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Dear Esteemed Members Seasons greetings,

Many businesses in the hospitality industry, both small and large have difficulty in

understanding their human resource and employment relations obligations whichever country or countries they operate in. This is understandable given the raft of legislation and regulations governing (drowning) the employment environment in which governments seem to revel in. The hospitality industry is certainly no exception and in many cases is more complex than the average business.

In this edition we touch base various issues pertains to the industry and the way to overcome in terms cost effective approach, recent minimum wage hike by the govt. and the way to keep the industry alive.

I am sure you fine this edition quite useful.

Look forward to your feedback.

S. Suchithra





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#### From Managing Editor's Desk...

Our cover story in this issue brings to light an interesting aspect on Indian foods which is fast gaining momentum in the West and Middle East. What happens with respect to the Indian food is that the masala makes the taste bud to flourish the business in the hospitality space.

The time is ripe for the Indian Hospitality sector which has witnessed an ever increasing demand for organic menus and foods that are authentic and certified as organic. At a time when Quick Service Restaurants (QSR) play a crucial role in providing quick foods, there is an alarming deterioration in quality of the food stuffs provided. The good looking polished and neatly manicured food products may be surely appealing to the eye but whether it is safe to be consumed is yet another premise that needs some serious thinking.

While we look at the Indian Hotel and Restaurant business, of course the growth path is steep with a paltry profit as more and more consumers look forward to quick and healthy eating which promulgate to organic route. Quick fix foods, 'heat it and in a minute you eat it' style of foods fit in perfectly for 'on the go' people. The Indian cuisine is one of the most sought after food culture globally in sharp contrast to the west. The survival of Indian restaurants is perceptibly exigent due to factors such as intensive labour requirements, high input costs, multi taxation and uneven demand supply mismatch and socio economic conditions.

To address this situation the only way to technological upgradation and effective usage of social media and area specific business promotions. Use of consultants to the business and implementation of new business models need to be applied at frequent intervals and strategic planning will lead to forecast the growth prospects. Need to review the checks and balances will help uninterrupted supply chain management as many banks are offering bridge loans to address the sudden demand for money. It's that time of the year when the hospitality industry brings to the fore season specific promotions and offers to rope in business. The monsoons brings with it interesting sales strategies across categories.

Healthy competitions among hoteliers are a win-win situation for both hoteliers' and consumers as hoteliers tend to bring innovative recipes and new food preparations which will attract new breed of consumers.

#### Bhaskar K. Shetty

Managing Editor bhaskarshetty007@gmail.com

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#### From the President's desk

The new financial year commenced with the Hon'ble Bombay High Court dismissing our petition against Service Tax imposed upon air-conditioned restaurants over & above a state level VAT applicable on the same component in a restaurant bill amounting to Double Taxation for our customers. As members were disappointed with the above verdict, the association after discussing the same amongst senior advocates, decided to file a Special Leave Petition in the Hon'ble Supreme Court. Senior Counsel Advocate Mukul Rohtagi, who represented us during the first hearing subsequently, became the Attorney General of India.

We welcomed the new government at the centre with a memorandum to address the various issues affecting the Hotel industry and fulfil their poll promises.

A major initiative in the form of data collection of members was under taken to further strengthen our internal communication. M.G.L was persuaded through a representation by AHAR to accept a Bank guarantee in lieu of deposits above Rupees One Lakh, which in turn provided our members an opportunity to earn interest on the amount released.

Members who were suffering due to the exorbitant electricity charges levied by B.E.S.T heaved a sigh of relief after the Hon'ble Supreme Court ended state monopoly in distribution of electricity through a landmark judgement, primarily due to the efforts of AHAR Member Mr Guruprasad Shetty, who vigorously pursued the matter as his plea for a cheaper supplier was earlier rejected.

The State Government in an attempt to circumvent the contempt petition in the Hon'ble Supreme Court against non-renewal of performance License, completely banned dance performances in eating house, beer bars and permit rooms in Maharashtra, including the earlier exempted categories of Hotels above three star rating.

The Assistant General Manager, R.B.I has assured our Association Members of prompt action against individual Banks, if they fail to fulfil our legitimate request for coins to operate our business.

A detailed presentation was also forwarded to the Union Ministry of Finance for consideration during preparation of the Budget.

#### Arvind Shetty

President arvind\_shetty605@yahoo.co.in



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Indian Hotel & Restaurant fully endorse the vision of Prime Minister Shri Narendra Modi of Current government thinking of Post Independence India with good and transparent Governance. It is observed that over the period of time, we are still having the hangover of Colonial era of Control and Fear.

AHAR feels that the ruling system should of post independence India and not to **carry** forward rules and Regulations of pre independence India. The Rules like Bombay Police Act framed in 1951. Mumbai Prohibition Act formed in 1949, Bombay Municipal Act 1988, all formed 5-6 decades back and still followed needs drastic changes. The difference between the Government Rules by British and Modern India should be by citizens, for the citizens, transparent and not of control and fear.

The need of 42 licenses / NOCs for a Restaurant is nothing but control through rules and regulations without giving an opportunity to the industry to grow.

Modern India needs the outdated laws, rules, regulations to undergo dramatic change to suit the present time and changing scenario, which should be growth oriented ,where all should grow without fear or being controlled and harassed.

We had forwarded our Suggestions of the entire Hotel industry of Maharashtra to the Prime Minister Shri Narendra Modi.

Our main objective is to safeguard the interests of our

#### From Hon. Gen. Secretary's Desk

members through representation of various issues affecting the growth of the industry with Central, State, & Local administration. We also create awareness amongst our members about the various Laws governing the Hotel Industry & educate them about the latest industry Trends to develop their business.

Hotels & Restaurants may be awarded an infrastructure status & provided a level playing field for growth as at present it is burdened with Over-Regulations, Multiple Taxes, High cost of Food, Fuel, & Wages. The Hotel & Restaurant Industry if nurtured & allowed to grow will be able to generate maximum employment & also facilitate Tourism. The Hotel Industry in India is highly Over-Regulated due to the requirement of multiple Licenses & the process of obtaining the same is cumbersome, expensive, & time consuming.

#### LABOUR LAWS

Complete overhaul of the Labour Law needs to be undertaken in consultation with all the stakeholders to bring it on par with international practices where for provision Training & Development cost is allowed to be deducted from minimum wages for generating more trained manpower & alternatively be allowed to recruit people as apprentice who can be trained & subsequently provided permanent employment in our establishments. Hotels & Restaurants may also be withdrawn from the list of hazardous industry as it has to provide internship to students from catering colleges. We are perfectly placed to work as partners in the governments dream project of Skilling the vast majority of the populace through National Skill Development Corporation **FSSAI ACT** 

The Hospitality industry in India has undertaken Self Regulation to meet the highest level of quality and Standards. Increased competition within the industry and the priority to Goodwill over profits has initiated an enhanced focus on quality control and ensuring that the best quality products and services reach the consumer. The health, safety and welfare of the public were well addressed by the Prevention of Food Adulteration Act 1954. which was followed by most of our members without any difficulty.

The recently introduced FSSAI Act was welcomed by the industry but upon studying the same, we noticed that we have been clubbed together with Manufacturers and Food processing industry, which is totally different from the hospitality industry.

Further, such directions in the objectives are possible to be incorporated by providing adequate space, facilities and functional areas in proposed or new set up but it is impractical in the existing units which are struggling to contain and conduct business without compromising quality or safety today. Therefore, applicability of the above structure is impractical and illusionary.

In the alternative, we have requested to consider the hospitality industry as a separate industry substantially different from the food products manufacturing industry and consider the prospect of involving the industry players in the process of regulating them under a separate enactment.

Ambiguity in Rules may be removed as in the case of FSSAI act where Food Manufacturing, Processing & Restaurants are clubbed under the same License conditions which allow ample room for discretion. On the one hand no standards are defined for food sourced from a farmer or fisherman but the same product is regulated in a Hotel / Restaurant for contamination or presence of residual pesticides. Also provision for Registration of Hawkers is contrary to the Supreme Court Judgment which disallows cooking food on the streets. Also despite very clear provision in FSSA, about this being the only law governing food related business, we are still required to obtain licence from Municipal Corporations separately.

#### SERVICE TAX

The growth of the Industry is severely impeded since the imposition of Service Tax on A/C Restaurants which has become a contentious issue due to double taxation over & above the state Taxes levied on the sale component. This is despite clear position in Article 366 of our constitution; resulting in numerous writ petitions in practically each and every High Court of our country.

Mr Sushil Kumar Modi, who was the Chairman of the Empowered Committee of State Finance Ministers constituted for the implementation of the Goods & Service Tax has also recommended the abolition of Service Tax in Hotels & Restaurants to the Centre in order to avoid double taxation levied by Centre as well as the States and the anomaly needs to be rectified in the larger interest of the people by bringing the above Service Tax under negative list till the introduction of G.S.T. Once the Goods & Service Tax is introduced, it will automatically be brought under tax as the State would get the right to levy Service Tax.

We look forward for the active involvement of each and every hotelier in various fields in strengthening the Association. We request all members to send their cell numbers, Email addresses so that the valuable communications from the Association reach them in time.

#### Sukesh Shetty

Hon. Gen. Secretary sukesh2205@gmail.com

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he mouth watering Indian cuisine encompasses a wide variety of regional cuisines native to India. Given the range of diversity

Indian Ca

in soil type, climate and occupations, these cuisines vary significantly from each other and use locally available spices, herbs, vegetables and fruits. Indian foods are also heavily influenced by religious and cultural choices and traditions.

If one looks at the developments of these cuisines all have been shaped by Dharmic beliefs, and in particular by vegetarianism, which is a growing dietary trend in Indian society. There has also been Central Asian influence on North Indian cuisine from the years of Mughal rule. Indian cuisine has been and is still evolving, as a result of the nation's cultural interactions with other societies.

Historical incidents such as foreign invasions, trade relations and colonialism have also played a role in introducing certain foods to the country. by G. Subramanian

For instance, potato, a staple of Indian diet was brought to India by the Portuguese, who also introduced chillies and breadfruit. Indian cuisine has also shaped the history of international relations; the spice trade between India and Europe is often cited by historians as the primary catalyst

for Europe's Age of Discovery. Spices were bought from India and traded around Europe and Asia. It has also influenced other cuisines across the world, especially those from Southeast Asia, the British Isles and the Caribbean.

Indian cuisine reflects a 5000-year history of various groups and cultures interacting with the subcontinent, leading to diversity of flavours and regional cuisines found in modern-day India. Later, mughals, British, and Portuguese influence added to the already diverse Indian Cuisine.

A normal diet in early India consisted of vegetables, fruit, grain, eggs, dairy products, honey, and sometimes meat. Over time, segments of the population embraced vegetarianism. The advent of Buddhism affected this shift, as well as an equitable climate permitting a variety of fruit, vegetables, and grains to be grown throughout the year. A food classification system that categorised any item as saatvic, raajsic or taamsic developed in Ayurveda. The Bhagavad Gita prescribes certain dietary practices (Chapter 17, Verses 8-10). During this period,



consumption of beef became taboo, due to cattle being considered sacred in Hinduism. Many Indians continue to follow this belief, making the use of beef in Indian cuisine somewhat rare. Beef is generally not eaten by Hindus in India.

During the Middle Ages, several North Indian dynasties were predominant, including the Gupta dynasty. Travelers to India during this time introduced new cooking methods and products to the region, including tea and spices. Northern India was later invaded by Central Asian cultures, which led to the emergence of Mughlai cuisine, a mix of Indian and Central Asian cuisine. Hallmarks include seasonings such as saffron.

Indians consider a healthy breakfast important. They generally prefer to drink tea or coffee with breakfast, though food preferences vary regionally. North Indian people prefer roti, parathas, and a vegetable dish, accompanied by achar (pickles) and some curd. People of western India prefer dhokla and milk and South Indians prefer idlis and dosas, generally accompanied by various chutneys.

Lunch in India usually consists of a main dish of rice in the

south and east, or whole wheat rotis in the north and west. It typically includes two or three kinds of vegetables, and sometimes items such as kulcha, naan, or parathas. Along with dessert, paan (betel leaves), which aid digestion, are often eaten after lunch in parts of India.

Indian families often gather for "evening breakfast," similar to tea time to talk, drink tea and eat snacks. Dinner is considered as the main meal of the day.

There are many dietary restrictions that people follow based on the religion or faith they profess. Many Hindu communities consider beef taboo. Since it is believed that Hindu scriptures condemn cow slaughter, beef consumption has been banned in many states in India. Followers of Vaishnavism generally do not eat garlic and onions because they are advised against it in the Bhagavad Gita. Jains follow a strict form of vegetarianism, known as Jain vegetarianism, which in addition to being completely vegetarian, also excludes potatoes and other root vegetables because when the root is pulled up, organisms that live around the root also die.

#### **Etiquette of Indian dining**

Traditionally, meals in India were eaten while seated either on the floor or on very low stools or cushions. Food is most often eaten with the right hand rather than cutlery. The left hand is used to serve oneself when the courses are not served by the host. Often roti is used to scoop curry without allowing it to touch the hand. In the wheat-producing north, a piece of roti is gripped with the thumb and middle finger and ripped off while holding the roti down with the index finger. A somewhat different method is used in the south for the dosai, the adai, and the uththappam, where the middle finger is pressed down to hold the crepe down and the forefinger and thumb used to grip and separate a small part. Traditional serving styles vary regionally throughout India. Contact with other cultures has affected Indian dining etiquette. For example, the Anglo-Indian middle class commonly uses spoons and forks, as is traditional in Western culture. In South India, cleaned banana leaves, which can be disposed of after meals, are used for serving food. When hot food is served on banana leaves, the leaves add distinctive aromas and taste to the food. Leaf plates are less common today, except on special occasions.



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# HOW TO SURVIVE IN REVIVING RESTAURANT MARKETS?



estaurants that survive the shakeout face new challenges in market constantly.

The volatile market conditions keeps the demeaned supply equation o a new high, the primary marketing objective of all competitors in the restaurant industry, after being hit by recession, is to retain their existing customers and sustain a meaningful competitive advantage that will help ensure the satisfaction and loyalty of those customers. Thus, a restaurant's financial success depends heavily on its ability to achieve and sustain a lower delivery cost or some Unique Selling Preposition (USP) or customer service superiority.

To survive and keep a successful and strong position in the still reviving market, restaurants should address the following concerns:

High price point: This is one of the biggest weaknesses of the Fine dining segment. It is also a starting point to analyse and offer an alternative in order to stay competitive. A restaurant can create distinctive pre-fix menu that attracts the customers and strengthens the brand loyalty. Your company has to be careful with

> the costs of food and service while offering the lower price for the same quality.

High operations costs: High-end segment of the restaurant industry requires more money and dedication in terms of running the operations and keeping the service and food quality consistent. This would require more qualified management team, valet service and a highly qualified kitchen staff.

Increasing price of supplies: Prices of essential supplies increased by 12% - 14% in 2014 and drove up the overall cost of food. In such a scenario, your restaurant should actively pursue and set price arrangements for certain amount of supplies used in restaurant operations.

Impossible or troubled compliance with company's policies and regulations internationally: For international expansion, it is one of the major points to pay attention to because it is a struggle keeping the brand name, staying true to the traditions and maintaining the same quality of the product.

Government policies and regulations: Regulations in safe food handlings as well as requirements of ingredients disclosure can affect the costs of operating and consequently the bottom line.

Maintaining the momentum: Restaurants need to work really hard to keep the buzz around them alive. They need to work on increasing

the brand name awareness and attracting new demographics through new advertising campaigns, new offerings on the menu or design updates.

Franchise system: One of the company's strategies should be to expand and develop the relationship with new and existing franchisees in order to grow business.

Profitability improvement: There are several ways of driving the sales up and keeping the expenses under control - creating and promoting sustainable awareness, leveraging the seasonality of the food and pre-fixe menu (allows balancing the price point) and focussing on the social media and design new marketing strategies to attract more people.

by Staff Reporter







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# **CONSULTANT** for your restaurant business

A restaurant business consultant is helpful when you have the seed-fund with you but lack the practical know-how of starting up.

he consultant trains you how to act on your restaurant business model charging a certain profit stake or fees. Experts say venturing into a restaurant business is easier than making money out of it. You need to be well educated about the

equipments you will need in your new venture. You need to

be versed in food-handling procedures and local health codes. Doing market research to find out the type of restaurant you are going to start in the localities will be well accepted. If you are going to start Italian, Seafood or something more exotic then too the risk meter scales up. Often restaurant entrepreneurs make mistakes in believing their instincts solely without taking any extensive market research for the same. Here, too restaurant business consultants can help a food service business.

A restaurant business consultant can be brought in at any stage depending on the requirements by the restaurant owner. While setting up the venture, the consultant works with the owners in developing the concept, operations of the business on a day to day basis, food / menu selection and designing the ambiance. Having been brought in during the expansion phase, the consultant provides insight with regards to changes to the menu, branding, concept, interior design, pricing structure, events, budgeting, food safety & hygiene and training of the management team. As a result it helps in improving the dining experience for many people! There is no disadvantage of hiring a restaurant consultant as such; they are, after all, experts in the food service industry. However, a lot of restaurant owners who avoid hiring consultants may do so in order to maintain the authenticity of their original idea and concept that went into conceptualising their restaurant. Further, a restaurant consultant cannot guarantee a particular result. The consultant may come on board to share his / her expertise, but at the end of the day it is up to the operator / owner to do the work on the business.

A restaurant business consultant

with good exposure to the industry helps to bring 'differentiation' in any restaurant. Most of the time, it's the 'differentiation' element that works as the starting point when reviewing any restaurant business or restaurant concept, and it is the core component that may deliver success or failure. The most effective restaurant consulting is one that maximises the growth of your restaurant business. A restaurant business consultant can help you to work on the business model for the restaurant you have thought of. On the menu design, staff management, culinary and cutlery

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selection, interior design and to many other such matters his/ her expertise will add value over others. Thus saving you from the confusing startup phase, restaurant

business consultant can help you make your progress well defined.

Starting/expanding a business revolving around food is extremely critical and time consuming. It is very similar to making a movie. You need an expert for each department and a director to give directions in order to create synchronisation. A consultant has an important role to play as well, as he has the experience, expertise and the knowledge of the local people. Food technicians make SOP in consultation with the chef to ensure that standardised food is delivered. Kitchen planning is done with an expert kitchen consultant to set up a comfortable and appropriate kitchen. The interior designer creates an ambience relevant to the theme of the food. The HR consultant recruits and train people according to the wish list set up by the chef and the unit head. The technical specialist sets up the close circuit camera, software which helps restaurants to monitor and control all activities and process the distances for delivery. Creating brand awareness is also an integral part of expansion. A brand guru is consulted for this he puts forward his innovative idea that can create a strong recall value.

Moreover, a good consultant can bring those ideas and solutions that have been successful in other restaurants. Consultants who are worth their salt bring problem-solving, planning or implementation services depending on what the situation dictates.

For example, when a restaurant faces a nagging problem or is about to enter a new stage of growth, it may be a time to consider a consultant. Today with the rise of different types of restaurants, get-

ting success in restau-

rant business is not a cakewalk. However, a restaurant business consultant is not the only ingredient of success in your restaurant business. Being the owner of the brand, you should be clear of your business concept. A consultant can bring expertise but implementing all the expert suggestions is on you.

by Staff Reporter

## Banks leveraging 'restaurant deals'

Banks are earning good returns by offering deals on dining. Online table reservation using debit and credit cards is a normal affair these days and with banks offering discounts on such cards, the whole process is benefiting every party involved.

#### How are banks promoting the deal?

Banks are trying different measures to promote restaurant deals and are very much specific about the deals that they offer on cards. For example, banks are executing both offline and online deals and for the offline deals (the deal which a customer gets directly by showing the debit/credit card at the payment counter), banks circulate pamphlets and leaflets among the customers and also use newspapers and magazine advertisements. While promoting online, they partner with major online food delivery websites like Foodpanda and JustEat. Besides, banks are also using emailers and bulk SMS campaign for promotion.

Rohit Chadda, MD and Founder, Foodpanda, says, "In the offline market, banks are basically targeting the high spend, fine dining market because the chances of customer holding a credit card for fine dine restaurant is much higher rather than people who order from takeaway outlets or QSR."

#### **Discounts offered on cards**

The percentage of discounts offered by the banks on their cards totally depends on a particular restaurant. The discount may start from five percent and may go to 30 percent. For example, brands like Market Cafe, Moti Mahal Delux, Havemore, Kainoosh are a few restaurants which are offering a discount of 15 percent on the purchase of food and beverages served at their restaurants using Citi Bank cards. On the other hand, HDFC bank promoted Food Fiesta deal which is valid till June 2015 is offering a 10 percent discount on ordering food using their cards.

Parag Rao, Senior Executive Vice Pres-

ident & Business Head – Card Payment Products & Merchant Acquiring Services, HDFC Bank, says, "The offers usually depend on the spend category, specific partners and the offer duration. It can be anywhere between 5-30 percent."

Sahil Joshi, Restaurant Manager, Lazeez Affaire, says, "We are offering 15 percent discount on all our food and soft beverages on Citibank credit and debit cards valid till 31st December 2014."

#### **Specialty restaurants**

Not only the fine dine segment but the multi cuisine restaurants and quick service restaurants are tying up with banks too. Major QSR giants like Pizza Hut, KFC and fine dine restaurants like Bukhara, Pind Balluchi, Kainoosh, Dum Pakwaan amongst others are open to these offers as they are also seeing good opportunities.

"Offering discounts through debit and credit cards is the best way to promote the restaurant business as it attracts larger clientele", says, Dharmendra Choudhary, Restaurant Manager, Pind Balluchi.

#### **Profit margin**

Rao says, "Spends are growing faster on debit cards than credit cards. It's a sign of maturing consumer spend because people realise the core difference between a debit card and a credit card and people are exercising their choice and the banks get the maximum profit out of the deal". He further says typically most of the discounts go to the merchant and if the profit generated out of the deal is 70 percent, 50 percent will go to the bank and other 20 percent will be shared by the online ordering portals and the restaurants.

With the increasing number of diners using credit and debit cards, the restaurant merchants understand the importance of securing credit card data. Yet to be cautious and careful while sharing personal data while ordering food online is the mandate for today's consumers.

by Nusra







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## Encourage healthy competition among your servers

dding an element of competition to your marketing could help you generate activity and increase engagement for your restaurant.

**A** Responding to various articles, one restaurant manager asked if similar tactics could be used to increase sales and performance among the restaurant staff. The answer is: yes, absolutely. Here's how:

Two essential elements of sales success are track ability and accountability. As I say in my book, The Accidental Salesperson, everything we do in life is sales, so sales basics can be applied to everything we do in life. Each group in your restaurant should be able to track their activity and also be held accountable for the results.

As a manager, make sure you know the metrics of success for each of your groups. In other words, how many tables do you turn over in an hour? What is your average sale per table? How long does it take to get food cooked and delivered from the time the server puts the order into the system? Once you have established a baseline, work with your team on an internal competition to improve those numbers.

The key to this plan is not only posting an achievable goal based on past performance, but also giving them a reward for reaching that goal. The reward could be any number of things. It could be extra time off, a staff party or even gift cards.

When laying out any kind of competition or goal, it is important

to incentivize the behavior you want. Here's an example. Let's say you know that on Thursday nights, the average sales per table is Rs 4000. You want to set a goal to improve that by 20 percent for the month of May. So, set a clear goal with an attractive carrot at the end of the stick: If the wait staff can average Rs. 5000 per table on Thursday nights throughout the month of May, then you'll treat them to a staff party at the restaurant after work sometime in June.

The next step is to not only make sure you give them the tools to succeed, but also coach them on how they can improve those numbers. For example, after you lay out that goal, say to the team, "I know you can do it because in May we're featuring Mango festival which include tree desserts. Make sure to mention this to the guests when they sit down. The average cost of the dish is Rs. 100, and the featured desserts are an average of Rs. 120, so if you can get some of your tables to get either a drink or dessert, you'll be raising your per-table average."

Remember to focus on trackability and accountability. Each week, track the results and make sure your staff is accountable for those results. Take a look at the numbers and coach them on how to improve. You'll soon find that this competition will foster teamwork among the staff and they will end up helping each other to achieve the common goal. This, in turn, will result in improved efficiency throughout the restaurant.

Courtesy : Allan Banmark in the Accidental Sales Person



# Recipe for Food Business



For a restaurant to succeed, the owner should first determine who the customers will be and what would the restaurant want to serve.

Many people believe that opening a restaurant is as simple as putting on an apron and heading to the kitchen, but every successful restaurant owner knows the ground reality. A concrete business plan, good location, ambience, food served, quality parameter and the service play important role.

Tony Sturniolo, a business instructor at South University, Online Programs, USA says the first step towards opening a restaurant is creating a business plan. According to Rahul Chowdhary, Director, Helion Ventures Advisors Pvt. Ltd "A food business takes time; you can't build a large food business in five years. That is why one needs to be more patient since the investors are also not there in the beginning. I don't think dining out as a habit is going to see any decline. If the economy is not growing, people will shift to more value-based food. So my advice to most of the food businesses is if they want to scale, keep on figuring out a suitable model."

When one plans to open up a restaurant he needs to have a checklist on certain points, for example: what is the good time to indulge in food business, how to make the food exceptionally good in taste, what is the reason for the current growth rate of the restaurant in the country, localisation of the menu according to the need and demand of the target customers and above all the location which caters the customer.

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# Marketing Strategies for Increasing Customers in your Restaurant

www.restaurant? There is a distinct market that your restaurant seeks to capture. Using innovative marketing tactics will help your restaurant create a niche for itself. Here are a few marketing tips that will prove advantageous:

Creating Facebook page: You can place ads on Facebook to reach people who work at specific companies or students at the local university. Facebook is very effective as you can target a wide range of audience.

2 Branding yourself: Your restaurant can become a powerful brand when you deliver your promise to customers. It is only then that they begin to expect high standards that are associated with their brand. Also consistency is critical for brand sustenance.

Benploying signage: Creating Pamphlets, Booklets, hoardings at crowded places can make an impact on customers and ensure success.

Using flyers: Make sure that customers know about the opening of your restaurant. Then give customers 10%-15% discounts when they try your restaurant cuisines.

5 SMS: You should sms your existing customers on a daily or weekly basis to get them in.

6 Creating best website design: You can design a simple website that will show your menu, the kind of payment you accept, the operating hours, your restaurant concept, discount coupons and posts containing important information for the customers. For example, restaurants like Punjabi By nature have a fully designed website where they provide all the information regarding their restaurant.

7 Involving web and email alerts: Web and emails are the cheapest and effective marketing strategy to reach the target market easily. You can bring out new promotions and discount coupons, newsletters and posts containing articles and content that can be informative for the readers. Domino's started message and email alert policy for the promotion of their restaurant.

Innovating sales blitzkrieg: Make your staff go out to local businesses and hand out a flyer, business card or free appetizer card to secretaries, clerks or anyone else they can talk to. You should buy your employees lunch, give them money for mileage and put a prize for the best sales calls and offer prizes. You will be amazed at the success this new business will generate.

Bringing out loyalty programs: Give customers some discounts when they buy more than 9 items from your restaurant.

10 Giving promotions to diners: You can offer special themed dinners, guided wine and cheese tastings and other fun events. This will give people a reason to come to the restaurant on a usually slow night.

**11** Inventing contests: You can bring out innovative ideas by collecting visiting cards or their address for conducting lucky draws. This way you will have a database of customers.

12 Recruiting customers for a street team: This is another cheaper way to promote your restaurant. You can recruit customers to write blog, reviews, etc. on your website. This can also act as affective word-of-mouth.

13 Sending out creative press releases: You can use the release to announce information to the public, your investors, the media, your customers and even your competitors about you and

your activities. Try building contact with the public relation agencies and groups as they are the one who will advertise about you through different Newspapers, Magazines, etc. Restaurant like, MC Donald's, KFC, and other national and international brand advertise themselves through paid articles in media.

14 Knowing the customer: Getting along with your customer will give you a clear picture of their wants and needs – their food habits, the trends they are most attracted to, the times they prefer to visit the restaurant in a week or two. MC Donald's launched their restaurant according to the Indian palate; they provide burgers with Indian masala, like aaloo-tikki burger, etc.

15 Remembering customer's birthdays: You can ask your customer to fill out forms which details their birthdays and anniversaries. You can then send them freebies on these special occasions to make them feel special and get them into your business. When several people celebrate the event, start collecting information about your customers, e.g. their email address to begin an online relationship.

16 Stressing on hygiene: This is one of the first things that customers will observe in your restaurant. So your marketing message must include hygiene and freshness as top priority.

17 Extending great customer service: Ask your employees to treat each customer with warmth and graciousness. This in itself promotes your restaurant through word-of-mouth.

18 Organising programs in your restaurant: Try to arrange parties in your restaurant to bring to public notice. Organise parties like birthday parties, kitty parties, and business seminars and functions. It will advertise your restaurant as much as possible. Many restaurants have started working on it to gain public interest.

19 Working on takeout and delivery systems: Takeout and delivery system would also help as an effective marketing tips. Giving brochures, pamphlets and leaflets with the order would give detailed information about your restaurant.

20 Taking the green initiative: You must install flow restrictor on the faucets, get rid of the items which are not bio degradable and also purchase sustainable food for your restaurant.

21 Starting novel affinity programs: You should go for affinity marketing programs that would help to tie the restaurant with other leading brands for combined promotions. With so many restaurants coming up, trying such simple means to attract customers would yield positive results.

22 Having a nose for the competitors: Follow your competitors: what marketing strategies are they offering; how are they branding their products; what special offers are they providing to advertise about their foods, to name a few. This inquisitiveness will give you a direction. The best example is the competitive nature between Pizza Hut and Domino's. No sooner does one change some menu style the other gives an equal tweak to the menu.

23 Never sit back: All your marketing efforts will not achieve results if after the initial steps, no follow-up strategies are implemented. You need to ensure that every few months a revision in the menu is done and invites are sent out to everyone you meet to try new additions for free or at 50% off the menu, etc. This will help to keep up the restaurant's popularity intact.

Successful restaurant marketing will reflect in higher sales and bring in a loyal clientele of customers (new or repeat). This will help in making your restaurant successful.

by Nusra



# **Casual Dine**

by G. Subramanian

The Dining out culture has evolved in India over time with casual Dine restaurants now forming the second largest segment (31%) of the chain food services market in India.

#### I. Market Overview

Casual Dining is an exciting segment that revolves around specific cuisines or themes focusing on elaborate menus, quality of food and increased focus on presentation On the other hand, consumer indulgence is increasingly fuelled by non-occasion outings to these outlets.

In 2013, the size of the chain casual Dine market is estimated at INR 3,950 crore(USD760million). It is projected to grow at a CAGR of ~ 18% to reach a size of INR 9,035 crore (USD1, 740 million) by 2018.

#### II. Market Players

The Casual Dine market is led by domestic players, which are largely regionspecific. There are a few international players present in the space which have a pan-India presence. With the growth in the segment, some new players have also entered the space and the existing ones have been innovating as well as expanding their operations albeit at a slow pace.

Currently, there are~1700-1800 Casual Dine outlets spread across India In the affordable and premium segment. Few examples include pizza Hut, Papa john's, pizza express, Flavors of Italy, Café Zone, Rajdhani, Moti Mahal, Indigo Deli, Smoke House Deli, Amici café, etc. The player spread is the highest in the metros at 45%, followed by mini metros with 35% of all outlets. Across Tier I and Tier II+ cities, the outlet density is low.

In order to achieve sustained growth and attain scale, most of the players across segments are moving to express options that offer a quick and convenient casual dining experience. Players like pizza Hut, Rajdhani and Moti mahal have also started fast Casual Dine or Express formats.

#### III. Trade Dynamics

Product Sales and SKU Mix

In the Casual Dine segment, food dominates the SKU and sales mix at 81% and 77% followed by beverages and deserts that are mostly side orders. A slight variation is observed in the mix based on formats and the cuisines offered. Overall, the SKU mix is directly proportional to the sales mix.

Sales Mix- Dine-in & Non- Dine-in

Dine-in and non-Dine-in options form a good mix to sales in the Casual Dine segment. Most of the sales (60%) are through dine-in as consumers prefer to sit at restaurants and enjoy the width of available product offerings.

Delivery services contribute a healthy 30% to sales, followed by takeaway which brings in 10% of total sales. This is primarily for outlets located in residential areas, office complexes, etc. where the consumer prefers getting food hand-delivery due to paucity of time.

Sales Mix - Peak Business Hours

The main meal times of lunch (1300-1600 hours) and dinner (1900-2200 hours) contribute to ~85% of the total sales at Casual Dine outlets. However, the peak business hours of outlets located in office complexes are more skewed towards lunch time.

# 

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# ENV is coming:

he payments industry is undergoing a real and significant shift, from the rapid expansion of mobile payment options and customer demands to the very technology in our cards. Until recently, discussions of EMV adoption in the U.S. were in the abstract, with a healthy dose of skepticism that the country would ever transition from the magnetic-stripe based payment system we have now.

But that time is past. EMV is coming to the U.S. The infrastructure and incentives are in place for the issuers, and the timeline for conversion is set. Credit, debit and contactless payment transactions can and will all use EMV.

Not familiar with EMV yet? It's an acronym of Europay International, MasterCard and Visa, three entities that joined together in 1994 to provide a worldwide standard for the interaction between chip-based "smart cards"

and approved payment devices. Also known as "Chip and PIN" in the U.K., it's the name for the technology that enables payments using a smart card with a chip inside of it.

There are steps and milestones along the way, but the date in the EMV implementation timeline that is most important to restaurant owners and operators is October 2015. That's when Visa, Mastercard, American Express and Discover are implementing a "liability shift." In other words, that's when merchants start to face the responsibility of covering the costs of fraudulent charges if their terminals are not EMV-enabled.

While the liability shift doesn't occur for another two years, and mag stripes will be with us for the foreseeable future, there are six things that restaurant owners should be doing now to prepare for the change:

by Bhaskar K Shetty

Will your restaurant be ready when customers start using nextgeneration smart cards to pay their tab?





# Six steps to take now

Assess your company's desire to support EMV. EMV cards are coming to the U.S., yet deciding when your business will ultimately start accepting them is your own decision. Factors weighing on this decision include the impact of the liability shift, your company's desire to meet consumer payment demands, the impact of incentives from the card brands, and the overall cost of implementing the solution.

2 Understand the high level processing requirements. Gain a basic understanding of what the change means—or at least ensure that your POS provider does: that EMV-accepting terminals should support both contact and contactless acceptance; and that POS software changes are needed to accept and transmit new data elements and handle the transaction differences.

Bevelop, or modify, your EMV card-accepting terminal plan. If your terminals don't currently support EMV, create a plan to start replacing them with devices that do, with the October 2015 liability shift date in mind. You don't need to completely solve the EMV problem now, but you should be laying the groundwork so that EMV can be enabled at the appropriate time. Depending on the size of your business, conversion could take just a few months, or up to a year for a large national restaurant chain.

Understand the Visa/MC incentives. Deploying EMV-accepting terminals sooner or in a more directed fashion may have an impact on your compliance reporting requirements and overall breach exposure.

5 Stay informed, but keep out of the weeds. That is to say that understanding high-level information is going to continue to be important, but monitoring the impact of the Durbin Amendment on the transaction flow of debit cards is simply not going to be a good investment of time for most merchants. Leave the weeds to the POS providers, but make sure they are fully informed.

**6**Use EMV as a business opportunity. The changeover to EMV-accepting terminals provides an unparalleled opportunity to

materially improve how you interact with your customers. Upgrading your terminals for EMV could be the right time to make the move to mobile, or "pay at the table." Industry research varies on the exact number, but most agree that providing payment at the table can increase table turn times by eight minutes per table. Or expand your business with a more efficient curbside pickup and payment option. This is also a great time to take full advantage of a feature-rich solution: customer surveys, progressive gift card sales programs, or interactive loyalty programs. A holistic strategy takes advantage of emerging payment technologies that lower acceptance costs, streamline operations, and create a more secure payments environment.

The bottom line is that EMV conversion is going to happen, but the amount of time and work for each merchant is significantly different. Putting these six steps in place now can ease the transition.

Drago Dzerve is director of business development for VeriFone.

# A CONTRACTOR OF CONTRACTOR OF

## New technology makes it easier for customers to comment on their experiences, while savvy restaurants are taking advantage of the added insight

**B** y now, you probably know you should be monitoring what people are saying about your business online. But keeping up with all the social media chatter can be a fulltime job, and it's not getting any easier. Sure there are online reputation management firms that can help protect your online rep and market your business, but other companies are making it easier for customers to critique what you're doing.

Ravi Shetty, an 18-year-old Mumbai based restaurant inspired by Southeast Asia's popular beer houses, couldn't keep up with social media on its own. Owner Robert turned to Main Street Hub to help make social media a primary focus of the restaurant's marketing program. The positive word of mouth has generated more buzz, to the tune of 1,000 new Facebook fans, a 96-percent increase in help traffic and 43 percent more in check-ins.

Another social media management firm, 3pass, does similar work for The Garces Restaurant Group and its 15 award-winning restaurants from China Garden. By monitoring social media feedback, the company was able to discover it was making one of its signature drinks incorrectly. A customer commented online about loving the red sangria at the Latin-themed Amada in Atlantic City, but not at the nearby Tinto in Philadelphia. A quick check revealed the drink was being made wrong at the latter, and the mistake was quickly fixed.

"Social media is a way to get a lens not only into your shop, but also into your competitors' as well," says Khurshid an online expert.

Sundar, c.e.o. of 'Wizkind, says his 17 high-end sandwich shops utilise social media for real-time customer-service relations. He says if a complaint on Twitter can be addressed right away, it can become a positive by demonstrating to the public that you take those things seriously.

It's the same thing Chris was trying to do at his Pizzeria locations

in Marine Drive and Andheri. Overwhelmed at trying to keep tabs on all his customers' complaints and compliments, he built Sqwid, what he now calls the "first social hospitality platform." The new application allows business owners to monitor customer feedback and mentions through a web-based and mobile-friendly interface and then send those customers and potential customers redeemable rewards in real-time. In other words, if somebody sings his restaurant's praise, he can instantaneously send them a free icecream or pizza, and more importantly, do the same for a disgruntled customer.

A Sqwid Reward link can "make an unhappy customer happy, and a happy customer an evangelist," says Sommers. Customers can use their mobile devices to redeem the rewards, often while they're still in the restaurant.

Another new mobile app, Evzdrop, does something similar. The real-time review application enables restaurants to directly communicate with customers. Users can follow, or "eavesdrop," on restaurants to get an inside look at what's going on through the people who are present and posting. Those on-site diners can post real-time reviews, while restaurants can join the conversation. Comments are location-verified, so only legitimate real-time feedback is being seen, rather than after-the-fact commentary.

Another new tool offers a unique twist on real-time comments. Speetra just launched pulseM, a voice-centric QR code application that lets customers immediately voice their compliments and complaints and not have to thumb a note via their cell phone or wait until they get home to their computer.

Customers provide direct feedback by capturing a QR code on site, which triggers the pulseM app that allows them to speak their comments. Restaurants get immediate and direct feedback, rather than indirectly through social media.



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# **Keep Food Safe! Food Safety Basics**

Food handling safety risks at home are more common than most people think. The four easy lessons of Clean, Separate, Cook, and Chill can help prevent harmful bacteria from making your family sick.



30



SUNDAY TIMES OF INDIA, MUMBAI \* FEBRUARY 9, 2014

#### TIMES CITY

## Rate cards of city eateries double in 5 years

#### LPG Makes Up 15% Of Hotel Expenses. It Was 7% In 2009

Chittaranian Tembhekar | TNN

Mumbai: Not just fine-dine, even your humble workday lunch-idli. masala dosa or the vegetarian thali-at a nearby restaurant is today priced more than twice of what it was in 2009. Even as the city's restaurant

PLATEFUL OF WOES 3 lunch- & snack-time favourites (price t/plate) Year ME Sa Masala Dosa 2009 18-20 25 45 2012 25-30 35-40 70-80 2014 40-45 55-60 100-120 THE COOKING GAS FACTO 2009-10 The price of one low, in 2014 commercial cooking cylinder It is ₹2,145 used in restaurants was



IN\_MEQUA

AHAR'S OBSERVATIONS Several patrons of their more than 8,000 member restaurants now eat at roadside hawkers, who use subsidized cylinders and serve food in unhygienic conditions > Since hawkers don't have to pay taxes, water and electricity bills, their food is cheaper. This is

loctricity hills have also risen by over

100% in the past five-six years." Arvind Shetty said, "The industry employs lakhs and caters to millions. Cylinder cost has risen by as much as 300% in the past five years. If we look at the requirement of three to four cylindersaday the additional burden on hoteliers is over Rs 45,000 a month.

Roadside hawkers use subsidized cylinders and serve food in unhygienbecause hawkers

#### LPG bloating food prices in city eateries

Chittaranjan Tembhekar | TNN

Mumbai: Rates on the menu of your favourite idli/thali restaurant are today more than twice what they used to be five years ago. Restaurant owners blame rising costs, mainly for cooking gas.

A study by Ahar, the umbrella organization of 8,000 city restaurants and bars, has found that I.P.

3-3-2014

ಉದಯವಾಣಿ

#### MumbaiMirror | wednesday, february 12, 2014 Liquor to become dearer as licence fee goes up by 50%

Urvashi Seth TWEETS & MU

> our favorite peg of liquor will become dearer in the coming days as the state government has hiked licence fee of all permit rooms and wine shops by almost 50 per cent.

According to sources from Maharashtra

choice but to pass it on to the customers," said Arvind Shetty, president of Indian Hotel and Restaurant Association (AHAR).

Licence fee for permit rooms has increased from Rs 3 66,000 to Rs 544,000. Similarly, for beer shops the licence fee has been increased from Rs 95,000 to Rs 150,000.

According to the sources, AHAR and other representatives of the industry held several meetings with the representatives of the Excise

UDAYAVANI - MUMBAL

6-2-2014



#### ೂಳಿಸುವುದು ನಮ ಗುರಿ ಸಂಸ್ಥೆಯನ್ನು ಬಲಿಷ್ಠಗೆ ಆಹಾರ್ ನ ಮಾಸಿಕ ಸಭೆ ಉದಾಟಿಸಿ ಅರವಿಂದ್ ಶೆಟ್ತಿ

ಉದಯವಾಣಿ



ಮುಂಬಯಿ, ಫೆ. 5: ಬ್ರಹನುಂಬಯಿ ಮತ್ತು ಹೊಟೇಲ್ ಆಸೋಸಿಯೇಶನ್ ಆಫ್ ಮಹಾರಾಷ್ಟ್ರದ ಎಲ್ಲ ಹೊಟೇಲ್ ಗಳನ್ನು ಒಳಗೊಂಡು ಆಹಾರ್ ಸಂಸ್ಥೆಯನ್ನು ಅತ್ಯಂತ ಬಲಿಷ್ಠ ಸಂಸ್ಥೆಯನ್ನಾಗಿ ರೂಪಿಸುವುದು ನಮ್ಮ ಮುಖ್ಯ ಗುರಿಯಾಗಿದೆ. ಈ ಮೂಲಕ ನಗರದಲ್ಲಿನ ಎಲ್ಲ ಹೊಟೇಲ್ ಗಳನ್ನು ಆಹಾರ್ ನ ವ್ಯಾಪ್ತಿಯೊಳಗೆ ತರುವುದು ನಮ್ಮ ಮುಖ್ಯ ಉದ್ದೇಶವಾಗಿದೆ ಎಂದು ಆಹಾರ್ ನ ಅಧ್ಯಕ್ಷ ಆರವಿಂದ್ ಶೆಟ್ಟ ಅಭಿಪ್ರಾಯಪಟ್ಟರು.

ಅವರು ಇತ್ತೀಚೆಗೆ ನಾನಾಚೌಕ್ ನ ಹೊಟೇಲ್ ಕೃಷ್ಣ ಪ್ಯಾಲೇಸ್ ಸಭಾಗೃಹದಲ್ಲಿ ಜರಗಿದ ಇಂಡಿಯನ್ ಹೊಟೇಲ್ ಆ್ಯಂಡ್ ರೆಸ್ಟೋರೆಂಟ್ ಆಸೋಸಿಯೇಶನ್ (ಆಹಾರ್) ಇದರ 2014ನೇ ಸಾಲಿನ ಎರಡನೇ ಮಾಸಿಕ ಸಭೆಯ ಅಧ್ಯಕ್ಷತ ವಹಿಸಿ ಮಾತನಾಡಿದರು.

ಹೊಟೇಲ್ ಉದ್ರಮದ ಸಮಸ್ಯೆಗಳಿಗೆ ಸಂಬಂಧಿಸಿ ಸಂಬಂಧಪಟ್ಟ ಪಾಲಿಕೆಗಳು ಮತ್ತು ರಾಜ್ಯಮಟ್ಟದಲ್ಲಿ ಅಧಿಕಾರ ಹಾಗೂ ಪ್ರಾತಿನಿಧ್ಯವನ್ನು ಪಡೆದುಕೊಳ್ಳುವುದು

ನೀಡುವ ಬಗ್ಗೆ ವಿಶ್ವಾಸವಿದೆ. ಸಂಸ್ಥೆ ಸುಮಾರು ಐದು ರೂ. ಗಳ ಕಾರ್ಪಸ್ ನಿಧಿಯ ಗುರಿಮುಟ್ಟುವ ಉ ಹೊಂದಿದೆ. ಅದರ ಮುಖೇನ ಅಸೋಸಿಯೇಶ ನೈಜ ಪ್ರಕರಣಗಳಲ್ಲಿ ಮತ್ತು ಹೊಟೇಲ್ ಉದ್ಯಮಕಾ ಆನ್ಯಾಯದ ವಿರುದ್ಧ ಹೋರಾಟದಲ್ಲಿ ಹಣ ತೊಂದರೆಯಾಗದಂತೆ ನೋಡಿಕೊಳಲಾಗುತ್ತದೆ. ಪ್ರಕ್ರಿಯೆಯಲ್ಲಿ ಎಲ್ಲ ಹೊಟೇಲಿಗರು ಸಹಕಾರ ನೀಡು ಎಂದರು

ಆಹಾರ್ ನ ಗೌರವ ಪ್ರಧಾನ ಕಾರ್ಯದರ್ಶಿ ಸುಕೆಣ ಆಹಾರ್ ಅನ್ನು ಪರಿಣಾಮಕಾರಿ ಸಂಸ್ಥೆಯನಾ ವಿವಿಧ ಯೋಜನೆಗಳ ಹಾಕಿಕೊಳಲಾದ ವಿವರಿಸಿದರು. ಸಂಸ್ಥೆಯ ಮಡ ಸಭೆಗೆ ಮೇಲ್ವರ್ಷಗೇರಿಸಲಾಗಿದ್ದು, ಆಹಾರ್ ಕುರಿತಂತೆಂ ಪಡಮಕೊರ ಮಾಹಿತಿಯನು ಅದರಿಂದ ಎಂದರು.

ಸಭೆಯಲ್ಲಿ ಮುಸಾಫಿರ್ ಖಾನಾದ



ಪರವಾನಿಗೆ ಶುಲ್ಕವನ್ನು ಮಹಾರಾಷ್ಟ್ರ ಸರಕಾರ ಶೇ. 500ab ಹಚ್ಚಿಸಿರುವುದು ವರ್ಮಿಟ್ ಹೊಟೇಲಿಗರಿಗೆ ತಗ್ಗಂಟಾಗಿ ಪರಿಣಮಿಸಿದೆ. ಆಹಾರ್ ರೂಮ್ ನಿಯೋಗವು ಈಗಾಗಲೇ ರಾಜ್ಯ ಅಬಕಾರಿ ಇಲಾಖೆಯ ಆಯುಕ್ತರು ಮತ್ತು ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಅವರನ್ನು ದೇಟಿಯಾಗಿ ಚರ್ಚಿಸಿ ಮನವಿಯೊಂದನು ಸಲಿಸಿದೆ.

ವಜಾ, ಪೊಲೀಸ್ ಆಬಕಾರಿ, ಎಂಸಿಜಿಎಂ ಕಾನೂನಿನ ಸರಳೀಕರಣ, ಪಾರದರ್ಶಕತ ವಹಿಸುವ ಕುರಿತಂತೆ ಮಾಡಲಾದ ಸಲಹ, ಕೋರಿಕೆಗಳಿಗೆ ಸಂದಿಸಿಲ್ಲ, ಪ್ರಸಕ್ಷ ನೀತಿ, ನಿಯಮಗಳಲ್ಲಿತಾನು ಬದಲಾವಣೆ ಕುರಿತು ನಿರೀಕ್ಷಿಸಿದ್ದೇನೆ. ಆಹಾರ್ ಪ್ರಸಕ್ತ ಮಿತಿಯು ಬೃಹನ್ನುಂಬಯಿಗೆ ಮಾತ್ರ ಸೀಮಿತವಾಗಿರುವುದರಿಂದ ರಾಜ್ಯ ಮಟ್ಟದಲ್ಲಿ ಹೊಟೇಲ್ ಮತು ಹಾಸಿಟಾಲಿಟ ಉದಮದ ವಿವಿದ ವಿಷಯಗಳನು

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