICTE) is implementing the "National Vocational Education Qualification Framework" (NVEQF) to equip the students with skills and general education through short term, structured and job oriented courses in AICTE approved Engineering Colleges, Polytechnics and other Non-AICTE approved Colleges.

The Ministry of Human Resource Development (MHRD), Govt. of India has issued an executive order regarding implementation of NVEQF. Under the proposed Framework, a student can study for

a Vocational Diploma and/or Degree (B.Voc) depending on the accumulated credits by undergoing various modules at levels through 1-7. NVEQF provides for multiple pathways between formal, vocational education and job markets.

Focussing on this strive, AICTE, has identified 15 vocational education sectors along with more than 50 specializations for implementation. It has organized NVEQF workshops for the development of Skill & Education Content for the sectors like Automobile, IT, ITes, Telecom, Communication, Entertainment, Tourism, Hospitality, Construction, Infrastructure, Agriculture and Paramedical, Apparel & Textile, Culture, Adventure Sports, Media etc.

Several workshops have been conducted in various States for institutionalising the same. Details of NVEQF are available at link [www.aicte-india.org](http://www.aicte-india.org)





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# Staying Ahead In the Restaurant Business



by Bhaskar K. Shetty

**Agreed, the restaurant business can be an extremely lucrative one, but cutthroat competition has meant that new, innovative strategies are needed to grow and survive**

**There are thousands of new restaurant businesses that are starting operations in what is an increasingly competitive and saturated market. Specialty convenient stores and fast-food chains are also entering the turf traditionally occupied by restaurants. Consumers are becoming more savvy and demand only the best and high-quality ingredients at the lowest prices. Zooming food inflation has taken another hefty bite away from already shrinking margins.**

**In the face of this grim scenario, what can a restaurant owner do to ensure that he survives, and more importantly, stays ahead of competition? Here are a few strategies to explore:**

## ▣ **What goes into your food?**

Make it a point to source only the freshest ingredients for your dishes. There could be many instances where your food might end up costing more than the hotel next door—but mention the fact in your menu card. As the wise men said, 20% of your customers land up giving 80% of your business. And your repeat customers are those who become so because of the care that a restaurant owner provides.

## ▣ **Go Green**

Use environmentally friendly and biodegradable items for all your packaging. Use recyclable material whenever you can. Not only will you bring down your packaging and handling costs over the long run, your business will also be ready for any eco-friend-

ly regulations that may be imposed by statutory bodies in the future. Think about meeting your electricity needs through solar power. A number of state governments, in an attempt to boost alternative sources of energy, have been offering solar cookers at a steep discount.

## ▣ **Never forget to smile**

Of course, you are in the business because of the returns that it generates, but never forget the fact that the business is supposed to be a fun business! You can have the best of décor with the minutest attention to detail; the hotel could also be setting new hygiene and cleanliness standards in the business. But the key differentiator is in the way staff handle themselves. Various surveys over the years have indicated that diners would always consider revisiting a restaurant if they felt that the staff was more warm and customer-friendly.

## ▣ **Recruit the best**

Sure, they come at a cost—but you do remember the old adage about peanuts and monkeys. The discerning customer would realize the difference between an authentically cooked entrée and another which has been made by reading the pages of a cookbook. Again, since senior staff members are in constant touch with their subordinates on a one-to-one basis in this business, these senior managers must not only be efficient but must also be capable of motivating and mentoring their junior staff.

## ▣ **Expect the unexpected**

If anything can go wrong, it just might go wrong—almost always—in this business. Unexpected government diktats, sudden staff exits, adulterated ingredients, kitchen mishaps... the list of potential nightmares that faces an entrepreneur is long and scary. Staying a couple of steps ahead is the only solution...

# Indian Fast Food

by G. Subramanian



In a megapolis like Mumbai, the word 'Pizza' conjured up some vague vision of a dish like 'Uthappa' - the south Indian staple, ubiquitous to every Udipi restaurant in town. Yes, pizzas were available but only at very upscale restaurants, at prices too sizzling for ordinary pockets to stomach.

Yet, as our bellies got accustomed to late night Hollywood movies aired on select TV channels, our brains faced the assault of witnessing pizzas, burgers and the likes being gobbled by foreign actors. Names such as McDonald's, Pizza Hut, Kentucky Fried Chicken (KFC) and a motley others, soon became known to Indians. We yearned to taste these "delicacies" from distant lands while munching on the 'vada pav' bought at the friendly neighborhood greasy vendor. We blamed our governments for depriving us of these gastronomic much as kids blame parents for keeping them away from objects perceived as sinful.

And yes, our prayers for such delights to be readily available were soon answered as governments in New Delhi changed and foreign food chains were allowed to open franchises here. The disdainful 'vada pav' vendor was left gazing over fumes of his smoldering pan as loyal customers began vanishing rapidly. Snacking on littered streets was giving way to plush interiors as burgers, pizzas, hot dogs, fried chicken and sandwiches that claim to contain calories sufficient to measure on the waistline mushroomed in plush malls and other neighborhoods.

With surplus income despite burgeoning fuel prices and frequent hikes in all commodities, foreign fast food outlets were here to stay. Multi-billion dollar advertising and promotion budgets at disposal, the aroma of 'vada' frying on street side was soon over-

whelmed by glitzy posters at public places. Drops in prices to introduce new items on the menu backed by massive ad campaigns soon saw the "phoren" chains welcome newer clientele, from the assertive CEO to the meek domestic helper.

While the partisan cry fouls over the decline of Indian values over a Happy Meal, the fact that strikes like a sledgehammer is: Foreign fast food giants are here to stay and prosper. CRISIL, according to media reports, had estimated the foreign fast food industry in India would cross the Rs.70 billion mark in three years beginning April 2013. That a credible and respected agency such as CRISIL should make this observation only proves that the Indian palate is changing rapidly. Fast food franchises are expanding their network across the country rapidly.

The phenomenon does not however augur evil for Indian restaurants or street-side snack sellers. It only heralds the beginning of a new era during which the overfed restaurateur will have to tighten his belt and find new ways and means of retaining clientele for the once favored 'thali' - a combo-meal of veggie or non-vegetarian dishes and side dishes.

But what is alarming is the apparent complacency of Indian restaurateurs to develop and deliver local fast food into foreign markets. Foreign nationals are not averse to Indian fast food and exporting our street side 'vada pav' culture to the Wall Street could well prove to be a profitable venture. Admitted that our chefs would have to tone down the spice content considerably and price the snack economically enough to counter the burger threat. And in most cases they would have to find ingenuous ways and means of promoting the 'desi' stuff, in the absence of multi-million dollar advertising budgets for such a foray. Above all, Indians will have to maintain a consistency like 'Uthappa' batter, where product and service are concerned.

Indians, often called 'copycats,' can learn vital lessons from the Chinese. Entrepreneurs from China have successfully penetrated every known global market, opening ethnic eateries even in sinfully expensive areas of major cities. They serve noodles, steamed rice and other typical Chinese fare at a fraction of the price their Western counterparts charge.

The question restaurateurs and entrepreneurs should ask themselves is: "Why should Indian cuisine abroad be reputed only for biryanis and parathas and the like?" We live in land blessed with food styles as diverse as its people. India has more snacking items than any other country and it is high time that "dosas" dominated Downing Street.

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# Hospitable Jobs



by Forever News reporter

**A**t an all-time high, the hospitality industry is diverse and offers people the opportunity to work in different areas and still be employed within the same industry,

Does the idea of sitting in an office from nine to five turn you off? Are you looking for a career with plenty of variety? Like food? Enjoy travelling? Then a career in the hospitality industry will be very rewarding.

Though the hospitality industry is exciting and glamorous, working in this industry involves long hours of work, double shifts and weekend work. Basic skills required to make a career in this sector include immense hard work, a service oriented mindset, strong communication skills, a professional composure at all times, and presence of mind that enables you to take decisions on the spur of the moment.

“For managerial positions, one needs additional skills that include financial and business management skills, marketing and public relations skills, etc.

Strong human resource management skills are a must in an industry where the staff turnover is high. Recruiting the right staff and managing them well is the key to providing excellent customer service. Although these qualities may seem simple, they are constantly put to test by customers.

The industry is very demanding. Regardless of where you work, you will be required to exceed guest/ customer expectations to ensure that their experience is valuable, pleasant, and memorable,” shares Ritu Singh Verma, regional director, human resources, South Asia, Starwood Asia Pacific Hotels and Resorts.

In terms of educational qualifications, various diplomas, degrees, and a postgraduate (degree/diploma) in hospitality management are available. In addition to this, students can also opt for a management degree if they wish to take up an administrative profile. Moreover, there are certificate courses available in a few selected domains which students can opt for after class X or XII. These certificates add value to one's portfolio.

The hospitality industry offers various career paths for

freshers, who gradually work their way up to the management level. Career counsellor Swati Salunkhe elaborates, “Jobs are available in cabin crew management, event management, conference managers, tour managers, restaurant managers, guest managers, fast food joints management, club management, recreation and health centre management, cruise ships, hotel management, hospital administration and catering, institutional and industrial catering, airline catering and cabin services, manufacturers and suppliers of hotel and restaurant equipment and services, hotel and catering institutes, hotel and tourism associations, etc.”

“There are numerous options and avenues available for anyone who is keen to enter the industry. In order to build the requisite vocational skills, one can begin at an entry level or can also start in the position of a management trainee. After a certain period of time and after the successful completion of the training programme, one can reach the supervisory level or also commence their internship as a corporate trainee. One can also aspire for the position of an assistant manager,” shares Mohammad Labban, general manager, Hyatt Regency.

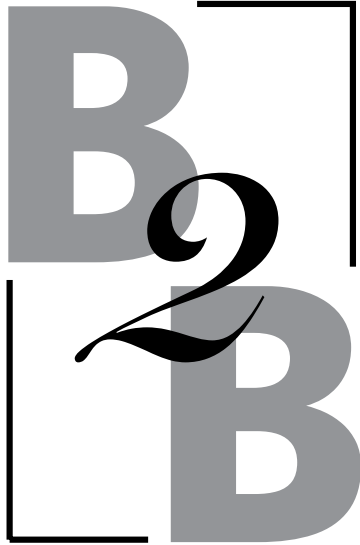
While the number of profiles available is vast, certain professionals choose horizontal growth over a vertical promotion. “A number of professionals move sideways, progressing to a similar level position, to a different part of the industry. For example, a reservations employee can move to a revenue management stream or the front office. Setting your goal and gaining appropriate experience is what makes you climb the ladder,” explains Verma.

An entry level hospitality trainee can expect a starting salary of Rs 18,000 to Rs 22,000 per month. However, the salaries go up steeply with considerable experience as the employee moves up the ladder.

While you may have to put in a number of hours on duty and work in a noisy, sometimes high pressure environment, the industry gives its employees a number of opportunities to travel and meet new people on the job.

Each day is different, bringing in new challenges and increasing job opportunities.





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