

HOTELS & RESTAURANTS INDIA fhrai magazine

MAY 2016

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A MONTHLY ON HOSPITALITY TRADE

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Collaborative Learning

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human resource

Commitment
Knowledge

Attrition

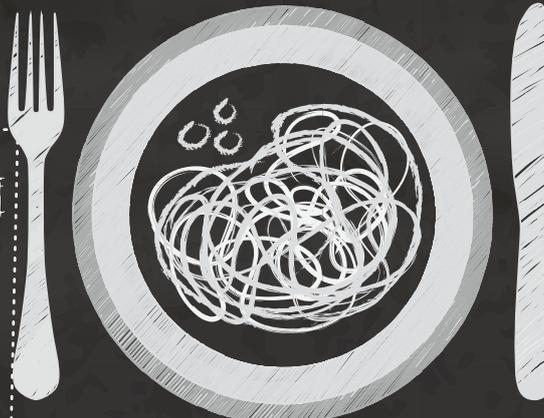
Team
Work

Retention

60%
industrial
trainees
leave
hospitality

Talent

PREPARING
Global
Hospitality
students



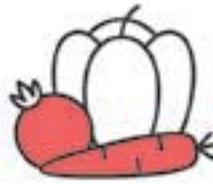
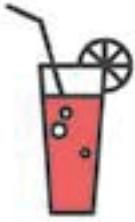
Work-life
balance

Leadership

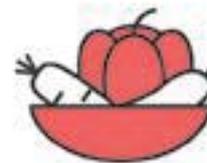
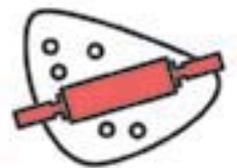
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to 'facilitators'





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**HOTELS RESORTS RESTAURANTS BARS COFFEESHOPS
BAKERIES CANTEENS SHOP HERE.**

Dear fellow members,

The United Nation World Tourism Organisation (UNWTO) projects International Tourist Arrivals growing by four per cent worldwide during 2016. Estimates for growth of foreign tourist arrivals in India are expected to be lower than that for global tourism. However, with the e-Visa policy of the Indian Government we expect that the downward slide in foreign tourist arrivals will be stemmed. At the same time domestic tourism has been increasing in India both within the country and outbound. It is estimated that for every foreign tourist that visits India; three Indian tourists travel overseas! Part of the reason is that the taxes on tourism in foreign locations are much lower than those in India and our tourists find that their vacations are relatively lower costs overseas.

The Travel & Tourism Competitiveness Report 2013 ranked India 65th out of 144 countries in tourism influx. Tourism is the single largest employment generator in the country, generating 78 jobs for every million rupees invested; as against 45 jobs in agriculture and 18 jobs in industry.

FHRAI covers around 90 per cent of the total hotel stock in the country, tracking around 1,63,903 branded and unbranded rooms. However many challenges still plague our industry, where new players are wary to invest. Taxation concerns still abound. Availability of land parcel at economical prices in tier-III and IV cities for future growth of hotels remains an issue. Low FSI/FAR and ground coverage in large metro cities, where land costs are prohibitive remains another issue.

There are about 550 hotel projects with about 84,650 rooms which are currently under construction, 41 per cent are in the mid-market segment, 27 per cent in budget, 18 per cent in upscale, 9 per cent in luxury and only 3 per cent in the extended stay category. Based on contemporary development costs (excluding land) for each segment and the proposed room count,

research reveals that only 15 per cent of the upcoming hotels will meet the minimum project cost stipulation of ₹200 crore to qualify for inclusion in the RBI's Infrastructure Lending List. What of the others, how are they to survive in this continued lean cycle for hospitality? We again urge the Government to include hotel projects with a project cost of ₹20-25 crore in the harmonised master list of infrastructure sub sectors.

The Government should permit selected Term-Lending Financial Institutions to issue a distinct category of tax-free "Hospitality Infrastructure Bonds" carrying tenure of 15-20 years. These proposed bonds can be issued to the general public on the lines of long-term infrastructure bonds u/s 80 CCF introduced by the Finance Act, 2010 which gave deductions benefit to the investing public, on one hand and low cost funds to the hospitality sector on the other hand.

We will continue to experience a wide gap between the demand and supply of well-trained manpower. The cover story of the issue dwells on this very topic with quotes from HR managers and educationists. It is essential to develop a generation of hospitality professionals, who, along with skill and knowledge, will also be more aware of the concept of ROI (Return on Investment). Our industry being thoroughly service oriented, manpower challenges are unique and acute.

Finally let us hope that the climate change that has brought us a severe drought in many parts of the country is recognised as a problem by us all and we take effective measures to seriously start conserving water.

With warm regards,

*Bharat Malkani
President, FHRAI*



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President, FHRAI

“ FHRAI covers around 90 per cent of the total hotel stock in the country, tracking around 1,63,903 branded and unbranded rooms. However many challenges still plague our industry, where new players are wary to invest ”

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OF RETENTION, SATISFACTION AND SKILL SETS

HR Managers, academicians and professionals talk about how they help maintain the work-life balance for employees

COVER DESIGN

Tushar Upadhyay



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22 NEWS

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64 PRODUCTS

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Vivek Nair
Hony. Secretary
FHRAI

“
Buddhist Conclave
will be held from
October 3-5, 2016 in
Varanasi, Sarnath and
Bodh Gaya. Around
500 monks from
ASEAN countries are
expected to attend the
three-day event
”

Dear fellow members,

The Ministry of Tourism has recently launched an innovative rural tourism scheme with the main objective of showcasing rural life, art, culture and heritage in villages that have the core competence in art and crafts, handlooms and textiles. Under this scheme, central financial assistance up to ₹50 lakh is provided for infrastructure development and up to ₹20 lakh for capacity buildings. This is provided to State/UT Governments after reviewing their eligibilities. The scope for this type of niche, rural tourism, remains extensive in the country. This can be a means to provide gainful employment and change and grow the economy of the country, especially in the rural areas. This also can be a result of sustainable hotels being put up in these areas. This will not only provide immense opportunities for employment and betterment of the local populace but also help showcase the rich heritage, culture and essence of India.

New entrepreneurs must think of novel ideas to get a good return on their investment. They must come up with an idea which might be popular elsewhere, but has not been considered in India. Choosing the right location remains vital. The local flavour must be kept in mind while planning a new project. It should be unique in nature and rightly positioned in the market. The look of the hotel has to be stylish and contemporary and fresh with high-tech facilities and modern amenities. Positive customer reviews are of importance and play a crucial role in the project's sustainability.

The Ministry of Tourism also launched the 'Swadesh Darshan' scheme in the year 2014-15 with a vision to develop theme-based tourist circuits on the principles of high tourist value, competitiveness and sustainability in an integrated manner by synergising efforts to focus on the needs and concerns of all stakeholders to enrich tourist experience and enhance employment opportunities. Under the scheme, 13 thematic circuits have been identi-

fied for development, namely North-East India Circuit, Buddhist Circuit, Himalayan Circuit, Coastal Circuit, Krishna Circuit, Desert Circuit, Tribal Circuit, Eco Circuit, Wildlife Circuit, Rural Circuit, Spiritual Circuit, Ramayana Circuit and Heritage Circuit.

The Buddhist Circuit has been identified as one of the 13 thematic circuits for development. 'Under Buddhist Circuit theme', the Ministry sanctioned the project 'Construction of Cultural Centre at Bodhgaya, Bihar' for ₹33.17 crore in 2014-15. All Buddhist sites in the country including in the state of Uttar Pradesh are covered under the Buddhist Circuit. The development and promotion of destination/circuits is primarily undertaken by the State Governments/Union Territory Administrations themselves but with a central assistance given to identified projects. Our sector can be a party to this development story by helping to develop hotels along these circuits. There is a crying need for functional hotels in these places. Starting from Lumbini (the birth place of Lord Buddha in Nepal), Bodhgaya, Kapilavastu, Sarnath and Varanasi, there is a huge demand for tourists from China, Sri Lanka, Thailand, Malaysia, South Korea and Japan.

Vinod Zutshi, Secretary-Tourism, GoI, recently announced that a Buddhist Conclave will be held from October 3-5, 2016 in Varanasi, Sarnath and Bodh Gaya. Around 500 monks from ASEAN countries are expected to attend the three-day event. It is also anticipated that the International Tourism Mart (ITM) 2016 will be held in the same month in Imphal, Manipur to boost tourism to the Northeastern states.

Let us hope that increased tourism will bring in more guests into all our hotels and create additional employment this summer.

With warm regards,
Vivek Nair
Honorary Secretary, FHRAI

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PRAVASI BHARAT CONFERENCE



Bharat Malkani, President FHRAI participated in the Pravasi Bharat Conference with Government of India, Ministry of External Affairs

USE WATER CAUTIOUSLY



Bharat Malkani
President
HRAWI

Hotel and Restaurant Association of Western India (HRAWI), the apex body of hotels and restaurants in the western region including the states of Maharashtra, Gujarat, Madhya Pradesh, Chhattisgarh, Goa and the Union Territories of Daman, Diu & Silvassa has issued guidelines to its members on conservation and use of water. In a letter addressed

to its members, Malkani, President, HRAWI has urged member hoteliers to conserve the precious resource by taking small steps like serving water and refilling only upon guests' request to not using the water hose to sweep the paths or driveways but by using just dry brooms.

Some of the key water saving practices to follow include serving half a glass of water when requested for some, reusing untouched water, crockery and cutlery, requesting the guest to use less water to avoid wastage and informing them about the drought, requesting the guest to turn off the taps when not in use or lowering the flow of the water, using a cover on the pool while not in use to reduce evaporation, among others.

"Water is a very precious resource and conserving it has become the need of the hour. Every drop of water saved could make a difference and especially so when all the



“Using less water helps us to become more flexible during water shortage times; conserving water takes small simple steps

” hoteliers and restaurateurs join hands it could mean a significant one. Using less water helps us to become more flexible during times of water shortage; and conserving water is simple and inexpensive,” says Bharat Malkani, President, HRAWI.

HRAWI



FHRAI and TNHA delegates meet CEO of FSSAI

A delegation of members from FHRAI (Federation of Hotels and Restaurants Association of India) and TNHA (Tamil Nadu Hotels Association) met **Pawan Agarwal**, CEO FSSAI (Food Safety Standards Authority of India).

Delegates including Venka Subbu, President, TNHA; Srinivasaraja, Vice President TNHA, R. Srinivasan, Secretary TNHA, Murugan Representative of TNHA in Delhi, Dr V Pasupathy, Adviser FHRAI cum TNHA, Asha Juneja and. S P Joshi met Pawan Agarwal, CEO FSSAI.

The CEO observed that FSSAI is receiving representations from Tamil Nadu and delegations are also coming to explain their viewpoints. Meanwhile FHRAI had also submitted its representations of about 800 pages with GMs in 2012 and another recent one was submitted in January 2016. FHRAI has meanwhile suggested that a representative from FHRAI should be a part of the Advisory Committee.

Talking about the ground realities, Srinivasan said that in Tamil Nadu there are 572 inspectors, hotels and restaurants are facing many

problems as the food inspectors are picking samples of raw materials, which are bought from the market, imposing heavy penalties and encouraging bribes. Samples are taken midway through the process and reports are made out



FSSAI to introduce online complaint cell, consumer can file their complaints about any restaurant/eatery



on finished product comparison. He further added that compound of offences are allowed to some manufacturers, the same be allowed to hotels and restaurants.

Addressing their concerns, Pawan Agarwal, CEO, FSSAI said that FSSAI is in the process of amending Part V Schedule 4 category of FSSAI ACT. Srinivasan further suggested that state associations' representatives be part of the district level committees. In principle the CEO agreed to the suggestions. He informed that

FSSAI is introducing Food Safety Management system which will be different from enforcement and based on self declaration. He asked to submit Guidelines on Food Hygiene in a book form, which will be displayed at prominent place in hotels/restaurants. He added that FSSAI also introducing the online complaint cell, consumer can file their complaints about any restaurant/eatery.

FHRAI and TNHA told FSSAI that FSMS specifically for hotel industry has been conducted by the association for the members. FSSAI CEO opined that inputs from the associations will be taken on FSSAI or FSMS standard and audit methodology for the hotel industry.





Glimpses Cambodia Joint Working Group Meeting



The Cambodia Joint Working Group Meeting was held on April 28, 2016 at Hotel Samrat New Delhi. Representatives from Cambodia, the MOT, Govt of India and different associations were present at the meeting.





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HOTELIERS DWELL ON POLLUTION CONCERNS

A joint meeting was held between the members of SIHRA and Tamil Nadu Hotels Association with **Thiru K Skandan** IAS Additional Chief Secretary / Chairman, Tamil Nadu Pollution Control Board at Hilton Chennai on April 4 2016. SIHRA was represented by K Murali Rao, T Natarajan, M Venkadasubbu, R Srinivasan, PG Venkataramana



Joint meeting of members of SIHRA and Tamil Nadu Hotels Association with Thiru K Skandan

Babu, D Srinivasan, R Rangachari and E Maller. Members of Chennai and Tamil Nadu Hotels represented by Srinivasa Raja, Ravi, R. Srinivasan, Rajakumar, Mukesh Patel, V. Suryanarayanan, Senthil kumar and Venkatraman. TNPCB represented by Thiru K Skandan IAS Additional Chief Secretary / Chairman, and Dr.K.Karthikeyan, Member Secretary, Tamil Nadu Pollution Control Board.

KBE INITIATIVE WINS ABBY AWARD

After setting the blogosphere alight with memorable travel narratives from across God's Own Country, Kerala Blog Express (KBE) – Kerala Tourism's pioneering blogger outreach programme – has gained added traction. The third edition of the initiative, which saw 30 influential bloggers from 25 countries set out on a fortnight coach trip across Kerala to soak



in the state's culture and heritage, has bagged the much coveted ABBY award – the Oscar of Indian advertising – in the Social Media (Outreach) category.

Conceived by Stark Communications, Kerala Tourism's creative and brand management agency, KBE 3.0 beat out campaigns from a competitive pool that included corporate giants such as P&G, Pampers, Amazon India, Cadbury Choclairs, Flipkart and Asus India as also high-profile marketing drives for the Star World show Quantic and the movie Talvar.

KERALA SHOWCASES AT ATM



Kerala Tourism Principal Secretary G Kamala Vardhana Rao presents a memento to the Indian Ambassador to the UAE His Excellency T P Seetharam, who visited the Kerala Mini Pavilion at the four-day Arabian Travel Market (ATM) in Dubai which commenced on April 25

SIHRA



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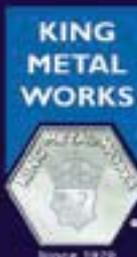


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HRAEI'S APPEAL CUTS DOWN A PROLONGED LIQUOR BAN IN KOLKATA

Thanks to a concerted effort by the Hotel and Restaurants Association of Eastern India (HRAEI), the state excise department of West Bengal lifted a 10-day prohibition on liquor in the heart of Kolkata in mid April.

In an earlier order, the central part of the city, the area with largest concentration of bars and restaurants, had been declared dry for 10 days, between April 19 and 30 owing to the State Assembly Elections. According to the Election Commission order, liquor sale had been prohibited in poll-bound areas not just on election days, but during the preceding 48 hours as well. The ban was supposed to extend to the



Pranav Singh
Secretary, HRAEI

neighbouring constituency of the one in which polling is being held.

The order set panic among city bar owners after the state excise department issued the order on April 7. "Since summer is the peak season for restaurants, liquor prohibition for 10 days at a stretch would have led to an 80 per cent drop in sales. Many of the restaurants owners might have



Nitin Kothari
Honorary Treasurer
HRAEI

to shut down as it's not viable to operate without serving liquor," said **Sudesh Poddar**, President of HRAEI. Members argued that the direction was a departure from the gazette notification of 1998 that laid down provisions for ban on liquor sale during elections. "Bars and restaurants serving liquor surely would have been hit hard," said



Restaurant owners are often hit by liquor ban on several occasions every year, especially during the festive season in October



Pranav Singh, Secretary, HRAEI. Added Poddar, "It's fair enough to prohibit liquor in election areas for 48 hours, but why penalise the neighbouring areas?" **Nitin Kothari**, Honorary Treasurer, HRAEI, owner of Mocambo and Peter Cat on Park Street, echoed, "It will be hard on customers, especially at this time of the year when people flock to restaurants to enjoy a

meal in air-conditioned comfort." So the members of HRAEI decided to appeal against the prohibition, seeking a partial relaxation of the dry period beginning from April 19. Poddar sent letters to the Collector of Excise, the Election Commission and the CM seeking a reprieve.

The members heaved a sigh of relief on April 11 as the state excise department effected a 'partial modification' of its earlier order and lifted the ban on liquor sale in constituencies adjoining those in which polls are to be held. The new circular meant central Kolkata could sell and serve liquor after a three-day prohibition from April 19 to 21. "This was a huge reprieve, but restaurant owners are often hit by liquor ban on several occasions every year. Especially during the festive season in October we are hit hard by prohibition. But the tragedy is that the rule doesn't prevent people from enjoying drinks in private. Customers have to either



Sudesh Poddar
President HRAEI

buy liquor in advance before closure or buy it from the black market paying a hefty price. There's an added risk of indiscriminate sale of counterfeit liquor," said Poddar.



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SNAPSHOTS HRANI GENERAL MEETING



HRANI held its General Meeting on April 7, 2016 at Jaypee Vasant Continental, Vasant Vihar, New Delhi

HARYANA TO FORMULATE NEW STATE TOURISM POLICY

With an aim to give a boost to tourism in the State, Haryana Government initiated the process of formulating a new State Tourism Policy after 2008. To attract increased private investment in the tourism sector, and a more meaningful role for the Government, a meeting of stakeholders chaired by Dr. Sumita Misra, Principal Secretary, Haryana Tourism Department was held in Panchkula. During the meeting, Pawan Aggarwal, Member of Managing Committee HRANI & Representative FHRAI submitted a detailed representation to the Haryana Tourism Department comprising the inputs and suggestions for tourism promotion.

The recommendations submitted:

- Concessions and incentives to the hospitality and tourism industry under the Industrial Policy.
- No Luxury Tax to be leviable on room rent upto ₹3,000/- per day and the new tourism accommodation units to be exempted from luxury tax for the next five years.
- Rationalisation of License Fee throughout the State.
- 24*7 operations of Tourism Units in the state of Haryana.
- To scrap the Assessment fee on Imported Liquor.
- Concessions on electricity charges (current rate of electricity tariff is highest in Haryana as compared to neighbouring states) and to extend the 100% exemption on Electricity Duty and Cess for atleast 10 years to all new tourism units.
- Waive off land use conversion and development charges for all new tourism units.
- 100% Stamp duty for land transfer charges of tourism units.
- Newly constructed theme parks, amusement parks and water parks to be exempted from entertainment tax for the next five years.
- License fee applicable to 4-star and 5-star classified hotels (L-4 & L-5) should be reduced.



Luv Malhotra

formulation of tourism policy in a state/country is to provide the roadmap for the future. Implementation of the same by all departments is the need of the hour."

Luv Malhotra, President, HRANI, said, "I am happy to share with you that the state of Haryana and NCT of Delhi, both are in process of formulating the tourism policy and HRANI is involved in the process. Uttar Pradesh has already got a wonderful policy and on behalf of HRANI and fraternity of Uttar Pradesh, I would like to thank the Hon'ble Chief Minister and his team for such a remarkable step which will lead to promotion of tourism in the state viz-a-viz an increase in investments in the hospitality & tourism sector. To conclude, the purpose of

Pawan Aggarwal, MC Member HRANI, said, "I appreciate the Haryana Government for inviting inputs of the stakeholders to formulate a new Tourism Policy for the state after 2008. It is high time that the industry and Government should work jointly towards a motivated tourism scenario in the state. In fact, the policy makers must come up with some concrete policy on tourism with industry suggestions incorporated."

5
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UP'S BOOST TO HOSPITALITY & TOURISM

To showcase newer tourist destinations in the state and woo more tourists, Government of Uttar Pradesh has outlined a new tourism policy for the state, after a gap of 17 years. UPHRA closely worked with the Department of Tourism, Government of Uttar Pradesh, for about 2 years and contributed their inputs and suggestions to produce a tourism policy which works in the best interests of the hospitality industry in the state.

HIGHLIGHTS

- Tourism accorded with industry

status and will be able to derive benefits and facilities as applicable to industries.

- Sanction of electricity load on priority.
- To establish units land to be made available to private entrepreneurs in tourism industry to bring it in uniformity with other industries in the state.
- Taxes of Nagar Nigam and Jal Sansthan as levied on industries, to be applicable on hotels also.
- Hotel construction to be permitted in industrial areas also.
- Rebate of 30 per cent in VAT

will be provided on the purchase of plants and machinery or equipments coming under tourism units/tourism industry.

- All other facilities available to industries.
- No land conversion and development charges will be payable in urban and rural areas for establishing tourism units.
- Plans submitted with all formalities by the entrepreneurs for hotel construction in urban area shall be mandatorily approved within 90 days by authorities.

COMMITTEE FOR SANCTIONING OF INCENTIVES AND CONCESSIONS

S.No.	Designation/Department	Title (SLC)
1.	Chief Secretary	President
2.	Principal Secretary, Infrastructure and Industrial Development	Member
3.	Principal Secretary Tourism	Member
4.	Principal Secretary Finance	Member
5.	Principal Secretary Culture	Member
6.	Director General Tourism	Member Secretary



Garish Oberoi

Garish Oberoi, General Secretary, UPHRA, said, "I would like to thank the Government of UP for carving out such a dynamic and pro tourism policy. This Policy meets most of the demands of the fraternity and the declaration of hotel

and restaurant as Industry will provide a new impetus to hospitality & tourism in the state. Though in earlier Tourism Policy of Uttar Pradesh also the Industry Status was given to the industry but it is this time that the benefits like—low property tax, relaxation in electricity tariff, stamp duty concession, capital and interest subsidy etc. are mentioned and being introduced. I am pleased that the tourism & hospitality industry is finally acknowledged with the status it truly deserves."

Surendra Jaiswal, President, UPHRA, said, "This is a big step that will lead to an increase of investments in the hospitality industry in UP. The impact of the tourism policy will be visible in the immediate to the long term. Further, we are absolutely thrilled and grateful to Hon'ble Chief Minister of U.P. Government for acknowledging and addressing our demand in the interest of Tourism Industry."



Surendra Jaiswal

INCENTIVES AND CONCESSIONS

- ♦ Interest subsidy
- ♦ Capital subsidy to new tourism units
- ♦ Stamp duty concession
- ♦ Waiver of conversion & development charges
- ♦ Exemption of luxury Tax
- ♦ Incentive: Paying Guest/Bed and Breakfast Units
- ♦ Trade Tax exemption for Restaurants
- ♦ Exemption from Entertainment Tax



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ATMANTAN WELLNESS CENTRE IN PUNE

Promoted by Sparsh Infratech Atmantan, the wellness centre located in the verdant region of Mulshi – Pune is now open to welcome guests. The 106-room retreat-only wellness centre offers eight scientifically researched and customised all-inclusive wellness programme. The first phase of Atmantan is launched with 73 rooms including a single bedroom villa.

The conceptualisation of Atmantan in 2008, had been a long-standing dream of founder and ex-Ironman tri-athlete, Nikhil Kapur, and his wife, Pranice Healer, Sharmilee Agarwal Kapur. Atmantan is the divine amalgamation of Atma {soul}, Mana {mind}, and Tann {body} that encompasses the Atmantan's integrated approach to wellness.

Nikhil Kapur, Founder Director, Sparsh Infratech said, "I am happy to see our vision finally take shape today. Atmantan goes live today. It's an unmatched wellness destination that will allow

guests to relax, rejuvenate and achieve their personal wellness goals. It is truly a place for personal transformation and deeper understanding of holistic wellness – both of which are key ingredients for a happy life."

Tucked in the crystalline Sahyadri Mountains and overlooking the pristine Mulshi Lake, Atmantan is spread over 40 acres of lush valley. The land's healing frequencies and breathtaking landscape makes it the perfect retreat centre to enable transformation of the mind, body and soul. **Sharmilee Agarwal Kapur**, Pranice Healing practitioner & Founder Director, Sparsh Infratech said, "The aura and scenic beauty at Atmantan is unparalleled. Every guest walking into Atmantan is bound to experience the immense positivity and healing energies found uniquely here in this land of Prana! This coupled with the guidance from wellness experts and a therapeutic spa experience along with gourmet wellness cuisine, will ensure that every guest achieves their desired health goal."

ACQUISITION

HNA TOURISM GROUP TO ACQUIRE CARLSON HOTELS

HNA Tourism Group, a division of HNA Group, a Fortune Global 500 company with operations across aviation, tourism, hospitality, finance, and online services among other sectors, and Carlson Hospitality Group have entered into an agreement for the acquisition of Carlson Hotels. The transaction is subject to receipt of regulatory approvals and other customary closing conditions, and is expected to close in the second half of (calendar) 2016. Under terms of the Agreement, which were unanimously approved by the Carlson Board of Directors, HNA Tourism Group will acquire all of Carlson Hotels, including its approximately 51.3 per cent majority stake in Rezidor Hotel Group. The combination of HNA Tourism Group and Carlson Hotels will have increased ability to



accelerate growth through investments in areas such as digital, owned assets in major gateway cities, building of Radisson RED and other new brands.

"Carlson Hotels own a powerful set of global brands and this historic agreement provides tremendous opportunities for growth," said David P. Berg, Carlson Hospitality Group chief executive officer. "We look forward to working within HNA Tourism Group, a greatly respected global enterprise, in what will be an exciting new chapter in the history of Carlson Hotels. As part of HNA Tourism Group, Carlson Hotels will have an opportunity to advance our commitment to providing guests with hospitality world-wide," added Mr. Berg.

EXPANSION

SAROVAR SIGNS NEW HOTELS IN NORTH INDIA

Sarovar Hotels & Resorts' has announced the signing of two new hotels in North India. The group has signed an 81-room Sarovar Portico at Kapashera New Delhi and a 43-room Sarovar Portico at Palampur in Kangra Valley, Himachal Pradesh. These developments represent the group's focus on both the business and leisure segments. Focusing on expanding to newer markets this year, further openings are expected in Dehradun, Amritsar, Raipur, Jaisalmer, Ajmer, Bhavnagar, Jalandhar, Greater Noida and Bekal. Commenting on the development, **Ajay K. Bakaya**, Executive Director, Sarovar Hotels & Resorts, said, "We are focusing on our expansion plans and the signing of these two properties boost the company's strategic efforts to expand our brands even further across the region. With business as well as leisure travel continuing to rise in this region, we aim to grow our presence to meet the demand over the coming years in different markets including Dehradun, Raipur, and Amritsar. Through our distinctively recognized brands, we aim to offer value for money accommodation and superior hospitality to today's travellers."

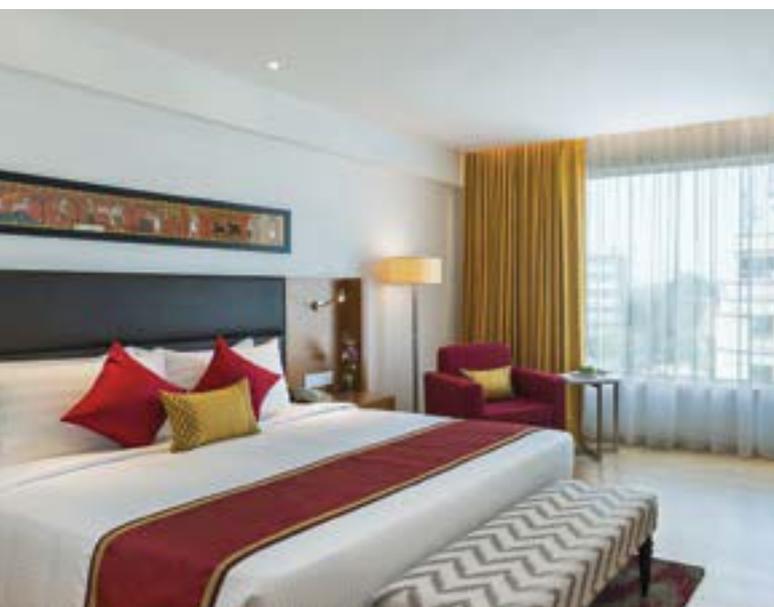
Owned by Palm Land Hotels & Resorts LLP, the hotel in Kapashera will be named The Muse Sarovar Portico, New Delhi Kapashera. The hotel is strategically located close to the Delhi airport and in proximity to the Delhi-Haryana border and will offer all modern facilities including an all-day dining restaurant, bar, gym, meeting rooms, swimming pool, banquet and conference facilities. The resort in Palampur which is owned by R. S. Belvedere offers a virtual bonanza for nature lovers, unearthing the most exciting views of



the divine Dhauladhar mountain range, which forms the backdrop of this beautiful town. Located in an important town in the Kangra Valley, also known as the tea capital of north India, RS Sarovar Portico, Palampur will be an ideal destination for nature lovers and adventure enthusiasts.

EXPANSION

128-ROOM MERCURE DEBUTS IN HYDERABAD



AccorHotels has announced the opening of Mercure Hyderabad KCP, marking the group's fourth property and its first mid-scale brand hotel in the city. To celebrate its opening, the hotel is offering an introductory rate starting from ₹6,500 + taxes with breakfast for two and ₹1,000/- worth of flexi credit on all hotel services. The promotion is valid till June 30, 2016. Base room rate is approximately ₹6,500 + taxes. The 128 guest rooms and suites offer modern amenities alongside scenic views of the city and Hussain Sagar Lake. For executive meetings, private parties and memorable events, the hotel has five contemporary meeting rooms and banquet halls that can accommodate up to 150 guests. All meeting rooms are equipped with state-of-the-art conferencing technologies. The meeting rooms boast of abundant natural light and ventilation along with amazing panoramic views of the city.

Kavitha Dutt Chitturi, Executive Director, KCP, said, "Hyderabad has witnessed rapid growth in the IT and Pharma sector in the recent past, with leading MNCs making a beeline to the city. This has resulted in an increase in the number of business travellers to the city."

TIE-UP

ITC RENEWS PARTNERSHIP WITH STARWOOD HOTELS & RESORTS

ITC Limited and Starwood Hotels & Resorts have announced that agreements have been signed to extend their existing partnership for 11 ITC Luxury Collection hotels and one hotel under the Sheraton brand. The two also announced three upcoming ITC hotels under The Luxury Collection brand in India. The addition of the ITC Kohinoor in Hyderabad, ITC Narmada in Ahmedabad and ITC Royal Bengal in Kolkata will take the inventory up to 15 hotels, over the next four years. **Nakul Anand**, Executive Director, ITC Limited said, "ITC's hotels exemplify our commitment to create world-class Indian brands that demonstrate global competitiveness. The association with Starwood Hotels & Resorts for close to four decades, bears testimony to this commitment and we are pleased to further strengthen our alliance with three upcoming ITC luxury hotels in Kolkata, Hyderabad and Ahmedabad, which will be an archetype of the culture and region they are located in."



SKILLS

MOU BETWEEN MOT AND IGNOU FOR B.Sc IN CULINARY ARTS



A Memorandum of Understanding (MOU) was signed on the May 5, 2016, by & between Dr. Preeti Srivastava, Joint Secretary, Ministry of Tourism and Ex-Officio Director, Indian Culinary Institute Society (ICI) and, Sudhir Budakoti, Registrar, Indira Gandhi National Open University (IGNOU) in the presence of Vinod Zutshi, Secretary to the Government of India, Ministry of Tourism and. Ravindra Kumar, Vice Chancellor, IGNOU, for launching the collaborative degree programme of Bachelor of Science (B.Sc.) in Culinary Arts from the August 2016 academic session at ICI, Tirupati.

The admissions to this collaborative programme between ICI and IGNOU will be through a National level Entrance Test. The BSc. (Culinary Arts) programme, designed and developed by the country's leading Chefs and academicians, will be a unique programme and

will go a long way in meeting the demand of top-of-the-line culinary specialists in the hospitality industry both in the country and abroad, across various levels and will create global ambassadors of Indian gastronomy. In the near future, ICI will also offer more specialized short term programmes in the culinary field.

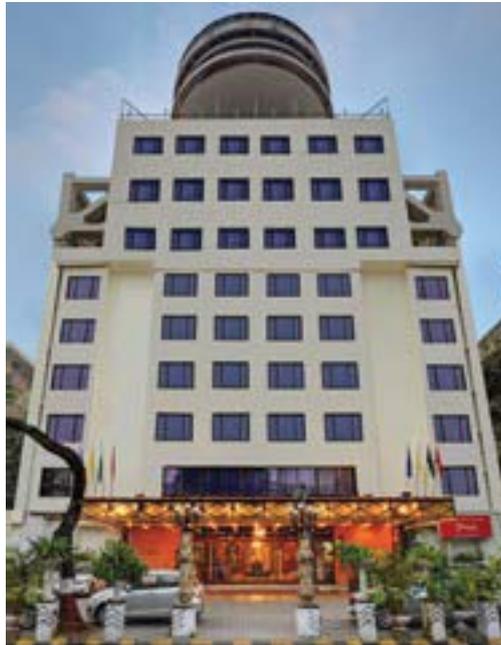
Speaking on the occasion, **Vinod Zutshi**, Secretary (Tourism), Govt. of India said that the Ministry of Tourism has plans of offering more diverse academic programmes in the area of hospitality in the near future, in collaboration with IGNOU. Ravindra Kumar, Vice Chancellor, IGNOU mentioned that this MOU is an outcome of the history of successful collaboration between the Ministry of Tourism and IGNOU. The initiative and contribution of Nageshwar Rao, Ex-Vice Chancellor, IGNOU, towards the launch of this programme was acknowledged.

GDS

LHG ADDS THE AMBASSADOR GROUP OF HOTELS

Luxury Hotels Group (LHG), part of WHM Global, has announced a tie-up with the reputed Ambassador Group of Hotels for its GDS Services. This tie up will help the Ambassador Group to amplify its identity with the most comprehensive suite of distribution tools in the industry.

The Ambassador Group of Hotels is a 5-star & 4-star Hotel Chain. All the properties are Individualistic, each of them portraying the sophisticated charm of the contemporary world with its own intricacies of home-grown art. The iconic appearance of every Ambassador is shadowed only by the beauty of its avant-garde settings, fine array of cuisines, futuristic business facilities and connectivity.



The Ambassador Hotel, Mumbai is synonymous with the Queen's Necklace and offers a choice of accommodation to its esteemed guests. Hotel Ambassador Pallava – Chennai offers old world charm with high ceilings, old teak and wooden furniture. Ambassador Ajanta, Aurangabad effortlessly combining the timeless magic of Ajanta and Ellora with the modern conveniences of today.

Pramod Kulkarni, VP Ambassador Group – MIS, IT, Revenue Mgmt. & Distribution said, "We are in the process of Brand Standardisation & Expansion. We're excited to increase our hotel's business and exposure through working with LHG in the months to come."

LAUNCH

LEBUA OPENS 41-ROOM HOTEL IN LUCKNOW

Bangkok based hotel chain, lebuA Hotels and Resorts, has launched its latest luxury property lebuA Lucknow, in the capital city of Uttar Pradesh. One can avail the special introductory offer and book the stay at ₹6999/- plus taxes per night. With 41 rooms and suites, the hotel offers quintessential Lakhnavi royal heritage of living spaces that open onto courtyards and terraces, with the Art Deco style of architecture fashionable in the first half of the 20th century. Conceptualised as sprawling traditional

bungalows, the Executive, Deluxe and Luxury Rooms and lebuA Suites range in size from 180 to 500 square feet each. All rooms and suites are non-smoking, air-conditioned and have a balcony or terrace, in addition to complimentary Wi-Fi, satellite and cable TV, coffee/tea making facilities, an in-room safe and bathtub.

The property is easily accessible, being just 14 kilometers away from both international and domestic airports; the city itself being just over an hour's flight from New Delhi. Other facilities include a swimming and plunge pool; the traditional Indian restaurant AZRAK, presenting cuisine from the royal courts of India; the contemporary Italian restaurant 1936, the first of its kind in the city; The Lounge bar, the only bar in town; the Central Pavilion – Sehen, located in the courtyard, exclusively for resident guests; in addition to Khema for an exclusively unique dining experience, as well as in-room dining. The Baradari Ballroom accommodates up to 225 guests, while a fully equipped business center and meeting facilities assure that work carries on uninterrupted.





Bharat Malkani

The challenge of high taxes

In a casual interview, **Bharat Malkani**, President, FHRAI talks about the upcoming FHRAI convention, challenges for mid-segment hotels and his journey so far.

“Our research indicates that more hotels are for sale today than it has been ever in the history of our country”

Kanchan Nath

TELL US ABOUT THE 51ST FHRAI CONVENTION.

The 51st FHRAI Convention will take place in the historical city of Indore. It is going to be a new concept in convention where the captains of the Indian hospitality industry are going to set the goals for the future. For many years our industry has languished due to poor performance of the economy and tourism.

Now, instead of waiting for times to change we are going to be the change that we want to see and usher a new golden era of this industry. Expect charged debates, new ideation and fresh insights on revenue generation.

WHAT IS THE THEME OF THE CONVENTION?

The theme is 'Brand India'. For a long time we have, as an industry, failed to recognise the power of our own brands. Today a brand conveys in a word or an image what it stands for. The expectations of quality, service standards, facilities are matched by a brand.

Most hoteliers are individual brand owners and are unaware of the power of their brands. We want these brands which are essentially Indian to be the focus of the Convention. We are going to focus on services and products that our industry is associated with and everything

you touch, feel, hear, taste or see will espouse this theme. We have planned to hold the main panel discussions by industry experts from India and abroad. The underlying theme will be the maximisation of revenue in an era where e-commerce is helping hotels and yet it comes at a high cost. We also will have sessions where we will spread the message of environmental friendly practices that save money for the industry. Everything is participative.

HOW MANY PEOPLE ARE YOU EXPECTING?

We estimate a minimum of 1000 members to attend this Convention, in addition there will be Government officials from various departments.

WHAT ARE THE MAIN CHALLENGES FACED BY MID-SEGMENT HOTELS?

The challenge of the entire industry is the issue of high taxes. We are the singularly highest and double taxed industry in the country. With global competition, it is getting more and more difficult for us to stay relevant with all neighbouring countries charging one fourth of the taxes that Indian government levies. Coupled with this are falling room and food revenues and discounts to online travel agencies.

Our research indicates that more hotels are for sale today than it has been ever in the history of our country. This trend is unhealthy for the industry and as the apex body of the hospitality industry we have decided to take this challenge head on and emerge victorious.

HOW HAS THE JOURNEY BEEN SO FAR AS THE PRESIDENT OF FHRAI? WHERE DO YOU HOPE TO MAKE A DIFFERENCE?

As President I have to say that this has been a very interesting journey. I have had the unstinted support of my colleagues from the Executive Committee of the FHRAI and our office staff. This has allowed me to pursue a few of the programme that I have always believed that the hospitality industry needed to nurture.

My main efforts have been in the areas of environmental issues, policy concerns with the tourism and finance ministry and a revamping of hospitality education. Having said that the term is only midway right now and there is still lots to be done. I am reminded of one of my favourite poets Robert Frost, who I quote "The woods are lovely, dark and deep. But I have promises to keep, and miles to go before I sleep."

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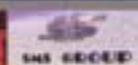
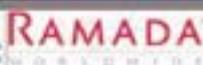
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Of retention **SATISFACTION** **AND SKILL SETS**

With skill being the prime aspect of any profession, retention of good talent is a major problem. HR Managers, academicians and professionals talk about the trends in education, human resource and work-life balance.

Kanchan Nath



Hospitality is not just about a maintaining a pleasant smile with a guest. It is also about making sure that the person attending the guest is happy and for this employee satisfaction and retention go hand in hand. Professionals and experts answer some pertinent questions on how to retain people and keep enhancing skill sets: What kind of policies they have for trainees? How are they helping to develop passionate hoteliers? What is the gender parity in their group? How they work on preventing attrition?

While professionals focus on skills, educationists pave the way for students to become professionals. Curriculum gets the students ready and in a globalised world, tie-ups with institutes across the world also help in training. Practical education along with theory is important, just as quality needs to be met too. And hoteliers too have taken a share of the education market. While some claim institutes are teaching with old world redundant courses, others lay claim to bringing a change in education with technology.

HAPPY HOURS

At IHG, we firmly believe that it is only through happy and engaged colleagues that we can achieve our core purpose of creating 'Great Hotels Guests Love'. We have an active social and sports calendar at every IHG hotel in India. This calendar is brought to life through regular team outings and events including fests, fairs, annual day, inter-department competitions and various cultural programmes. We also encourage our colleagues to participate in a host of CSR activities to contribute towards local communities.

We have successfully implemented a number of employee benefit policies which include compensatory offs and complimentary transportation to and from work. We have recently introduced the concept of 'Happy Hours' as a pilot project which is the additional time off awarded to those colleagues who may have voluntarily worked beyond their duty hours to assist with an operational exigency. Around 40 per cent of our corporate leadership team in India is female. Two of our General Managers are female, grown from within the organisation.

IHG ACADEMY

IHG has partnered with 28 Hotel Management Institutes through

the IHG Academy Programme across India. We have a year round engagement plan with these institutes.

HIRE, TRAIN, INVOLVE AND RECOGNISE

Our talent acquisition and retention policy is structured around four pillars—Hire, Train, Involve and Recognise. We recruit for attitude and train for skills. The IHG Competencies Based Interview Guides, which focus as much on the behavioural competencies as much as the functional ones help us in recruiting the right talent. We inculcate strong service ethics in our colleagues through the customised IHG Brand Service Culture Training. We have global partnerships with organisations like Harvard, Cornell, Centre for Creative Leadership, Corporate Executive Board (CEB) and Lobster Ink. In collaboration with Harvard we offer our colleagues with 44 leadership development modules that are available internally.

Some initiatives that help us keep colleagues engaged:

- ☞ Online recognition tool, IHG Bravo-facilitates vertical and horizontal recognition. Over and above Bravo, the foundation of our recognition programme is the IHG

Winning Ways that is our organisational values.

- ☞ Race around the World—a week long schedule of vigorous activities to promote healthy lifestyle by taking pledges to impact environment in a positive way.
- ☞ A tribute to colleagues who go beyond the call of duty in living our Winning, Ways, we publish our annual magazine 'Winning Ways Champions,' an exclusive compendium that features their stories.
- ☞ As a 'listening' organisation, IHG encourages its colleagues to share their thoughts, feelings, suggestions and ideas. This is facilitated through online engagement surveys.
- ☞ Across all our hotels we follow an 'Open (or rather No) Door' policy. Leaders at all levels are accessible to colleagues.
- ☞ The IHG Performance Management System has been recognised under the special category of 'Fairness in Performance Management' by Great Places to Work survey. The PMS helps us in objectively assessing and identifying our strategic talent focusing on their development.
- ☞ Annually, IHG has a weeklong celebration titled "Celebrate Service Week" to specially express our appreciation and gratitude to all our colleagues.



Rajesh Chauhan
Regional Director
Human Resources
South West Asia
IHG





Gurmeet Singh
Area Director
Human Resource
India subcontinent
Marriott International

TAKE CARE

Our associate engagement survey includes questionnaire on work-life balance so that we get a temperature check on this aspect of our associate work-life cycle and formulate appropriate strategy with key action steps to create equilibrium. We have six Offs in our company from the last 17 years of operations in India and were the pioneer in bringing this concept to hospitality in India, where other hotel companies treated it as an alien possibility.

There are many live examples in our hotels currently with part-time or flexi work hours schedule to make a good fit with specific role and business need. Marriott introduced a new programme in India this year named 'Takecare'. Think of TakeCare as Marriott's commitment to help associates live their best life- with a focus on body, mind and spirit, while building a healthy and secure future.



We are in a strong position when it comes to having 'Senior Women Leaders' in our workforce.

All hotels in India have been given a business goal in 2016, which is to increase the women workforce by 15 per cent over 2014. One of the initiatives is that the Senior Women leaders in the company or so called influencers to have a goal to mentor a junior level manager or supervisor to ensure we elevate our retention numbers.

For MILLENNIALS

We consider interns (trainees) as one of our own as they are our potential associates. We have launched an initiative called "Marriotternship" in India in 2015. The guidelines focus on areas such as:

- Enhanced stipend at key locations
- Personal and professional development training
- Open invite for interview at our hotels at graduation
- Recognition Programme

- during the internship
- Exit interviews to seek feedback to pro-actively improve
- Fond Farewell

We are hosting 'PIE' Partners in Excellence programme in select markets. This essentially means to partner with college faculty and generate opportunity to work together to make the internship meaningful and relevant.

ENGAGEMENT AND RETENTION

Our leadership's mantra is to walk the talk. The company's strategy is simple—acquire the right people and provide right training and resources to perform the best. We have sophisticated training programmes and competency model within each brand that supports to deliver appropriate level of service to our targeted customers. Some ways in which our company ensures retention are:

In our new hotels, we prioritise during staff planning phase to hire high percentage of existing Marriott managers and associates to establish company culture. Opportunities such as taskforce, core training for managers to target specific need, cross discipline exposure, meaningful personal development plan are great contributors in retention.

Internal promotion policies and compensation and benefit approach to manage transfers across cities is one of the important ways in providing growth opportunities.

Open door policies, transparency in business and our non-negotiable approach of managing business and work place ethics are the foundation of engaging and retaining associates.

Succession planning is very robust and goes a huge way in engaging and retaining the existing and also attracting new talent.





WORK-LIFE BALANCE

Knowing fairly well that work-life balance is an important factor, we have recently introduced six offs in a month for all employees.

This means our colleagues have more time to spend with their families. Secondly, we continuously encourage employees to avail their pending/earned leaves to rejuvenate them. HODs are constantly asked to ensure that employees are sent on leaves when work is low or not so demanding. Focus is also given to ensure that they do not work extended hours without valid reasons and shift patterns are monitored to ensure the same.

Our staff members sometimes have errands to attend; the colleagues are given the opportunity of flexible timings wherever it is possible. Besides these activities; the hotel keeps on organising a lot of indoor/outdoor activities for the colleagues to

ensure that 'Jack does not become a dull boy' and these activities ensure that body and soul are in harmony with nature.



INDUSTRIAL TRAINEES

At Shangri-La, we are given opportunities to trainees to interact with the guests in the 'real time' and they are not involved in only the back office errands. The idea is to make them familiar with what to expect when they pass out from their institutes. They are also involved in various engagement activities.

ENGAGEMENT AND RETENTION

The HODs are judged on a parameter where they are scored on how many colleagues got promoted under them. This ensures that the HODs keep on training and developing the skill sets of their team members. Secondly all our vacancies (globally) are shared with

the team and colleagues are encouraged to apply for them. This gives them the opportunity to explore Shangri-La internationally and grow within the group. Colleagues are also encouraged to go for international task force assignments besides the various training programmes.

We also encourage E-Cornell courses for advancement of our colleagues. We encourage an open door policy and colleagues can give their comments wherever it is needed.

This fosters an open environment and encourages free exchange of ideas or exposes bottlenecks and management takes corrective action wherever it's possible.

PASSIONATE HOTELIER

Our core value is "May you achieve all your career aspirations with Shangri-La". The hotel chain is growing and we are always looking at ideas which entice our guests. We encourage idea sharing with the employees.



Dhiraj Bhushan
Director of Human Resources
Shangri-La's - Eros Hotel, New Delhi



Anil Mohan
Joint President
Jaypee Hotels

WORK-LIFE BALANCE

The HR and management constantly plan and carry out policies, which enables employees to balance their personal and professional lines. The team regularly organises activities, events and games for the employees to break the drudgery of work. All festivals are celebrated irrespective of the religion which brings the employees on a common platform.

GENDER PARITY

Our Managing Director, Manju Sharma, has ensured that we have significant number of women holding senior positions in the company. Gender Parity is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or a man. Our main aim is to achieve broadly equal outcomes for women and men counterparts.

TRAINING THE TRAINEES

At Jaypee Hotels we consider hotel trainees as an important part of our work force. To inculcate the feeling of belongingness in them, our induction process is carefully designed to introduce them to the



Group's core values and beliefs. A welcome session is organised wherein all the trainees meet the Training Manager who is responsible for the growth and progress of the new joinees. Regular sessions are conducted to track their progress and learning in each department.

PASSIONATE HOTELIER

By investing in our employees we believe we can bring out the best of his/her traits and styles which further benefits the

productivity of both the individual and the organisation.

Behavioural Polishing programmes or Staff Development Programmes adds significant value to an individual to enhance the quality, retention and application of learning in the workplace, thus creating a 'learning organisation'.

ROAD TO RETENTION

We have a well developed three months appraisal system even before the six months confirmation period which enables us to look into checks and balances well before hand. We have a company wide open door policy and encourage all employees to give suggestions and share their grievances. This enables us to be strong in Training and HR as well. A competitive salary bracket, regular appraisals, open door meetings and various communication strategies allows us to attract and retain talent.





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WORK-LIFE BALANCE

We make sure the hours worked by every employee are as stipulated. We have a number of in-house activities and sports tournaments during the year such as ladies club activities, theme lunches, movie of the month, birthday celebrations, picnics to name a few.

GENDER PARITY

In our company we welcome ladies as they are the face of the company and ensure that in each department we have a healthy mix. It is a must in the hospitality industry to have a softer side which is borne out by a wish list of 20- 25 per cent ladies being hired.

TRAINING TRAINEES

Our industrial trainees are treated at par with any other junior employee and rotated in each department for them to understand and opt for the stream they like best. We welcome and absorb any industrial trainee who comes back to us for a permanent job later.

PASSIONATE HOTELIER

Each level of employee has a certain degree of flexibility to give discounts and specialised services if something goes wrong without having to check with the higher authority. If a person is passionate about a certain subject we encourage him/her to study further and learn more. Every flair is objectively assessed and performers lauded.

RETENTION WOES

Empowerment, flexibility and future planning are tools we use very

deftly to ensure people are given a chance to prove themselves thereby retaining them.





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Alok Shivpuri
Principal
Institute of Hotel
Management,
Catering and
Nutrition, Pusa,
New Delhi

ÉCOLE HÔTELIÈRE DE LAUSANNE, SWITZERLAND

École hôtelière de Lausanne, Switzerland has been roped in by the Ministry of Tourism, Government of India to look into the three-year degree programme B. Sc. (HHA) and to revise the curriculum as per the needs of international students.

Team of Lausanne Hospitality Consulting (LHC), the subsidiary of Ecole hôtelière de Lausanne had visited India and after going through the existing curriculum, had interactions with all the stakeholders of hospitality industry viz. industry experts, alumni, faculty and students of IHM Pusa to revise the curriculum. The revised programme which is having focus on global management and

entrepreneur requirements will be implemented from the coming session in July 2016.

INDUSTRY TIE-UPS

IHM Pusa has tie-ups with all the major international and national hotels to provide internships, vocational training and placements. The industry experts come as guest lecturers for the orientation of the students. The institute has opened up for other services and allied industries for training and placement also. The faculty provides consultancies to the industry as well.

NATIONAL SKILL CERTIFICATION SCHEME

IHM Pusa provides skill oriented regulars programmes ranging from craft to post graduate

levels. In addition to these regular programmes, the institute offers short duration programmes of six to eight weeks under 'Hunar Se Rozgar' scheme and six-day programmes for already working people under National Skill Certification scheme of Ministry of Tourism, Government of India.

QLF CERTIFIED

The quality of education at IHM Pusa is ensured by using the most apt training style and the state-of-the-art gadgets. The emphasis is on group activities, assignments, presentations and research. A number of workshops, conferences, conventions are organised. Some of the faculty members are Qualified Learning Facilitator (QLF) certified from École hôtelière de Lausanne, Switzerland.





GLOBAL HOSPITALITY STUDENT

With the objective of providing Dynamic Hospitality Education in global perspective, our curriculum matches international standards. Continuous value addition and research focused approach contribute to make global. Manuals and methodology has been readjusted to changing needs and technological innovations.

INDUSTRY TIE-UPS

We have partnership and active

association with various organisations. Academic support, resources utilisation, guest lectures, effective industry exposure and industry visits for faculty and students are organised regularly under the arrangement.

ORGANISING EVENTS AND ACTIVITIES

Beyond the basic technical knowledge, focus on conceptual knowledge through projects and research topic helps in producing a real manager with competitive qualities. A

“As the pace of change in technology in the hospitality industry is fast, timely implementation will remain a challenge. More emphasis needs to be given to advanced research and seminars

real life situation for trainees will always be effective training methodology. We have strict norms as far as the number of programmes and students are concerned. So that strain on the infrastructure and other resources does not affect quality of education.

CHANGING WITH THE TIME

As the pace of change in technology in the hospitality industry is fast, timely implementation will remain a challenge. More emphasis needs to be given to advanced research and seminars.



R K Bhandari
Principal
BCIMCT
New Delhi





Sandeep Munjal
Director Vedatya
Institute Gurgaon,
an IHG Academy
partner

ACADEMIC RIGOR' AND 'EMPLOYABILITY SKILLS'

Upon completion of the three-month training programme, students gain first-hand experience and have the opportunity to apply for a job at IHG or any other hospitality company operating in India. Our programme is developed in consultation with industry partners like IHG and others to ensure that the specific content and structure is not just industry informed but industry endorsed and relevant. The co-developed 'Post Graduate Programme in Revenue Management' by Vedatya is a case in point, the result of which was 100 per cent employment. As part of this programme, we designed the curriculum with the right balance of 'academic rigor' and 'employability skills' to ensure that it addressed applied learning skills to join the industry workforce.

SUPPORT ON LIVE PROJECTS

Vedatya's relationship with IHG is special as seen through the IHG Academy. All major chains/hospitality brands come on campus for student placements, IHG being the first recruiter. Vedatya also conducts workshops with industry partners such as IHG, Hyatt and

IHCL. The industry tie-ups include lectures, workshops, industry roundtables, chef demonstrations and support on live projects. Internship opportunities are made available to students.

TOURISM AND HOSPITALITY SKILLS COUNCIL

The relevant infrastructure in the form of high quality training kitchens, training restaurants, front office labs and mock guest room provide the base for effective training to be delivered at Vedatya. Our faculty has a strong

“
A research focus, investments in academic research tools like a 'journal' or a 'conference' go a long way in ensuring that the institution has a culture that allows for continuous learning”

mix of industry and academic experience. Vedatya's recent affiliation with the "Tourism and Hospitality Skills Council" (THSC) is another step in ensuring a strong

focus on practical education. Another milestone in partnership with IHG is our initiative to offer the traditional three year programme in a "Work-Study" mode.

CHANGING WITH THE TIME

I think the 'gap' is a result of industry-academia disconnect. The answer really lies in partnerships like the one between Vedatya and IHG through collaborative programmes that have jointly developed curriculum, with open minded response to new approaches of delivery of programmes like the work-study initiative and faculty exposure initiatives. Institutes must invest in both the infrastructure and the faculty resources to ensure they are as per industry standards.

A research focus, investments in academic research tools like a 'journal' or a 'conference' go a long way in ensuring that the institution has a culture that allows for continuous learning and shares the same with students. We also have the latest technical platforms for academic delivery in terms of a 'Learning Management System' and hospitality specific software applications like Opera and Micros in sync with the industry.





GLOBAL HOSPITALITY STUDENT

The courses offered by AIH&TM have been carefully designed and developed to serve the training needs of various strata of the society, gain overall knowledge

about the course curriculum and specialises them in the area of their interest and knowledge. With increasing movement of international guests, the students are given hospitality inputs as per international standards while going through on the job training in international chains like Radisson, Marriott, Hilton.

INDUSTRY TIE-UPS

Ashok Institute of Hospitality & Tourism Management enjoys the privilege of being the only IHM in

hospitality industry, the students get the opportunity to work and experience the VVIP events of the hotel including state banquets and other similar functions students also go for on the job training to other hotels like Taj, Leela, Holiday Inn.

PRACTICAL EDUCATION

The institute is well equipped with practical labs having latest equipments and technology being used into the industry. The amalgamation of young, enthusiastic and experienced faculty of the institute put equal stress upon the practical inputs to the students. The students also go for internship to various hotel departments.

ENSURE QUALITY

Having more than four decades of experience, the batch size of the students and the number of faculty in each course is proportionate so that each student gets the maximum attention of the faculty. In addition, there are dedicated course coordinators for each course who regularly interact and counsel the students.



Sudha Chandra
GM, HRD and
Principal, AIH&TM
(Ashok institute
of Hospitality
and Tourism
Management)



“The batch size of the students and the number of faculty in each course is proportionate so that each student gets the maximum attention

the country which is running in the campus of a full-fledged five star category hotel. ITDC being a prime mover in tourism and



Rashmi Mittal
Pro Chancellor
Lovely Professional
University

GLOBAL HOSPITALITY STUDENT

The School of Hotel Management & Tourism has the distinction of having 71 foreign students and the number has been increasing every year. The curriculum has been designed to cater to the global hospitality student. In fact, the school had an articulation programme with the University of West London for which the entire curriculum was mapped to the University of West London. In addition, regular feedback is taken from the senior managers of the leading hospitality brands, the senior faculty with the international experience and by benchmarking with the leading hospitality institutes of the world.

PRACTICAL EDUCATION

The practical hospitality training contributes more than 60 per

cent of the overall curriculum. The School puts emphasis on live training of the students in all the



“ We have ensured smaller batches of students and adequate number of faculty to ensure the proper student faculty ratio ”

areas of hospitality such as food production, food and beverage service, housekeeping and front office. Most of the faculty is drawn from the industry to ensure that the latest industrial practices are imparted. Specialised workshops in culinary arts, guest lectures are organised. Our students also participate in the national and state level competitions and events.

INDUSTRY TIE-UPS

There are internship and placement opportunities with the most venerable hospitality brands in India and abroad like Oberoi, Lalit, Leela, Ananda in the Himalayas, Hyatt Regency and many other such brands. We have signed MOU's with leading national and international consultancies to arrange internship for our students in the leading hotels in Australia, USA and Middle East.



IF YOU WERE IN CHARGE OF DEVELOPING A CURRICULUM FOR HOSPITALITY EDUCATION, WHAT WOULD YOU DO?

I would move from 'teaching' to 'learning'. The hotel school faculty must be trained to move from 'lecturers' to 'facilitators'. There is so much knowledge in the internet that no group of lecturers can ever hope to match it. Faculty should guide the students to think for themselves and to manage their own learning. Students cannot grow if they are spoon-fed. Students only become rote-scholars. Students

must learn the art of searching for knowledge and finding answers for themselves. In other words, the faculty does not take classes. Students actually conduct them through collaborative learning. Through this students actually learn how to learn which will be their asset throughout their career.

WHAT DIRECTION WOULD YOU WANT HOSPITALITY EDUCATION TO TAKE, SO THAT YOU HAVE THE RIGHT PEOPLE 20 YEARS DOWN THE LINE, WHO NEED NOT BE RE-TRAINED AT THE HOTEL AND ARE TOP OF THE LINE?

The term 'hotel management' is a composite of two disciplines 1) Hoteliering skills and 2) Business Management. In a four-year graduate course, students should spend two and a half years on concentrated hoteliering skills like cooking,

food and beverage service, housekeeping, communication skills; interpersonal skills; etiquettes and manners and hotel software. The remaining one and a half years will be in management—human resources, marketing, accounting & finance, leadership and problem-solving skills and finally entrepreneurship. Most students of the future will end up running their own small food service establishments or become outsourced service providers—branded food services, housekeeping services, laundry, butchery, horticulture, beauty spas, training services, events management, real estate management. To bring out winners, the hotel schools must have the latest equipment in partnership with local hotels. Future hotel General Managers will be most likely business managers with an MBA background leaving the HODs or Team Leaders as hotel specialists.



Dr. Sudhir Andrews
(D. Litt), Former
Director, Oberoi
Hotel School



Sanjeev Saxena
Additional GM
Learning &
Development
Jaypee Hotels Training
Centre, Agra

INDUSTRY TIE-UPS

Our curriculum has been designed keeping in mind four key aspects—global trends, business strategy, operational leadership and management by values. The rigorous curriculum and meticulous attention to the finer details guarantees job placements.

ON THE JOB TRAINING

Like all service industries, hospitality industry too demands a skill set which can be developed over a period of time. Our institutes from the very beginning focus towards the student's practical knowledge as well as theoretical inputs. At our centre, we take pride in making every day a day of stimulated learning and experience for our students.



CHANGING WITH THE TIME

Students in the third year have an opportunity to get hands on experience in

all the departments of the hotel and maximum exposure in the department which they want to specialise in.



TRACKING THE LATEST HOSPITALITY TRENDS FOR INDIA

Sonia Tatar, CEO, Les Roches International School of Hotel Management, shares the latest developments within the hospitality industry which affect the Indian market.

INTERNATIONAL BRANDS IN THE INDIAN MARKET

A recent shift in consumer segments brought forth a younger, tech-savvy and cost-conscious clientele that demands new services. This led to the appearance of new brands that directly target this demographic, such as Radisson Red by Carlson Rezidor Hotel Group, launched in India in 2015. Additionally, Western travellers are discovering well-established Indian luxury hotel companies and are often awestruck by the opulence and lavish décor of Taj, Oberoi and Leela properties. The award for World's Best Hotel 2015 by Travel + Leisure going to Oberoi Udaivilas will further boost the recognition of Indian luxury hospitality.



Sonia Tatar

SHARING ECONOMY: A RECIPE FOR INDIA?

The sharing economy reached the hospitality industry with a bang in 2014. Since then, Airbnb has reached more than 60 million users and two million listings worldwide. The platform allows locals to rent rooms and apartments to travellers. Similarly, Uber impacted the global individual transportation sector by linking private drivers with passengers through an app-based platform.

Even though these major players successfully launched Indian operations, disrupting industries

that were unchallenged for decades, local providers have emerged, offering similar services tailored to the specificities of the Indian market. Budget lodging aggregator Stayzilla offers hotel rooms and homestays, while Olacabs is India's alternative to Uber and a tenacious competitor to the US-based transportation network company, offering more flexibility in the booking and payment process than traditional cabs.

SPA, HEALTH AND WELLBEING TOURISM

In contrast to wellness tourism, where travellers seek to promote their well-being through physical, psychological or spiritual activities, health tourism attracts patients who seek medical care. Trips to India are on the rise due to cost-efficient procedures, high-quality facilities and skilled medical personnel.

As in the broader travel and tourism industry, the health and wellness sector is experiencing a skills shortage for qualified talent in the spa sector. In response, Les Roches International School of Hotel Management launched a new specialization in Spa and Health Management for its Bachelor in International Hotel Management to provide in-depth expertise for hospitality students who wish to launch a career in this industry.

*For more information, please visit
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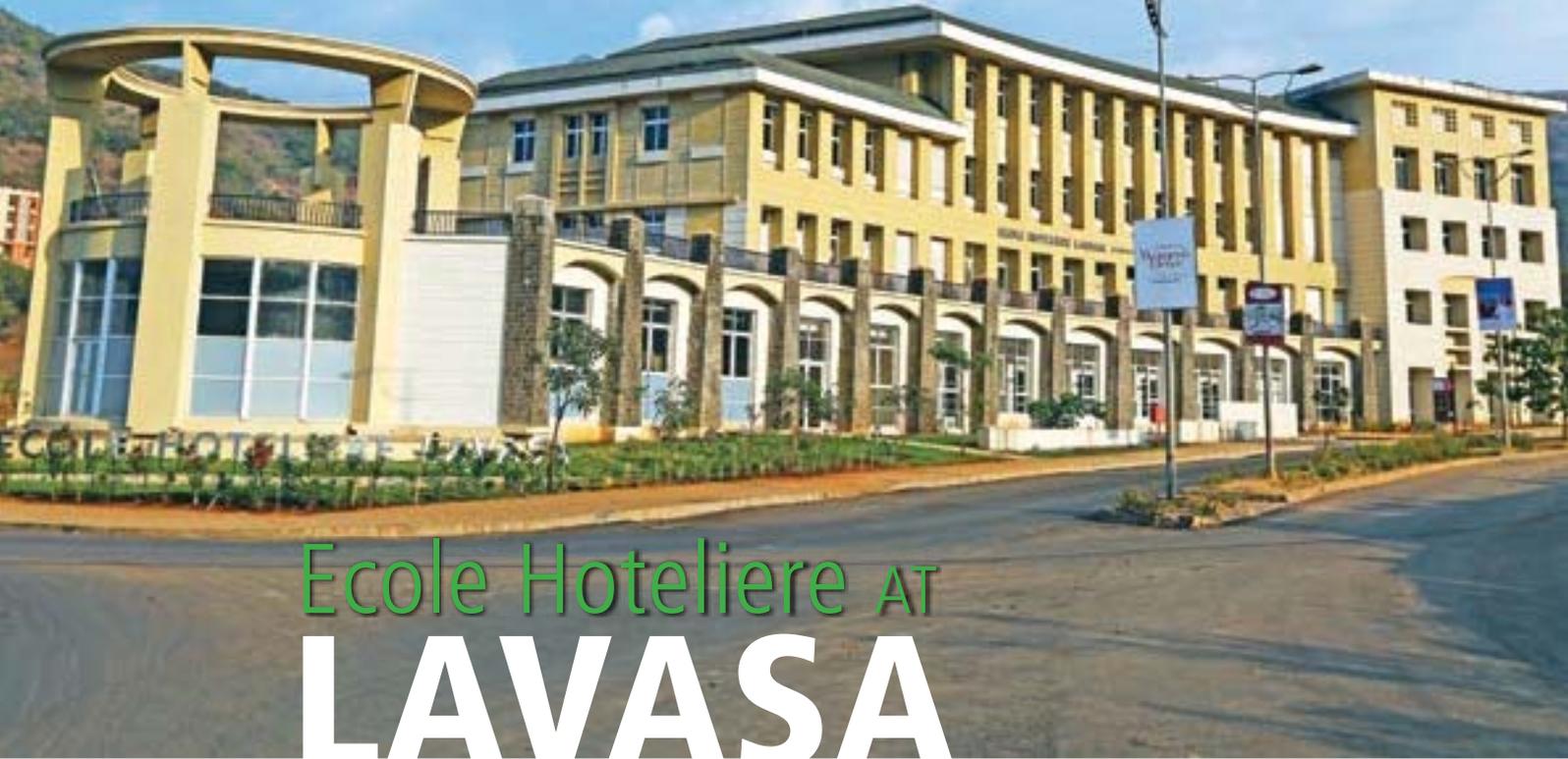
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Ecole Hoteliere at Lavasa (LEH) is a hospitality management college that offers its students academic certification from Ecole hôtelière de Lausanne (Switzerland), the first hospitality management school in the world and ranked at the top in terms of higher education hospitality management institutions globally.



A certified Global League Institute by the Great Place to Study Research Institute (GPTS) for the second consecutive year, LEH has established new benchmarks of excellence in Indian hospitality education. With its unique curriculum, highly specialised learning facilitators and state-of-the-art facilities, the institution has educated, mentored and supported some of the best

hospitality professionals and leading entrepreneurs the industry has to offer today.

LEH provides a perfectly blended and balanced mix of quality academic rigour as well as a range of practice-based projects designed to develop students' business skills as well as to elicit the entrepreneurial flair. Students are encouraged to participate in campus life throughout their time at Lavasa, putting their learning into practice, by assisting LEH with a wide range of day-to-day operational activities. Two six-month business internships and a final year business project further assists with the process of building a professional network and converting the academic knowledge into real life industry skills. LEH graduates can now be found working with some of the best names in the industry including the Oberoi Hotels & Resorts, Hyatt Regency, JW Marriott and the Westin.

LEH is an ambitious, forward thinking and fast growing institution

that is investing heavily in the development of its facilities, staff and support services to ensure that it is able to deliver the very best that India has to offer in hospitality management education. Its collaboration with some of the best institutions worldwide has put it firmly on the global map opening up a world of opportunity for its students. Its partners in Switzerland (Ecole hôtelière de Lausanne), Germany (International University of Applied Sciences Bad Honnef-Bonn) and China (Beijing Hospitality Institute) provide a unique opportunity for students to gain unmatched exposure.

Its recent strategic partnership with the UK-based Institute of Wine and Beverage Studies (IWBS) now also sees LEH offering its students a range of prestigious qualifications in Wine and Spirits. These qualifications by the Wine and Spirit Education Trust (WEST), London gives them the skills they need to help them become professionals in the wine, food and hospitality fields.

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The collaboration with Ansal University was a perfect match as

The great location of the campus in the heart of the millennium city, a walk away from the new Rapid Metro and surrounded by the most prestigious name in the luxury hotel's industry.

A DYNAMIC AND PRICELESS NETWORK OF 30,000 VATELIENS

In Europe and all over the world, Vatel alumni have operational and senior managerial jobs. They make up a priceless network for students who are about to graduate, "facilitating" their

job vacancies. Vatel opens this network to students in their last year of schooling.

THE MARCO POLO PROGRAMME: STUDY FOR A YEAR ABROAD

Students who are considering making a career in tourism or the hospitality industry must be prepared for an international experience. Keeping this in mind, Vatel gives students the opportunity to spend the second year in a different Vatel school, located in any part of the world, subject to visa approval of the country. This is an opportunity where students discover a different country, a new culture, while learning an additional foreign language and continuing their studies, the students can also do their internship in the host country.

SUMMER CLASSES IN FRANCE AND SWITZERLAND

Totally free of cost (except for transportation and visa fee) the students are given the opportunity to spend two summer months in a Vatel institute and train in the various departments of the Vatel hotel. This makes Ansal University's collaboration with Vatel a unique programme with a totally new approach to hotel management studies.

VATEL AJMER

Laurent Guiraud, Director of Vatel Programme stated, "We are proud to announce that a new Vatel Campus will open in Ajmer, Rajasthan in collaboration with the Sushant School of Hotel Management. The state of the art Institute has been built within a four- star property where the students will undergo their practical training on weekly basis. They will be able to practice in a "live" environment in close contact with the clients thus fulfilling the Vatel pedagogy. The institute plans its first intake for the academic session 2016-2017 and targets around 50 students. We are look forward to more institutes in India in the near future."



the existing infrastructure suited the implementation of the Vatel Pedagogy. Ansal University in an effort to ensure the quality of the delivery sent some of the faculty to France for a seminar in order to imbibe fully the Vatel 'Know How'.

entrance into the job market, as they always prefer, whenever possible, to take on interns and Vatel graduates into their teams. They have a dedicated site where they give information on new trends, post internships and



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Dr. D. Antony Ashok Kumar
Director
SRM IHM

TO INCULCATE THE PERSONAL VALUES

SRM IHM is one of the country's premier hotel management institutes established in 1993, as a part of the prestigious SRM University, Chennai. The institution grew substantially over the years while always maintaining a cordial atmosphere and intimate learning environment for the students to mature and develop. They have campuses in Chennai, Trichy, Delhi and Gangtok, Sikkim.

Recently in June 2015, World Association of Chefs Societies (WACS) have recognised SRM IHM as No.1 Hotel Management Institute in India. SRM Institute of Hotel Management is accredited by Higher Learning Accreditation Commission of Texas, one of the finest bodies in the field of hospitality education and renowned across the globe. We are the only private Hotel Management Institute in India got accredited by HLACT.

INDUSTRIAL TRAINING

SRMIHM Chennai organises industrial training for the students pursuing the hotel management studies. A semester is earmarked for the industrial exposure training in 5-star corporate hotels in India and abroad on four core areas. Over and above the industrial exposure training, vocational training in preferred area of operations in hotels is organised for the students aspiring for working in definite operational area of hotel. Besides IET, VT On the job training is provided to interested students for earning their pay and getting real time experience in work setting.

PLACEMENT OPPORTUNITIES

The students are provided with training opportunities in the best of hotels like The Taj Hotels, the ITC Hotels, The Oberoi Hotels, Hyatt Hotels, Accor group of Hotels like Novotel, to name a few. Students are placed in international locations like the Netherlands, USA, Malaysia, and Dubai.



National Excellence Award 2016 for Best Hotel Management Institute in India was conferred by ASSOCHAM & MHRD to SRM Institute of Hotel Management, Chennai. Award given by Prof(Dr) Ram Shankar Katheria, Minister of State for Human Resource Development(Higher Education), Government of India. Received by Dr. D. Antony Ashok Kumar, Director, SRM IHM at New Delhi on 17.2.2016. They have received this award second time in a row.

All in five star hotels in Malaysia like Holyday Villa, Thistle, Berjaya Hotels. The students have successfully completed their internship and done us proud. The students have reflected a marked difference in their behavior and approach and are industry ready to take on the responsibilities in corporate hotel and Hospitality industries. The placement opportunities are provided to these aspiring students in core companies and also in allied companies like the Industrial Catering, The IT companies, The Retail companies like the Raymond, Maduracoats, ITC retail through campus interview process by all leading hotels like The Taj and the ITC hotels, Oberoi Hotels and many of our students make it to the Management Trainee, Executive, HOT programmes by the visiting companies.

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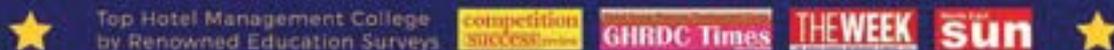
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THINK HOTELS THINK HERBARIUM

Herbarium Institute of Hotel Management, Vikaspuri, New Delhi is surrounded by lush green parks and the breeze from the parks can be felt in the campus too. The reception is very beautifully made and welcoming. The counselors are prompt in addressing the queries of new joiners and one can get the feel of the professionalism of this institution, right at the reception itself.

We were told that Herbarium Institute of Hotel Management, Vikaspuri, New Delhi holds the record for conducting maximum number of practical's for it's all its students of Degree/ Diploma/ MBA and Certificate programmes. Students are taught two foreign Languages – German for the first two years of degree course and French in the final Year. All other courses students learn German language only. The institute boasts of world class infrastructure includ-

ing air-conditioned classrooms, state of art hotel kitchen and bakery, air-conditioned training restaurant, mock guest room and Wi-Fi campus.

The institute manages its regular placements due to the quality of its foundations. The classrooms and training labs have a

“ Our institute transforms students to become a professional graduate, who can be easily absorbed in the hospitality industry ”

good student teacher ratio to check the planned progress of each student. We were

told that the institute has been always in great demand by several leading hotels in India and abroad as the HR Managers get the ready and “Got-to-go” students, who are not only multi-lingual and appealing, but also genuine human beings.

The institute inculcates the spirit of Corporate Social Responsibility in its student's right from the third month of joining the course. As per **A.K Bagga**, the Dean “The requirement of hotel management personnel is in great demand but trained students are few and far between. Our institute transforms students to become a professional graduate, who can be easily absorbed in the hospitality industry”. We make celebrity chefs, restaurants staff and front office executives. All aspiring hotel management students have a goal to be in best institution. The motto is also similar – “Think Hotels, Think Herbarium”



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GROOMING FUTURE LEADERS



Jc M S Valsan
Chairman
Disney Institute

HOW DO YOU SEE HOSPITALITY EVOLVING IN FUTURE?

The future of hospitality will be shaped by change in human attitudes. As far as the industry in India or abroad is concerned,

the future will depend on the facilities available. Our institutes are now paying more attention to developing language skills, personality and conversation skills besides the routine syllabus. In the present scenario, we give power point presentations and audio, and video lectures.

HOW DO YOU PREPARE STUDENTS TO MEET CHALLENGES?

Our institute follows a pattern of studies where we divide students into groups of four or five. The theory from the syllabus

is taught first. After that they are given practical industrial exposure and training in the institute as well as in hotels, restaurants etc. While proceeding for training, they are issued a log book, to keep a record of their duties and experiences. They are required to submit the log book on completion of training. After a perusal of the log books, we identify problem areas and change our curriculum accordingly to help students face problem situations.

WHAT GIVES YOUR STUDENTS THE CUTTING EDGE?

Our students are hired because of their exceptional grooming, discipline, communication skills, theoretical as well as practical knowledge and leadership qualities. Our students are molded to be more receptive to knowledge. Once they have the requisite knowledge, jobs are not hard to find. To achieve this our institute has also affiliated as JCI LOM in Junior Chamber International Kulasekharam Disney Institute. Our students are groomed to work and gain more knowledge. This is

achieved through training by national and international trainers.

KINDLY TELL US ABOUT YOUR INSTITUTES

Disney Institute is a unit of Koyikel Group of Institutions run and managed by Koyikel Educational Trust, Kulasekharam, Kanyakumari District. Disney Institute established in the year 2006 at Kannumamoodu 26 kms from Trivandrum. Disney Institutes extended its branches to Vettuvanni, Marthandam 2kms from Kuzhthurai Railway Station and Arasumoodu, Kulasekharam 5 km from Tourist spot Thirparappu waterfalls. Disney Institutes are affiliated to BSS (NDA) promoted by Govt. of India. And National Council of Vocational and Research Training (NCVRT), New Delhi. Disney institute provide education, training and placements in the field of hospitality industry, textile and garment industry, fire and safety, health care courses, Soft skill training, Computer education. The Quality of training imparted at our institutes matches international standards of industries.



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Imprinting Incredible India

How can we imprint such an incredible image of India that tourists are lured to her shores? We find out from our senior members of regional associations the major initiatives and strategies that the Ministry of Tourism can take up to promote brand 'Incredible India'.



K Syama Raju
Vice President
FHRAI

ADMINISTRATIVE BARRIERS HINDERING

The huge growth potential of travel and tourism is being held back by the obsolete practices of visas and border controls. As the GoI relaxed visa norms through the introduction

“
The private sector can provide expertise for market-driven promotional and marketing activities”

of e-Visa, both tourists and consulates abroad should do aggressive publicity to get more tourists to India.

INTERNATIONAL CO-OPERATION

Tourism is a global industry requiring inputs from various international agencies and collaborations with other countries. The policy of the government therefore should be to foster positive partnerships with all international agencies and other countries. Proper information to be provided to all international travel associations.

TOURISM PROMOTION BY PRIVATE SECTOR

As the private sector is more entrepreneurial and responsive than the government, industry members can provide valuable expertise for market-driven promotional and marketing activities. At the same time, the government can provide a longer-term vision and guidance on tourism development. Efforts such as nationwide image building, regulation, investment attraction, and infrastructure development may not be undertaken by the private sector alone, as their commercial benefits may not be immediately clear. Thus, the government still plays a key role in facilitating access to capital, land and skilled employees. Public-private partnership works best when there are formal mechanisms to link companies and industry.

Joint promotion needs to be done with private bodies.



Luv Malhotra
Vice President
FHRAI

The 'Marketing Mantra' for the Department of Tourism is to position India as a global brand to take advantage of the burgeoning global travel and trade and the vast untapped potential of India as a destination. Though the 'Incredible India' campaign by Ministry of Tourism has served its major function as a catalyst for boom in Indian tourism industry, but now there is a need for a more comprehensive strategy that can portray well the core tourism products.

BUILD THE BRAND

When you globally promote a brand, you need to focus on the four pillars of building a brand: differentiation, relevance, knowledge and esteem. The rise of digital and social media has given

a voice. A Brand Ambassador acts as the key that projects emotional connection outward to their followings; unlocking all the doubts regarding the brand.

MONSOON TOURISM

It is high time that the Ministry focusses on evolving India as an all-time destination. Monsoons in the country are truly a rhapsody of bliss, beauty and relief from the scorching summer sun and they are meant

“
Pillars of brand building: esteem, differentiation, relevance, knowledge”

to be savoured. To achieve the objective it is required that MOT must introduce marketing campaigns to promote 'Monsoon Tourism' internationally.

The ministry should focus on organising a number of 'road shows' emphasising on the tourism potential of states involving public as well as private players to introduce and promote Indian Tourism in traditional markets like ASEAN, SAARC, and CIS countries.



Dilip Datwani
Senior VP
HRAWI

India is currently in a position where it can milk a cash cow out of selling customised experiences, luxury spa sessions at a pocket friendly budget. Medical facilities at a decent budget should also be highlighted. So also the education facility that is best at less than half the cost abroad.

PICTURESQUE LOCALES

The packaging and distribution of information in a proper manner would go a long way in improving tourist traffic to our country. Whether it is broadcasting 'Incredible India' campaigns abroad, holding tourism seminars or offering Indian locations with facilities to promote film productions without hindrances and obstructions, so as to encourage our own film's productions using our beautiful picturesque locales, which in turn promote tourism.

Aggressive marketing is absolutely necessary to attract more tourists to our

incredible country which has beaches, mountains, snow-clad mountains, amazing historic sites, natural beauty in Abundance and wildlife sanctuaries.

LEVERAGING EVENTS

There is a need to make strategic use of sport events to revitalise cities and music concerts to bring the music lovers to the country. It



There is a need to make strategic use of sport events to revitalise cities and music concerts to bring music lovers to the country



is important to integrate unique festivals and recreational facilities in the urban master plan.

It is very easy to say "create better infrastructure" but at the same time it is critical to build good roads, wayside amenities and approach points leading to the tourist destination. The government of India no doubt is building roads but the quality and upkeep has to be seriously looked into. The government has to seriously look into the grievances and difficulties faced by the hospitality industry and travel industry to enable them to give the tourist coming to our country a world-class experience.



Sudesh Poddar
Honorary Treasurer
FHRAI

BRAND FACE?

Early this year a news hit the headlines claiming that the Government of India is appointing Bollywood stars Amitabh Bachchan and Priyanka Chopra as Brand Ambassadors for the next 'Incredible India' campaign. Although there was no formal announcement from the Ministry of Tourism, fresh speculations claiming actress Priyanka Chopra's name as the face of the campaign has been doing the rounds on the internet. Priyanka might be considered for the job as she has become a significant name internationally. She has surfaced as a popular Indian face abroad—all thanks to her television series 'Quantico' hugely popular in US.

But the question is: will any of these stars help sell the 'Brand India' abroad? After all, who is our target? They are the people from different parts of the world who may be considering visiting India as tourists. These stars may be well known among people of Indian origin, but would a Japanese, a French or an Italian know them? So, what really is the point of 'Incredible India' using Indian Bollywood stars who may or may not be known to the citi-

zens of other countries across the world? But, the real question is whether Incredible India needs any celebrities at all to do nation's branding.

SAFE TRAVEL

E-visa introduced by the government is a good beginning. The World Economic Forum has some recommendations for our travel and tourism sector. The authorities need to follow some of these recommendations to lift India's rank from a lowly 52 on the Travel



The industry's growth and survival is entirely dependent on people's ability to have a safe travel experience



and Tourism Competitive Index Ranking released by the World Economic Forum. Despite its resilience to shocks, ultimately the travel and tourism industry's growth and survival is dependent on people's ability to have a safe travel experience. Research shows that for every 30 new tourists to a destination, one new job is created. So the country needs to attract more talented youth to this sector.

Challenges in **GLOBAL HOSPITALITY TOURISM INDUSTRY**

What is the nature of the business that we are in?
We are "Dream Merchants" in the business of
delivering a great "guest experience" which means
matching a visitor/guest perceptions and expectations
to their satisfaction.



Experience is intangible; all that a guest takes back is a collection of photographs and memories both good and bad. An “experience” is in the mind and commences even before a visitor leaves for a destination. The hospitality industry through the ages has striven to deliver an outstanding “experience” to the customer/guest.

INNOVATIVE IDEATION

Like any other business the hospitality business welcomes new ideas to face challenges. Hoteliers encourage their employees to indulge in out of the box thinking, some of the ideas that have become acknowledged business practices are airport hotels practicing a 24 hours check-in and check-out policy, quoting rooms rates inclusive of breakfast, providing free Wi-Fi connectivity, promoting the use of eco-friendly in room amenities and so on. If an idea translates into healthy revenue stream or encourages reduction in costs, enhances the public image of the company, fosters team spirit among the various stakeholders.

CHALLENGES THAT WILL SHAPE THE INDUSTRY OF THE FUTURE

Economic Issues, globalisation, technological innovations, hotel design, regulatory issues such as taxation rationalisation, infrastructure status, higher budgetary allocation for tourism by the centre and the state, hotel mergers and acquisitions and consolidation along with out of the box thinking has also generated ideas that have completely disrupted the traditional business models in operations and marketing.

The hospitality and tourism sector is exceptionally sensitive to any economic down turn, natural disaster, or act of terrorism which has an immediate impact on a hotel's occupancy and revenue. Events such as the Surat plague, 1993 Mumbai bomb blast, terrorist attack on the Taj and Oberoi hotels, earthquake in Latur, the tsunami that hit the Bay of Bengal have all contributed towards negative growth on a hotel balance sheet. Presently the slow growth and a stagnant economy are affecting business sentiments in the country.

IMPACT OF TECHNOLOGY

In operations, technology has transformed the way we do business—we have graduated from Whitney Reservation Racks to automated reservation system that give an online reservation status which can be accessed by the management team at any point of time from any location. Current reservation systems are

web based, interactive and enable a guest to reserve a room online. Similarly in Food & Beverages Operations we have graduated from manual KOT's to place a guest order to hand held devices or PDA's that enable the server to transmit the guest order to the kitchen. A few decades ago the general manager would take periodic rounds of the engineering plant room to check if the hot water boiler was maintaining the correct temperature of water before it was pumped to the guest rooms, the chiller temperature was also recorded to ascertain that the AC plant was functioning smoothly. Today this activity is monitored from the comfort of the office by the GM as all the equipment in the plant and machinery room is wired to a property management system that gives constant feedback.

BUILDING PSYCHOGRAPHICS

In marketing, technology has changed the focus from demographic to psychographics, involving marketing to individual customer requirements, marketed electronically in a globally competitive environment. As mentioned the focus will be on psychographics which involve collection of Data on an individual from all possible sources such as guest comment forms, his eating habits, his requirements for newspapers, his preferred airline or mode of travel.

The aim of psychographics is to get inside the mind of an individual so that you can tailor make your offering through your marketing campaign. Product offering, catering to the individual needs like sending a newspaper to the guest room. Today hoteliers are in a position to tailor-make the holiday and travel experience to suit individual tastes. Various tools have made this possible such as online booking systems, electronic point of sales, customer relationship management, social media platforms such as Twitter, Instagram, Facebook, YouTube. Website management has become more efficient through Search Engine Optimization, (SEO), and sending bulk email to customers.

Hotel design will also significantly impact the perception of a hotel by guests. The purpose of design is to create an environment which is functional and aesthetic. In other words design should contribute towards making the guest feel at home in the hotel environment with all the equipment functional and operational that he may need to use being located within his space. With the cost of developing hotels going skywards the efficient use of space in the best functional manner will dictate the design of the product.

(The views expressed in this article are of the author, Amitabh Devendra)



Amitabh Devendra

“The focus will be on psychographics which involves collection of data on an individual from all possible sources”



TALENT Tantrums

Hospitality is a people driven business but the sector has apparently grown much faster than talent has. At HOSI, hoteliers had a panel discussion on paucity of talent.

Kanchan Nath



Raj Rana

NOT EASY TO FIND THE RIGHT FIT

As the Carlson Rezidor Hotel Group expands fast, it represents opportunities for department heads, GMs and more. Deliberating on the topic, **Raj Rana**, Chief Executive Officer - South Asia, Carlson Rezidor Hotel Group, said, "The robustness of the talent pipeline perhaps for us at times is a bigger concern than the robustness of the development growth

“

In a country of 1.3 billion people, finding the right fit still remains an issue

”

pipeline. We also find that it is not always easy to find the right fit. In a country of 1.3 billion people, finding the right fit still remains an issue."

"Therefore firstly we have embarked on our own homegrown programmes, where we take 25 management associates, each year and have them put onto different hotels as future leaders. The second thing of course like many other chains, we believe in promoting from within, this year we had about 10 GM vacancies and eight were filled from within. We don't poach talent from each other and yet when there is a need, we do not stand in the way of somebody's career prospects," he concluded.



Kurt Straub

RELEARNING THE NEW WAYS

Kurt Straub, Vice President Operations, Hyatt Hotels Corporation said, "I am very excited to have young people. The critical part for older generation is unlearning and relearning the new ways of doing things. Young people in leadership positions are exciting and energising. However many times they lack leadership skills, since they have not really been exposed on all fronts and we need to coach them. We also need to get rid of the scripts that we have put in place over the last 20 years. All of that is changing today." Talking about the company he added, "We as a company need to provide a platform and guide them

along. Young people are quite quick in the way they live their lives. They join an organisation and six months down the line, say where is my promotion, I want to do something different, I can do it? At Hyatt we have the Foundation for the Future programme, where we take potential candidates that should go into leadership roles."

“

The critical part for older generation is unlearning and relearning the new ways

”

INDUSTRY THRIVES ON TALENT

The right leadership is important in a hotel, but it is the people who bring the brands to life. Talking about the same, **Shantha de Silva**, Head - South West Asia, InterContinental Hotels Group, said "Industry thrives on talent, they are the ones that bring our brands to life and help provide an exceptional experience." As a group IHG has taken few initiatives in this segment.

He adds, "We have 28 academies across India, where our hotels are partners and we also provide our inputs to curriculum and we also provide opportunities to those people to join our hotels and experience hotel life in real terms. In the last two years, we have had around 4,000 colleagues join our workforce to experience the industry. Then we have converted some of them to permanent employees."

"Then we have a strategic partnership with ILFS where they do a curriculum, based on our requirements. Again we provide opportunity for those colleagues to work with us. That's at the entry level and at the management level we have created partnerships with institutions to deliver our functional parameters and we have launched a graduate programme. Currently in our portfolio we have 25 graduates, not necessarily from hospitality discipline itself. They go through an accelerated programme of 18 months that helps them to get into the management positions," he added.



Shantha de Silva

“Industry thrives on talent; they are the ones that bring our brands to life”

HAPPY EMPLOYEES TAKE CARE OF GUESTS

Talent acquisition is extremely important for the Marriott group. They have many initiatives to attract the right kind of talent to the company. **Neeraj Govil**, Market Vice President - South Asia, Marriott International, said "Marriott International Inc has lived with the tenet that if employees are happy, they will take care of the guests, if guests are happy, business will thrive. We do a lot many things to harness talent, we as a company have identified that having the right talent pipeline is the most critical aspect of our success, our companies performance."

He added, "Talent acquisition is important for us, we take pride in being the best places to work recognition. We have very specific redevelopment plans in place that are focused on growing people's careers in the company. Our focus is on strengthening our exist-

ing reputation, for being best place to work, great to learn and grow your career in the industry." Talking about women's role, he said, "Getting more women into the workplace has been a huge focus for us as a company. Getting these women ready for leadership positions is the next step. All the growth that we are reflecting for the next few years means growth for people. We have the Elevate programme, a 12-month programme designed to, accelerate productivity and grow the Manager to the GM s role in the future. Our focus is on putting people first, which is our biggest competitive advantage. We invest in our people."



Neeraj Govil

“If employees are happy, they will take care of guests; with happy guests, business will thrive”

REAL ABILITY LIES IN SEEING ABILITY IN OTHERS

Rajiv Kaul, President, The Leela Palaces, Hotels and Resorts said, "The most exciting thing that Leela offers is that being a young company, there is a great opportunity for every individual to add on to the company culture. We are at the evolving stage. We have grown from five hotels, six years ago to nine hotels. Out of the nine General Managers, five are from within the system. At the same time we have some stalwarts on our team and we have taken on these people because we feel that they can make a

contribution to our today and tomorrow and develop tomorrow's leaders. It's very giddy to be able to contribute to something lasting. I feel at the end of it all the real ability lies in seeing ability for others. I think we will have to deal with a lot of raw talent and then it is up to the mentors to refine talent."



Rajiv Kaul

“There is a great opportunity for every individual to add on to the company culture”



3rd South India Travel Awards in Hyderabad



The third edition of the South India Travel Awards celebrated the accomplishments of the travel and tourism industry of South India at Sheraton Hyderabad Hotel. The awards commemorated the achievers from different segments of the industry. Gracing the occasion were Guests of Honour: **Neerabh Kumar Prasad**, I.A.S., Principal Secretary (Tourism & Culture), Government of Andhra Pradesh; **B. Venkatesham**, I.A.S., Secretary Youth Advancement, Tourism & Culture, Government of Telangana; and **Dr. Rajendra Prasad Khajuria**, I.F.S., Commissioner, Department of Tourism, Government of Andhra Pradesh, Hyderabad, as well as other dignitaries from the travel and tourism industry in South India.

Rajen Habib Khwaja, Former Secretary, Ministry of Tourism, Ministry of Mines, Government of India, New Delhi was honoured with The Legend in Public Service award. Khwaja joined the Indian Administrative Service (IAS) in 1976. **C. Nagendra Prasad**, Chairman, Travel Express, joined the Gallery of Legends. **Steve Borgia**, CMD, INDeco Leisure Hotels, became the DDP Game Changer. He is acknowledged for pioneering the concept of rural tourism. Vinay Gupta, representing SAMHI Hotels, was declared the DDP Trailblazer.

Prasad said, "The travel sector can generate employment on a large scale. Andhra Pradesh has grown by 30 per cent in tourist arrivals this year. Already our

hotels go with 90 per cent plus occupancy in Visakhapatnam, in Vijaywada and the opportunities are many. I invite you to come and invest in Andhra Pradesh. You really will be part of our double digit growth story. India grew at 7.6 per cent this year; Andhra Pradesh topped at 10.98 per cent."

Venkatesham said, "Awards like these will connect the travel partners. I think DDP has done a great job by going regional." Khajuria added, "This can incentivise a lot of people, who otherwise at the national level may not come out."

SanJeet, Mentor, India Travel Awards said "These awards signify the growth of the industry which has developed immensely in the



LEGEND IN PUBLIC SERVICE
R.H. Khwaja, Former Secretary, Ministry of Tourism, Ministry of Mines, Government of India, New Delhi



GALLERY OF LEGENDS
C. Nagendra Prasad, Travel Express



DDP GAME CHANGER
Steve Borgia, INDeco Leisure Hotels



DDP TRAILBLAZER
Vinay Gupta, SAMHI Hotels

last few years. Nominations were received in 81 categories; in fact six new categories were created by the industry themselves. When the voting finally opened, over 2,16,000 votes were received from all over the world. India Travel Awards is a platform which recognizes and applauds the true leaders of the fraternity, to acknowledge the emerging leaders. We are proud to have been instrumental in helping it flourish, and will continue with our endeavors."

Khwaja said, "Tourism is not all about figures and footfalls, it's about what we are and how we would like others to perceive us to be. The key to tourism is what was started a few years ago, safe, honourable and sustainable tourism. If we work in that direction, we will be able to really do a lot."

C. Nagendra Prasad said, "25 years ago in 1991 in Goa TAAI conference I was elected as TAAI President. I was the first TAAI President from an agency established in Hyderabad. I started my travel career in 1956 in Hyderabad, and during my 60 years of travel service getting this award and that too in Hyderabad is memorable."

'When PM Modi, took office, he spoke about niche tourism, we all know if there is something that will change the economy of this country, it will be niche tourism, eco tourism, rural tourism and heritage tourism. That is where our wealth lies. Rural tourism has proved that rural per capita income has gone up by 6 times through it. I urge stakeholders to participate in niche tourism, keeping in mind the carrying capacity of the area," added Borgia.

South India Travel Awards
List of Award-Winners for Hospitality Categories

NO.	CATEGORY	NAME / ORGANISATION
1	Best General Manager - Female	Monica Suri, Le Meridien Kochi
2	Best Convention Centre	Hyderabad International Convention Centre
3	Best Debut City Hotel	Sheraton Hyderabad Hotel
4	Best Luxury Wedding & Mice Resort	Ramoji Film City
5	Best Turnaround Hotel	Radisson Blu Plaza Hotel Hyderabad Banjara Hills
6	Best Eco Friendly Hotel	Novotel Hyderabad Airport
7	Best Leisure Hotel	Hyatt Place Hampi
8	Best Green Resort	Ramee Guestline Bangalore
9	Best Metropolitan Hotel	Howard Johnson Bengaluru Hebbal
10	Best Spa & Wellness Resort	Neeleshwar Hermitage
11	Best Business Hotel	Aloft Bengaluru Whitefield
12	Best Wedding and Leisure Hotel	Radisson Blu Plaza Hotel, Mysore
13	Excellence in Customer Service	Quality Hotel D V Manor Vijayawada
14	Best Contemporary Hotel	Aloft Bengaluru Cessna Business Park
15	Best Corporate Hotel	Ramada Chennai Egmore
16	Best Luxury Suite Hotel	Park Hyatt Chennai
17	Best City Hotel	Holiday Inn Cochin
18	Best Economy Hotel	ibis Bengaluru City Centre
19	Best Backwater Leisure Hotel	Ramada Alleppey
20	Best Designed Hotel	Clarion Hotel Chennai
21	Best Tourist Attraction	Ramoji Film City
22	Best Luxury Hotel	Le Meridien Kochi
23	Best Mid Market Business Hotel	Holiday Inn Express Gachibowli



How to Evoke Frontline EXCELLENCE?



Anchal Andrews

Guest service comes from the heart and so does spirituality. Spirituality and guest service have a symbiotic relationship to give a 'WOW' guest experience.

The main guest expectation, today, is to have a memorable experience reflected by the organisations values expressed through the representatives of a business among other expressions that make relationships cohesive. These values decide a guest's loyalty to the business. Spirituality unblocks any reservations a guest may have towards products, services or businesses. It harvests the good

in everybody when dealing with each other. Providing honest information will be the future order of business to attract a discerning guest.

It is vital to note that the information age has made the guest a king. Just as the industrial revolution brought the industrial age, the digital revolution brought the information age. In the information age,

guests have direct access to the best products in the world and also the information about them with a click of a button. Businesses therefore are forced to move from a sales cycle to a buying cycle placing the guest as king. The information age made the marketplace global where competition became fierce with access to guests and businesses across the globe.

Therefore relationships decide the survival of a business. In the past, guests enquired about a company's products, such as – 'Is the product useful?'; 'Is the product desirable?'; 'Is the product usable? Today, guests enquire about company values, such as 'Is the company easy to deal with?'; 'Is the company enjoyable to deal with?' 'Does the company meet needs?'

Businesses are not physical inanimate structures but the people working in these structures, especially the frontline staff who provide the ultimate guest

to adapt quickly to the guests changing needs and dispositions to survive in a global competition. This evolution put control in the hands of the guest making relationships with them very vital.

Clearly, soft skills matter more now than ever before, since these strongly influence business success. Any experience with the business is measured, rated and evaluated by the guest who will decide whether they will repeat business or even refer the business and its products to other potential guests. Guests now demand totally different experiences that are lifetime experiences and this in excellence and consistency. To achieve this, businesses have to overcome certain hurdles.

Many companies claim to create unique experiences by investing in various types of systems and novel behaviours, but still have difficulties in holding their



service on behalf of the business. The frontline staff needs to go beyond rehearsed responses to guests to get the cutting edge over competition. To do this, individuals require to know their potential and power intrinsically. This can be done by identifying the role of spirituality in everyday life and bring it to the guest.

'Soft skills' is a term often associated with a person's 'EQ' (Emotional Intelligence Quotient), this comprises the cluster of an individual's personality traits, their social graces, their verbal and non-verbal communication, their rules of language, their prevailing personal habits, their ability to be friendly, their capacity to manage people, their leadership and all those areas that characterise relationships with other people, in terms of translating emotional intelligence to behaviour. This bundle of attributes, translate into behaviour. Soft skills assist the individual to harmonise with the people in any environment. These can be learnt while retaining the core qualities of an individual.

For businesses, hard skills are 50 per cent of jobs done that are skills easy to measure and pertain to specific work abilities while the remaining 50 per cent are soft skills that are usually harder to quantify and less tangible. Without soft skills 50 per cent of these jobs will not realize their potential. Businesses have

guests. So what's missing? Why is it difficult to retain them? Guests want to interact with a business in more ways than before. Guests expect excellence and consistency in their experience at every touch-point.

The guest journey and life-cycle have become more complex. The guest-buying journey often starts long before the guest ever engages with a company. Easy access to the experiences of other guests through social media; product information, and service reviews on the net, result in guests being much more knowledgeable about the businesses products, prices, and services than individuals representing the business before the guest's interaction with them. This means that people at the business touch-points will also need to be given the provision of the same information across all business touch points to attract and retain the best guests.

This brings urgency to excellence and consistency even towards the unified delivery of business values by individuals representing a business.

(The views expressed in this article are the excerpts from 'Beyond Frontline Excellence' authored by Anchal Andrews, Owner, SkillMaker Training Services. She can be contacted at anchal.andrews@gmail.com)

“
Businesses have to adapt quickly to the guests' changing needs and dispositions to survive in a global competition
”

GO TO A COMPANY THAT GIVES **TRANSPARENCY**

Global World Inc offers innovative products that include all room equipments, kitchen, F&B, Banqueting for hotels, resorts, malls and projects. The company promises to cut down infrastructure and establishment costs to a reasonable margin, be it a new project or a renovation. At the recently held AAHAR fair, **Rakesh Dave**, CEO, Global World Inc, (Sourcing company based at Hong Kong & China) gave us some insights about the industry.



Rakesh Dave
CEO
Global World Inc

HOW WAS YOUR EXPERIENCE AT AAHAR THIS YEAR?

Aahar this year was bigger and better. I feel there is a need for more attention to be given to cleanliness. From the past three years, I have been requesting them to also have Wi-Fi at the venue. Cleanliness in the bathrooms is also essential since they are frequented by so many people at the fair. Children should not be allowed during the business visitor hours.

These few things, if taken care of, would go a long way in making the fair better. For the first time in ten years I found that there was very decent arrangement of refreshments, inside the hall. Overall, I would say, that it's a very good platform to connect and introduce the right people to each other. We did good business with some of the clients we met at the fair.

IN THE PRODUCTS THAT YOU OFFER, WHAT IS THE TREND THAT YOU HAVE SEEN?

People are not actually aware of what we do; there are just one or two players like us. Our company has finished some big projects with Best Western, Radisson, Surya to name a few and we have a long list of totally satisfied clients. We have a very

crystal clear format, wherein we make our client travel to China with us. We do not hide things, if the client is buying anything in India he pays 14.5 per cent VAT. In case they Import directly from the factory they will be saving the 14.5 per cent VAT on direct imports of the same stuff.

He saves dealers / importers margin of about 15 to 20 per cent. So end of the day, he is benefitted by about 35 per cent. Not only does he get the



The key to sourcing the right products is getting in touch with the right people who understand the product

right kind of product he needs but also the best exposure to a huge variety to choose from the best when he travels to the top manufacturing hubs in China.

DO YOU HAVE ANY SUGGESTIONS FOR HOTELIERS?

They should get in touch with the right kind of people who have a base in the manufacturing hub. Some people just do liaison. They don't have their own

base; hence they pass on the sub-contract to somebody else. This results in no accountability and almost no quality control and more often than not, the customers are not happy when the products arrive.

A lot of people are heard saying that that the products are bad since they have come from China. That is a wrong notion; China is not a bad manufacturing country as long as you choose well, know the best market, and pay them reasonable well. If you cut corners, it might save you some money but in the long run, you might be disappointed with your decisions.

For example, if you are looking for wooden furniture, you should not compromise on MDF, you should always concentrate on solid wood and the best of factories, with a good background. It makes sense to check how big their business is.

I think the key to sourcing the right products is getting in touch with the right people, who not only know the market, understand the product but also understand how to negotiate with the factories directly to get you the best products in your budget. And keep it transparent too!

LIGHT UP THAT FURNITURE!

Swarup says, "Hotels and restaurants are opting for newer technologies, which are low on power consumption which is LED and are looking for portable products. Now that plastic moulding has become good, the trend is to go in for illuminated furniture. Low power,

lithium batteries are used, which are rechargeable and safe in water."

Talking about renovations, he says, "Just recently we have renovated the rooftop restaurant of The Westin Gurgaon, called the The Story club and Lounge, they have replaced



Liviano, a pioneer in lighting solutions in India, uses the award winning French technology to provide unique event lighting and enclosures. **Tilak Swarup**, Director, Liviano Lighting Systems tells us more about trends in this segment.



the traditional furniture with our illuminated furniture; from the bar to sofas to ice buckets to tables. Also at The Palm Country Club, in Gurgaon we did a similar thing around the poolside. In the evening it brings a very nice, homogenous, ambient diffused light to the area."

Turning Around space with design

HSAA works with the promise to provide a unique design with best quality work, delivering projects within the stipulated deadlines. One of their designers shares some ideas.



Hema, Sr Interior Designer Consultant, H S Ahuja & Associates said that "Turning a tiny space into a corporate area has always being a challenge for me, another challenge

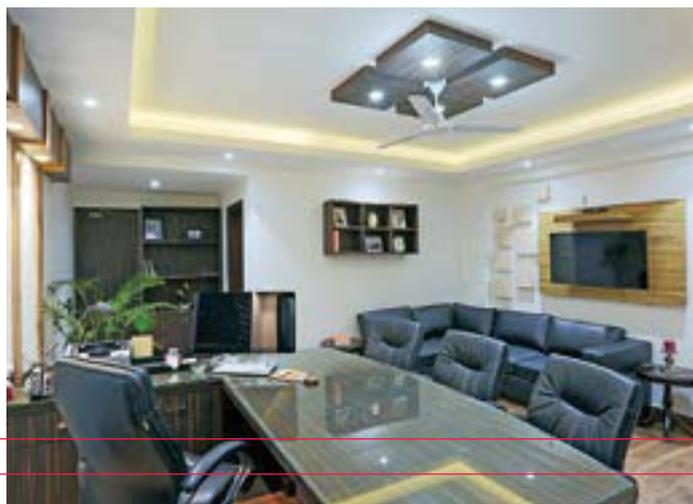
has been to make the space look bigger so I use simple materials which can be maintained easily; on that lacquer and veneer are the two good choices. As I wanted the

space to look bigger so I used white colour on the walls and ceilings, the use of a lot of ebony helped me to enhance the settle and balance look"

These are pictures from a project, Australia India Institute, that team HSAA is working on. In around 2000 sq.ft area the designer plays with straight line designing with combination of veneer and white lacquer with wooden flooring that gives a complete corporate look.



Hema
Sr Interior Designer
Consultant
H S Ahuja &
Associates



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◆ The latest generation of Franke dishwashers guarantees the very best performance. Class A+++ for low consumption, excellent washing and drying results in a short space of time. It embodies the company philosophy: premium quality raw materials and excellent finished products; ease of use and total safety; reduced water and energy consumption with environmental protection in mind. The innovative loading system allows loading of cutlery and small pieces of crockery in a third rack, leaving more room for plates and large pieces of crockery at the bottom of the appliance. All Franke dishwashers are fitted with safety systems to prevent the risk of flooding. Special devices cut off the water supply from the mains to the inlet point. The variety of wash programmes on offer make Franke dishwashers extremely flexible, capable of adapting to changing requirements and load types. A special sensor sets the wash cycle in accordance with the soil level of the crockery. It also washes a large amount of glass plates in just 40 minutes, with perfect results. It also has special short cycles which reduce the wash duration by up to 50 per cent. A small amount of crockery can be washed using the bottom rack only.



VITRA BRINGS ITS LATEST ISTANBUL SERIES

◆ **Vitra**, the bathroom solutions brand of Eczacıbaşı Building Products Division in Turkey introduces its spectacular and organically designed series- Istanbul. Designed by the pioneer of the 21st century industrial design Ross Lovegrove, the collection is inspired by "nature". The outstanding combination of fluent and sculptural forms with fine lines is the evidence of the mastership of Vitra in production technology along with the ability of Lovegrove to make use of the technology

and materials. The latest in a long line of Vitra collaborators in the field of design, Ross Lovegrove is one of the most interesting and intelligent designers of this century. The collection is a continuation of natural and sophisticated line of Istanbul series which includes sink cupboard, Infinit sink, Istanbul washbasin and fixtures. The design gets an elegant ambience with three lacquered colour options: Burgundy high gloss, white and olive green.

VICTORINOX ANNOUNCES CHEF RANVEER BRAR AS 'BRAND FRIEND'

◆ Victorinox has announced Celebrity Chef Ranveer Brar as the Brand Friend. Brar said, "I have always used the knives and have a lot of respect for the brand's finesse, craftsmanship and attention to detail. Victorinox has a lot to offer to Indians in general and cooks in particular (whether amateur or professional). My first interaction with Victorinox watches and travel gear, albeit recent, has impressed me as it combines functionality with a unique sense of precision and style." Victorinox is focused on creating household and professional knives that are aesthetically designed and are functionally accurate. Whether you use it in your first class restaurant or in your home kitchen, you'll feel like a pro with every slice, dice and chop. The detailed attention to quality, functionality, innovation and iconic design has helped Victorinox solidify its position in these ever-changing dynamics of the current market. Today, as a global company, it provides six categories of products: Swiss Army Knives, Household and Professional Knives, Watches, Travel Gear, Apparel and Fragrances.



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Gilles Bragard - Executive Secretary & Founder, Club des Chefs des Chefs



(L to R) Montu Saini - Executive Chef to the President of India, Gilles Bragard - Executive Secretary & Founder, Club des Chefs des Chefs, Venu Rajamony - Press Secretary to the President of India, Vijay Wanchoo - Sr Executive Vice President & General Manager, The Imperial, New Delhi

A file photo of banquet at the Rashtrapati Bhavan



INDIA TO HOST GA OF CHEFS DES CHEFS

The heads of state's chefs of the world will converge in the Indian capital this autumn to further promote culinary diplomacy, giving the country its first-ever opportunity to host a general assembly of the Club des Chefs des Chefs (CCC)—the exclusive gastronomic society with a four-decade history.

The elite confederation comprising two dozen members from as many countries where they work as the principal chef for their constitutional head will meet for six days beginning October 23 in New Delhi, from where the delegates will also travel to Agra and Jaipur. A demonstration of Indian cooking and *sari* draping, a high tea with the President at Rashtrapati Bhavan and a charity dinner which will channel the money thus raised for a philanthropic cause will be the highlights of the October 23-28 event, at The Imperial Delhi, which will be the family hotel of the assembly.

"CCC is an exclusive club where each nation is represented by just one member—the principal chef of the head of state. It has two women," pointed out **Gilles Bragard**, Executive Secretary of Paris-based non-profit organisation he founded in 1977. "The annual general assembly is thus a sort of G20 on gastronomy."

The charity dinner this year on October 25 will have 200 seats reserved in The Imperial hotel. "The money thus raised will be donated for social upliftment the beneficiary for this year will be decided in the days to come. Last time, it was for the children of Haiti," added Bragard.

Vijay Wanchoo, Senior Exec Vice-President and General Manager of The Imperial, New Delhi, said the historic legacy, cultural heritage, grandeur and the culinary excellence of The Imperial that makes it an ideal partner for an event of such a stature. "It's indeed a privilege for us to host culinary masters from across the globe and offer them the taste of real India with us," he noted.

At a time when fusion food is gaining popularity the world over, the CCC chefs are striving to safeguard authentic cuisine while meeting their modern-day requirements. The members are from Canada, China, Denmark, Estonia, Finland, France, Germany, Great Britain, Haiti, India, Iceland, Luxemburg, Monaco, Poland, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, USA, Ireland, Israel and Italy.

The LaLiT Cycle-on

As part of its 'Developing Destinations' initiative to promote tourism, environmental friendliness, public participation and healthy living, The Lalit Suri Hospitality Group in association with District Sports Council and Cycling Association organised a cycle rally – 'The LaLiT Cycle-on' on April 9, 2016.

Approximately 500 bicycle riders which included both male and female participants in the age group of 14-years and above took part in the race on their own bicycles. The event commenced at 8 am at The Lalit Resort & Spa, Bekal and finished at Bekal Fort, going via Melparamba Masjid, Palakkunnu Temple, Kottikulam School and Palikara Church covering a distance of 18 km. The winners were awarded with cash prizes of ₹15,000, 10,000, 5,000, and 2,500 at an award ceremony held at Bekal Fort (separately for Females and Males). All the participants who completed the race got a T-shirt, a cap and ₹250 in cash as a token of appreciation for their participation.

Commenting on the event, **Dr Jyotsna Suri**, CMD, said, "We believe in developing destinations and not just hotels. Such initiatives help to draw attention towards the destination thereby, giving a boost to the regional tourism and bring prosperity to the region. Keeping in line with the tradition, the 'Cycle-on' is organised every year not only to encourage local participation, but, also to promote the overall health and wellbeing of the people concerned. The route covers all major landmarks in Bekal, showcasing the city's diverse and rich cultural heritage and scenic beauty."



THE TIFFIN SERVICE

Fairmont Jaipur has introduced a delectable compilation of the famous delivery service of Mumbai 'The Tiffin Service' with creative mouth watering twists via in-room dining service. The said concept is one-of- its-kind, serving food in designer boxes which are heat Insulated thus taking the 'usual' room service to a next level of engagement. Guests can relish the unparalleled signature dishes through unique in-room dining experience.

What really sets Fairmont Jaipur apart from other hotels is the attention to detail being given to the food menu. The menu features flavours of Rajasthan including Indian favourites like North Indian, Thai meal, Breakfast À la Carte to All day menu. The Executive Chef, **Manpreet Singh Malik** demonstrates his flair in reinterpreting traditional ingredients in a fresh and inspired style. Besides signature dishes like *laal maans*, *gatte curry*, butter chicken, *paneer tikka* masala, the starter section of the menu has some unique selections including fresh juices with seasonal fruit platter, stack of pancakes, freshly steamed idli, international selection like salads, soups, choice of Indian, Oriental, European appetisers.





appointments



SANJAY GROVER

General Manager
Homotel Chandigarh

★ Sarovar Hotels & Resorts has appointed Sanjay Grover as the General Manager of Homotel Chandigarh. A result driven professional, he brings with him an international experience of over 26 years in the hospitality industry working with various hotels across India, UAE, USA and Mexico. Some of his previous assignments include stints with The Oberoi Grand Kolkata, The Oberoi Towers Mumbai, The Kwaliti Inn, Dubai and the Marina Beach in Azman. Grover's area of expertise includes Food & Beverage, Banquet Operations and Sales.



KABIR MEHRA

General Manager
Eastin Residences Vadodara

★ Absolute Hotel Services India has appointed Kabir Mehra as General Manager of Eastin Residences Vadodara, a Premium 4-star boutique apartment hotel, located in Alkapuri, the central business hub of Vadodara City. He brings along an experiences of over nine years in Hotel Operations which includes Rooms Division, Sales, Marketing and Guest Services. In his current role as General Manager of Eastin Residences Vadodara, Mehra will be responsible to open an international hotel and pioneering services.



JOYDEEP GHOSH

Director Sales and Marketing
Mövenpick Hotel & Spa Bangalore

★ Joydeep Ghosh has recently been re-appointed as Director, Sales and Marketing at Mövenpick Hotel and Spa Bangalore. He brings with him an extensive experience of over 20 years. At Mövenpick Hotel and Spa Bangalore his role would be to add on to the existing sales revenue, get new companies on board and to look after the smooth operations of sales and marketing. He will be actively involved in strategising and planning of marketing initiatives. His responsibilities will also involve leading the team to achieve the sales targets and motivating them.



ARUN ARORA

General Manager
Radisson Blu Hotel, New Delhi, Paschim Vihar

★ Radisson Blu Hotel New Delhi, Paschim Vihar has appointed Arun Arora as its new General Manager. Arora has held various positions at prominent properties all over the country. With over 27 years of experience in all aspects of hotel operations include overseas and pre-opening, he has been a pioneer of sorts in the hospitality industry, progressing to the role of F & B Manager at Taj Group of Hotels after having successful stints with ITC Welcome Group Sheraton and Clarks Group of Hotels. He has returned to the Carlson Rezidor folds after successfully opening the Royal Tulip.



MOHAMMED SHOEB

General Manager
Radisson Blu Hotel New Delhi Dwarka

★ A Post Graduate Diploma holder in Tourism & Hotel Management, Mohammed Shoeb brings to Radisson Blu Hotel New Delhi Dwarka over 25 years of hospitality experience, having held senior management positions in premium hotel brands across the country in the past. In the last 10 years, Shoeb has been involved in successful pre-opening projects for at least four hotels in southern part of India including the hotels within Accor group, ITC WelcomGroup and Intercontinental hotels chain. At Accor Hotels, he was involved in the successful opening and operation of Novotel Vishakhapatnam & Novotel Chennai.

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SACHIN MALHOTRA

General Manager
Grand Mercure, Mysuru

★ Grand Mercure Mysuru, part of AccorHotels, has appointed Sachin Malhotra as General Manager of its recently launched property in the city. He brings with him 15 years of experience in the hospitality industry with specialisation in hotel operations. He has an avid interest in Food and Beverage. Prior to this appointment, Malhotra worked with Mercure Lavasa and Lavasa International Convention Centre as Hotel Manager and has successfully held executive positions across AccorHotels properties for over six years.



SUBHABRATA ROY

General Manager
Four Points by Sheraton Navi Mumbai

★ Subhabrata Roy has been appointed as the General Manager at Four Points by Sheraton Navi Mumbai, Vashi. With an experience of 16 years, he has worked with some of the prominent hotel brands in India which include the Taj Group of Hotels, Keys Hotels, Oakwood and, Accor. He held the position of General Manager, Corporate Accommodation at Keys hotel before joining Four Points by Sheraton Navi Mumbai, Vashi. Roy pursued a degree in Commerce from the Calcutta University.



ATHENA SALIM

General Manager
Atmantan Mulshi - Pune

★ Atmantan, the luxury wellness resort in Mulshi - Pune has announced the appointment of Athena Salim as General Manager. She is a post graduate from The Oberoi Centre of Learning & Development and a graduate from the American Hotel & Lodging Educational Institute in India. She is also a Certified Hospitality Educator from the same institute, post which she spent close to a decade with the Oberoi Hotels. At Atmantan, she will be responsible for leading the business and raising the bar in providing a holistic guest experience.



LUIGI FERRARO

Italian Chef at Sorrento
Shangri-La's - Eros Hotel, New Delhi

★ Shangri-La's - Eros Hotel, New Delhi welcomes Luigi Ferraro as the Italian chef at Sorrento, the Italian restaurant. Chef Luigi brings with him more than two decades of hospitality experience from across the globe. Before moving to India, Chef Luigi served as executive chef for a luxury restaurant, Café Calvados in Moscow, where he handled the complete management of the restaurant and staff, and conceptualised menus.



ASHVINI KUMAR

Executive Chef
Four Points by Sheraton Navi Mumbai

★ Ashvini Kumar has been appointed as the Executive Chef at Four Points by Sheraton Navi Mumbai, Vashi. With 18 years of experience in the hospitality industry, Chef Kumar, has strong interpersonal communication skills with a diverse work background in the F&B industry. He is well versed with kitchen operations. Prior to joining Four Points by Sheraton Navi Mumbai, he worked with The Regenza by Tunga Vashi, Navi Mumbai.



DR. MANOJ KUTTERI

Wellness Director
Atmantan Mulshi - Pune

★ Atmantan, has announced the appointment of Dr. Manoj Kutteri as the Wellness Director. Dr Manoj Kutteri brings with him two decades of experience in the practice of global wellness concepts. A native of Kerala, Dr. Manoj holds a Master's in Psychology and Business Administration as well as a Doctorate in Health Sciences from the United States. He has spent two decades in the wellness industry and carries extensive knowledge in the mind-body medicine.

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