

HOTELS & RESTAURANTS INDIA

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NOVEMBER 2016

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A MONTHLY ON HOSPITALITY TRADE
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K. Syama Raja
President, FHRAI

Dear fellow members,

As Indians, we are all aware of our country and its fascinating and myriad offerings of unique and varied experiences to the travellers. When this is acknowledged by visitors from other parts of the world, it makes us proud and validates 'Athithi Devo Bhava' – the ethos of our Indian Culture.

Statistics show that there has been over 200 per cent growth in tourist arrival, and as per the Ministry of Tourism, all credit for this robust growth goes to the introduction of e-Tourist Visa for 150 countries as against the earlier coverage of 77 countries.

India's rising middle class and increasing disposable incomes has continued to support the growth of domestic and outbound tourism. Foreign Tourist Arrivals (FTAs) in India increased 11.8 per cent year-on-year in the last few months translating into an increase in Foreign Exchange Earnings (FEEs) from tourism. Online hotel bookings in India are expected to double due to the increasing penetration of the internet and smartphones.

With the rise in the number of global tourists and realising India's potential, many companies have invested in the tourism and hospitality sector. Some recent examples are as follows:

- The first Incredible India Tourism Investment Summit 2016, witnessed signing of more than 80 Memoranda of Understanding (MoUs) worth around

₹ 15,000 crore for the development of tourism and hospitality projects.

- Many global hospitality majors have plans to increase their presence significantly by 2020.
- Investments and partnerships by international banking majors, hotel technology firms, travel portals are evidence of the rising potential of the industry.

The Government is also simultaneously taking several steps to make India a global tourism hub. FHRAI has pledged its constructive support and cooperation to the Government of India for a successful implementation of GST - the very significant and important tax reform with wide reaching impact. FHRAI has represented to the Minister of Finance and the Commissioner (GST) Department of Revenue, Government of India, on certain key issues that will positively impact the hospitality industry and provide a competitive playing field for the growth of the sector.

We are confident that the authorities will view the representation positively and the industry will benefit immensely.

On this positive note, I once again thank you all for the support.

With warm regards,

K. Syama Raja
President, FHRAI

“

FHRAI has represented to the Minister of Finance and the Commissioner (GST) Department of Revenue, Govt of India, on certain key issues that will positively impact the hospitality industry

”

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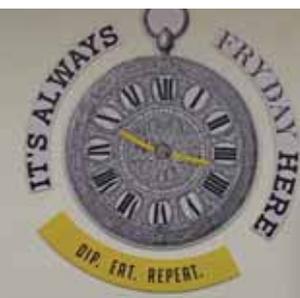
Hoteliers share their expertise on Revenue Management to help increase hotel profits

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By Cipriani Restaurant, Belmond Copacabana Palace, Rio De Janeiro



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FIGHTING FRAUDULENT FINANCIAL TRANSACTIONS

Regional Presidents opine about financial transaction frauds, and how to be more vigilant to prevent the same

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Vivek Nair
Hony. Secretary
FHRAI

“
The pledge to reduce emission intensity per unit of GDP by 33 to 35 per cent by 2030 as compared to 2005 is one of the most significant among others”

Dear fellow members,

The Ministry of Tourism, in an attempt to harness the potential and give due focus to MICE tourism, is expected to soon appoint an advisory body which will be headed by the Secretary Tourism as Chair. An advisory body for adventure tourism is also expected to be constituted with Secretary Tourism as Chairman in order to take immediate steps to boost niche tourism products in India. “We have decided that professional consultants will be taken on board in order to conduct proper study of the market and stakeholders of the industry and chart out a roadmap for the next 10 years which will give a proper direction and strategy in the long-term and also define the roles and functions of the stakeholders in order to achieve the targeted goals,” said Vinod Zutshi, Secretary Tourism, Government of India.

The advisory body will work in tandem with the private stakeholders, hoteliers, state governments. Suman Billa, Joint Secretary, Ministry of Tourism and Chairman, India Convention Promotion Bureau (ICPB), explained that to make the MICE industry more competitive, the GST rate for this industry must be in the lower brackets as it is a very price sensitive market. Billa added, “The MICE industry has to lead from the front as the leisure segment alone cannot contribute to the long-term goal of two per cent Indian share in global tourism numbers.” MoT is also working with the stakeholders in the industry to conduct the DRV Convention in September 2017, informed Zutshi.

For long-term success, it is essential that any hotel/resort confirms substantial business on the book far out. Once you have a handsome

base of business, revenue management can take control and maximise the overall hotel revenue. One must stay ahead of the curve in terms of market trends and the overall business scenario. There is no dearth of information technology and tools to ascertain the competitors’ strategies as well as current trends. It is always better to plan resourcefully in this dynamic landscape. In our cover story, we dwell on these aspects of revenue management.

India recently ratified the Paris Agreement to tackle global climate change and sent a strong message not only to the world about its commitment but also to the domestic economy to be prepared for the changes due from its implementation. The pledge to reduce emission intensity per unit of GDP by 33 to 35 per cent by 2030 as compared to 2005 is one of the most significant among others.

With the hospitality sector’s contribution to India’s GDP expected to rise from 6.1 per cent in 2015 (about INR 8,000 billion) to 7.2 per cent by 2026 (about INR 18,000 billion), it should be prepared for stricter regulations on energy use and other relevant resource use. Early adoption of sustainability and technology will reduce compliance costs that will arise eventually.

I hope all of you are getting geared for the upcoming tourist season.

With kind regards,
Vivek Nair
Honorary Secretary, FHRAI



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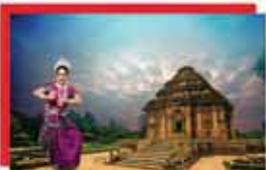
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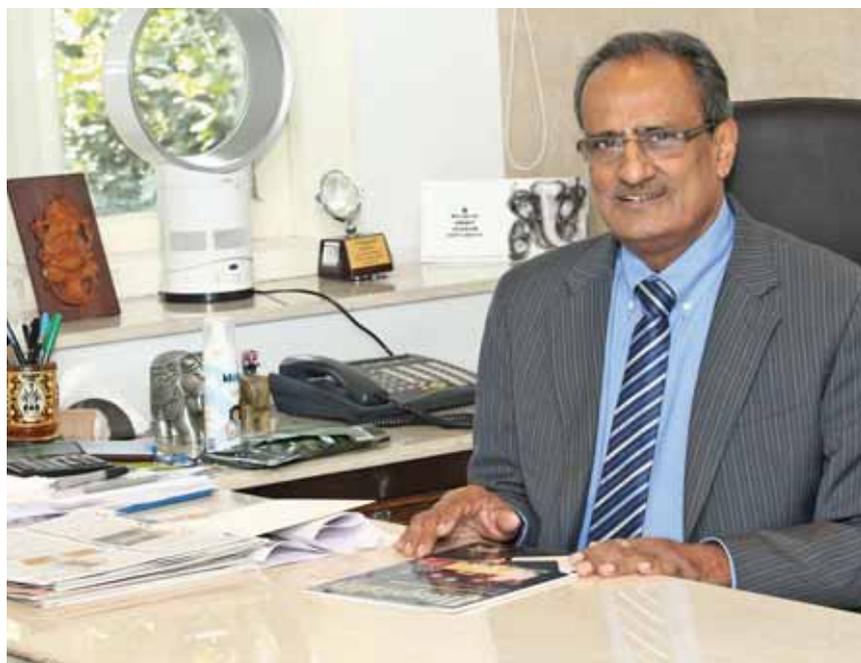
An hotelier and entrepreneur with an experience of over 30 years, **K Syama Raju** has held varied positions in the public, private and social sectors. Recently elected as the new President for FHRAI, he shares the way forward for the association in an interview.

Kanchan Nath

HOW WOULD YOU APPROACH YOUR NEW ROLE AS THE PRESIDENT OF FHRAI?

It is quite an honour to represent the largest national body for the Indian hospitality Industry. I will work diligently to promote the interests of the members of FHRAI. With the association growing in strength, I look forward to working closely and strengthen the cooperation between the regional associations and FHRAI.

Having been in the hospitality industry for the past three decades as an hotelier, also the experience gained as executive committee member in SIHRA and FHRAI, has given me immense



confidence on achieving the goals set by the current team. I will use this opportunity to establish credibility in terms of professionalism, priorities for delivery, and demonstrate leadership. Will ensure continuity and carry on the legacy and to build on the strong foundation already laid down.

Currently, there are many important issues like GST, FSSAI and improving the overall business scenario.

WHICH ARE THE KEY ISSUES WHICH YOU WILL BE FOCUSING ON AND DELIBERATING WITH THE CENTRAL GOVERNMENT?

I will continue to pursue the matter of GST with the competent authorities to ensure our Industry with the means to compete on the global level. We will focus on the development and growth of tourism in two and three tier cities by working with all the departments of Tourism to build infra structure and facilities. We aim to support the central government with the various initiatives taken to give a boost to the tourism and hospitality sector of India. The Indian government has been emphasising a lot on skill development and setup a



Indian tourism and hospitality industry has emerged as one of the key drivers of growth. I will continue to pursue GST with the competent authorities to ensure our industry competes on the global level

Ministry of Skill Development And Entrepreneurship for co-ordination of skill development efforts across the country, removal of disconnect between demand and supply of skilled manpower, building the vocational and technical training framework, skill up-gradation, building of new skills, and innovative thinking not only for existing jobs but jobs that are to be created. We would like to work with the ministry in skill up-gradation of existing man-power and also to minimise the demand-supply gap of skilled man-power.

WHAT ARE YOU DOING TO EXPAND THE MEMBER BASE?

The membership continues to grow year-on-year and will remain a prime focus under my tenure. One of my initiatives at the regional level as President of SIHRA was to take the EC meeting to each State / members through partnerships with the regional state level / district level associations. Interactive meetings with the local members build awareness of the aims and objectives of the Association and enabled discussion of local problems and possible solutions. This has proved to be very successful. I believe the model can be duplicated at the national level with FHRAI partnering with each of the regional association to expand the awareness base of the apex body' activities.

WHAT HAS BEEN THE STATUS OF HOSPITALITY IN 2016 IN INDIA?

The hotel industry is sensitive to economic cycles and witnesses cyclicity, accentuated both by supply and demand. The Indian hotel industry, over the past several years has been in a state of flux—with peaks to troughs till it bottomed out in FY2015-2016. The situation

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cas improved over the past 12 months with the pace of room addition slowing down and domestic demand being supportive.

Traction in ARR's is critical for the Indian growth story, with the economic slowdown, supply outpaced demand, suppressing pricing power and reducing occupancies. Subdued operating metrics and capital intensity in the business along with significant investment in new supply over the last five years have suppressed industry-wide profitability (Return on capital employed, or ROCE, of around 5).

For newly launched properties, the gestation period has stretched because of lower than anticipated occupancies and average room rates (ARRs), is resulting in an extended period of losses.

Pan-India occupancies have grown by 5 per cent during FY2016 to around 63 per cent (from 60 per cent in FY2015); ARR's however continue to be at previous-year levels leading to a 5 per cent growth in Revenue per Available Room (RevPAR) during FY2016. With a pan-India occupancy increase, revenue growth would continue; margins exhibit marginal uptick and the industry growth is expected to be around 15 per cent. Revenue growth is expected to improve in FY2018 to 15-17

per cent, aided by stronger domestic demand, pickup in FTA and the return of pricing power as supply additions slow down.



18 % GST ON ROOMS WILL STIFLE TOURISM

In the recently concluded meet on Good & Services Tax (GST), the Government has declared a four tier structure of 5, 12, 18 and 28 per cent of which the service sector will be taxed at 18 per cent. To this, the Hotel and Restaurant Association of Western India (HRAWI) has



Kamlesh Barot
Past President
HRAWI

“Lower GST rate of 5 per cent will contribute to a decrease in our Current Account Deficit, increase in the GDP, and tourists

warned that tourism could witness a major setback. Citing a recent study conducted by the Organization for Economic Co-operation and Development (OECD) on the impact of taxes on competitiveness of tourism, it has highlighted that most nations recognize tourism as a critical economic driver and follow a Tourism Rate (TR) which is lower than 50 per cent of the Standard Rate (SR) on other sectors.

“It is estimated that the lower GST rate of 5 per cent will contribute

to a decrease in our Current Account Deficit, increase in the GDP, doubling up of both foreign and domestic travel and also doubling up of tourism induced employment, across each state and nationally,” says **Dilip Datwani**, President, HRAWI. “India’s tourism competitors in South East Asia (excluding Japan and China) earn among themselves over \$150 billion in foreign exchange and attract almost 100 million tourists annually. It is estimated that a GST rating of under 10 per cent will enable India to increase its price competitiveness and target an additional 10 per cent of this market in the short to mid-term, and up to 20 per cent of this market in the medium to long term. This implies an increase in our foreign exchange earnings from tourism from the current \$20 billion to approximately \$35 billion in 3 to 5 years and to approximately \$55 billion in 5 to 7 years,” he adds.

The study also estimates that a GST rate of 5 per cent will more than double both foreign travel coming to India to 20 million tourists and domestic travel within India to 2.5 billion. “Indian tourism industry is estimated to be the size of around 2 lakh crores directly and generating an economic multiplier of up to three times the amount. It is driven by over 8 million foreign tourists and by over 1.3 billion domestic tourists. A lower GST has the potential to increase our total economic impact to over 10 lakh crore. This has the potential to increase our total share of GDP to more than 10 per cent against the present 5.5 per cent. The global average GDP contribution from tourism is 14 per cent while in China alone it is at 9 per cent,” adds Datwani.

“We welcome the 5 per cent tax slab on food, which is a positive



Dilip Datwani
President
HRAWI

“18 per cent levy on services or room revenue compared to our neighbouring countries, rules out fair competition

outcome of subsumed taxes for hotels and restaurants. However the 18 per cent levy on services or room revenue in our case, compared to our neighbouring countries which charge a Tourism tax between 4 to 7 per cent, rules out fair competition. Abroad, GST can have least slabs as they have minimum exclusions unlike ours. However, in India, breaking down the GST into tiers for simplifying the rates at which different goods will be taxed is not turning out to be favourable to tourism. A foreign tourist planning a trip across Asia may entirely skip India or spend fewer days in our country on account of these perceived high room rates because we also don’t refund taxes to foreigners like many countries do,” concludes **Kamlesh Barot**.

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HRANI PRESIDENT MET JAGAT PRAKASH NADDA ON FSSAI

Sanjay Sood, President HRANI recently met **Jagat Prakash Nadda**, Minister for Health & Family Welfare, Govt. of India to discuss wide ranging and pervasive impact of Food Safety & Standards Act 2006 with its accompanying regulations on all segments of hospitality sector. During the meeting, Sood also submitted a representation on behalf of the Association to the Minister.

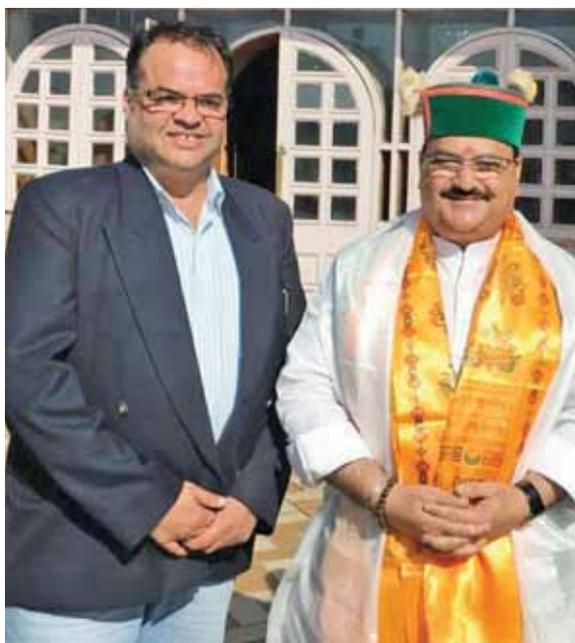
The hospitality industry which largely comprise of micro, small and medium enterprises, require the Government's sustained support, guidance and forbearance in its efforts to conform of the radically overhauled regulatory framework. Therefore, through the representation submitted to Nadda, HRANI earnestly demanded a separate set of regulations for FBOs, conveying that most of the present day regulations are framed by having in mind completely different set of industry, i.e. Food Processing

Industry. An all encompassing reform measure such as the FSS Act can only succeed by adopting a carefully calibrated approach which takes into account, the prevailing ground realities and building a broad-based consensus. Being a primary stakeholder in the effective implementation and long-term success of the new regulatory framework envisaged under the

Food Safety & Standards Act, HRANI believes that the industry should have direct representation on the FSSAI's Review Committee, enabling us to collectively address emerging issues, challenges and constraints.

Prior to this meeting, the Association also submitted a representation to Ashish Bahuguna, Chairperson FSSAI in regard to Constitution of a Committee to undertake comprehensive review of Food Safety and Standards of the FSS Act 2006 in the case of Hospitality sector.

In its representation to Bahuguna, HRANI requested to appoint a nominee from the association on FSSAI Committee to facilitate a continuous dialogue between the regulator and our industry enabling a proactive address on the emerging issues and challenges in food safety. Further, the Association is hopeful that its recommendations will merit the favourable consideration of the authorities.



(L-R) Sanjay Sood meets Jagat Prakash Nadda

HRANI PROPOSES 6% GST RATE FOR TOURISM & HOSPITALITY

Goods and Services Tax in India is viewed as one of the most far-reaching indirect tax reforms for the country and has been rightly taken up as a priority agenda by the Government. To reiterate its commitment, HRANI submitted a detailed representation on GST to the concerned authorities to extend constructive cooperation and assistance in the transition towards

successful implementation of the new tax regime. The following are the recommendations submitted by the Association for due consideration by the Government -

- Tourism and hospitality business (Hotels, Guest houses, Resorts, Restaurants and QSR; Tour Operators & Travel Agents) should be taxed in 6% slab.
- Payment of Tax should be on

Receipt Basis.

- Reversal of Tax be allowed in case of non-recoverable amount / bad debts.

Tourism sector in India probably has one of the highest indirect tax incidences globally in contrast with the lower tourist inflow and forex receipts. This adversely impacts the tourism industry.

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WATER, AERATED DRINKS CAN BE SOLD ABOVE MRP

As per a release, the Hotel and Restaurant Association of Eastern India (HRAEI), in a bid to remove any ambiguity over selling water, aerated drinks and similar commodities above the Maximum Retail Price (MRP), has issued a circular to its members clarifying that hotels and restaurants could



Sudesh Poddar
President
HRAEI

continue to sell the same above the MRP. However, if such commodities are being sold over the counter then it is advised that they be sold at MRP only.

The circular was issued in response to queries posed by members after a section of the media quoting Consumer Affairs Minister Ram Vilas Paswan carried a news item that selling water and aerated drinks above MRP could attract fine and a jail term. Some news items had also wrongly stated that Hotel Association's cases have been dismissed in High Court and Supreme Court.

"Running the story without appropriate verification has caused confusion and misunderstanding between hoteliers and their patrons.

As per the present law, there is no such legal stricture that can prosecute a hotel or restaurant for the sale of either packaged drinking water or aerated drinks or any such commodity above the MRP while being served in their premises. So we have advised our members that they can continue selling at suitable rates as the MRP law applies to retailers only," said **Sudesh Poddar**, President, HRAEI.

"We have three judgments in our favour-- two from Delhi High Court and another from Kerala High Court," said **Pranav Singh**, Secretary HRAEI. "We advised our members to keep printouts of these judgments in their outlet for clarification to guests and officials,"



Pranav Singh
Secretary
HRAEI

added Poddar. "After that if they face any problem, they have been suggested to contact our office. In that case, we will handle the issue legally at our end." Incidentally, the Federation of Hotel and Restaurant Association of India (FHRAI) had filed a Writ Petition before the Delhi High Court challenging the notices issued under the then prevailing law namely the Standards of Weights



T.S. Walia
Senior Member
HRAEI

and Measures Act for serving water above MRP. The Ld. Single Judge of the Delhi High Court by judgment dated 5.3.2007 in W.P. No 6517 of 2003 allowed the writ petition filed by FHRAI holding inter alia that, "... charging prices for mineral water in excess of MRP printed on the packaging, during the service of customers in hotels and restaurants does not violate any of the provisions of the SWM Act as this does not constitute a sale or transfer of these commodities by the hotelier or restaurateur to its customers. The customer does not enter a hotel or a restaurant to make a simple purchase of these commodities. It may well be that a client would order nothing beyond a bottle of water or a beverage, but his direct purpose in doing so would clearly travel to enjoying the ambience available therein and incidentally to the ordering of any article for consumption..."

"Nobody comes to a hotel or a restaurant to purchase goods or commodities. As hoteliers, our primary focus is on providing memorable experiences to guests," concludes **T.S. Walia**, Senior Member, HRAEI.



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FHRAI office renovated

The FHRAI office on the 8th floor, Himalaya House, Kasturba Gandhi Marg, New Delhi -110001, was renovated. Apart from a definitive feel good factor for the employees, the management was able to make the space more compact. We got in touch with the daily office-goers to find out more.

Commenting on the renovation, **Asha Juneja**, Assistant Secretary General, FHRAI says, "Though the office space is reduced it is technology savvy; of course, it's the people that make the office space come alive."

Senior executives like S.P Joshi and H.S Negi agreed that that the new office has the trappings of a corporate office which has utilised the latest in technology to create and enhance the work environment. Both agreed that there was a lack of storage space, a viewpoint that was shared by O. P. Arya. FHRAI's oldest employees Bachan

Singh, Shanti Sen and Krishna were very happy with the new pantry as it was compact with all the latest gadgets in place which made their office time pleasurable.

Preeti Bhardwaj adds that post the renovation, the ambience was good with a impressive reception with modern lightning. Supriya is delighted by her new office location and observed that the welcome mirror placed at the reception was as per vastu. For Balbir, the company's driver, the office's air conditioning system was a blessing in disguise after a hard day of driving.

Computer aficionado RR Sharma states, that by embracing the latest in technology - upgrading the computers, new conference equipment with complete WIFI connectivity internally, it is comparable to the best in office spaces in CP.

“

Concept was to create an environment friendly space using more natural light and LED light fixtures for illumination. We have a systemised storage system as well

”

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“
 The idea was to remove all compartmentalisation, so as to have a free flow of ideas and thoughts between people that is why there are no walls and barriers, it’s an open office
 ”



Amitabh Salujha

Giving the management perspective on the renovation, Amitabh Devendra, Secretary General FHRAI, adds, “The first priority was to make it a compact unit not so spaced out, so that we could utilise the balance space available for future expansion. The idea was to remove all compartmentalisation, so as to have a free flow of ideas and thoughts between people, that is why there are no walls and barriers, it’s an open office. We were even looking at providing them flexible seating at the work station with no permanent seat, you sit where ever there is an empty chair, however that concept will take some

time to develop. This again is one of the reasons why limited storage has been provided. An innovate feature is the President’s Office which doubles up as a mini conference room making the space multifunctional. Responsible for the renovations, Amitabh Sanduja, Executive Director, Funtree Hotels, remarked that the brief given by the President, Bharat Malkani and Garish Oberoi “ It was to create open office with modern interiors, equipped with high tech services like Wi-Fi, video conferencing, 24 hour surveillance facility, bio-metrics access control, etc. The concept was to create an environment friendly space using more natural light and LED light fixtures for illumination. We have a systemised storage system using compactors and have created an integrated space for server and other allied services for better monitoring and maintenance. The design concept is one that can take future expansion without disturbing existing infrastructure.”

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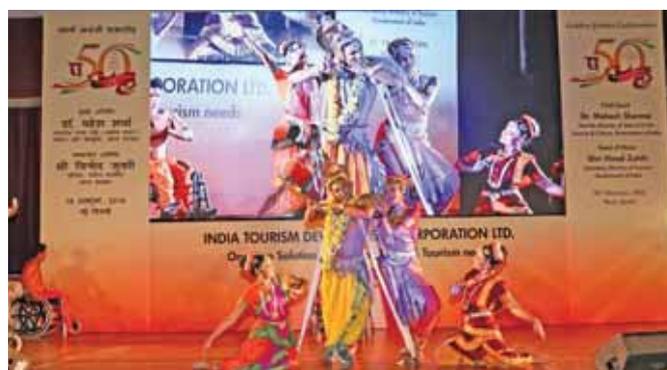
ICON

ITDC MARKS 50TH WITH CULTURAL GALA



India Tourism Development Corporation (ITDC) celebrated the completion of 50 years of ITDC in the field of hospitality and tourism at a gala event at The Ashok, New Delhi. The event was graced by the presence of Vinod Zutshi, Secretary, Ministry of Tourism, Government of India, Suman Billa, Joint Secretary, Ministry of Tourism, Government of India and Umang Narula, Chairman & Managing Director, ITDC. The who's who of the travel and hospitality industry joined the celebrations and raised a toast to ITDC. Making this occasion more significant, ITDC announced free sound and light shows for the Indian Armed forces and their immediate family members at Purana Quila and Red Ford. The free service for the armed forces will be available till March 2017.

Vinod Zutshi, Secretary, Government of India, Ministry of Tourism



said, "I congratulate ITDC for being a diversified organisation, and becoming a renewable goldmine of tourism and hospitality."

FINE DINING

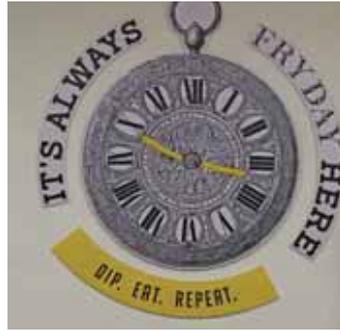
ST. REGIS MUMBAI UNVEILS LUNA NUDO GUSTA

The St. Regis Mumbai, Mumbai's has opened Luna Nudo Gusta, the new culinary and bar offering on Level 37. Luna Gusta, a modern European restaurant, offers the perfect dining experience for the gourmand. The menu, crafted by Executive Chef - Martin Kindlesides' food style and philosophy, includes delectable dishes carefully created with exotic ingredients accentuating distinct European flavours. Luna Gusta brings the classic dining experience back to life with an interactive experience with their Chef complete with a table side finish.

Commenting on the launch, **Anuraag Bhatnagar**, General Manager, The St. Regis Mumbai & Area General Manager, India at Marriott International Inc. says, "We are thrilled to launch Luna Nudo Gusta in India's very first St. Regis Hotel!"

Luna is named to represent the alluring energy of the moon where its guests can enjoy delectable mains of their choice.





RESTAURANT

THE FRYDAY HOUSE OPENS

The Fryday House – A niche, pure-veg pop up bar, representing the world of evolving gastronomy, has recently opened its first pop up Belgian fry bar in Breach Candy. This unique pop up caters to both fast food lovers as well as health junkies who wait eagerly for their weekly cheat day. With its two main varieties of imported Belgian Fries i.e. Belgian Fries & Wedges, accompanied by a choice of exclusive and unique dips, The Fryday House has something for every palate. Elaborating on the origin of this exciting concept, **Shail Barot**, Director - Vie Hospitality, said, "We live in a fast paced world. Today whenever we visit a restaurant for a

quick food fix, French fries always seems to be the first option on our mind. More so with the world becoming more accessible and people travelling and sampling more foreign cuisine, their interest in unique and experimental global cuisine is on an all-time high. And what better way to tap this segment than with delicious French Fries made the Belgian way. Apart from our two varieties, we have also introduced Banana Fries for the anti-potato clique's and we also bake our fries for the health conscious. Our range of dips is our USP as it's unique, delicious and prepped to tantalize your taste buds."

FRANCHISE OPPORTUNITY

A highly reputed, authentic Italian Pizzeria and full-dining restaurant, is inviting interest for franchisees and a great business opportunity, in India, particularly in mid (tier 2) cities.

FRANCHISE

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| Investment | : Rs. 75 lakh for the pizzeria and
1.25 crore for the restaurant |

Business details

The 25 years old company is a very renowned name in authentic, north Italian cuisine including antipasti and pizzas.

Email: contract2005@hotmail.com

SHOW ME THE MONEY

Even as the industry seems to have just started rising above the slump, it remains essential to closely monitor occupancies, ARR and RevPAR. Hotels need to keep reinventing their revenue management strategies. Financial acumen and marketing skills go hand-in-hand to increase revenue. In our cover story hoteliers share their expertise on Revenue Management to grow the money.

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Michel Koopman
General Manager
The Leela Ambience
Gurgaon Hotel &
Residences

TRANSPARENCY IN PRICING

Revenue management has been an integral part of the hotel and in daily life of a general manager. Major trends which we see now days are transparency in pricing because of the STR, ideas and rate gain report and decreasing of lead time, even groups are booked on last minute.

LOOKING AT THE TOTAL REVENUE

We use ideas revenue management tool for our hotel, we always look at the total revenue and not only the room rate, for eg it has banquets, spa, rooms and F&B, also, out hotel follows GOP PAR approach, which is gross operating profit per available room. With regards to the automation, I can say as GM of the hotel I sit everyday with my team and we discuss the rate strategy for various business segments and room type. For eg. If we have more than 80 per cent business on books we tweak our rates accordingly, sometimes rates are changed thrice in a day as well. We also close out the lower rated room categories and maintain the market

segment which allows to book high room category such as royal club and suites.

FORECASTING BUSINESS DEMAND

With regards to the accurate forecast, we experi-



If we have more than 80 per cent business on books, we tweak our rates accordingly, sometimes rates are changed thrice in a day as well



ence a variance of +- three per cent in our monthly forecast and in most of the cases we are very close. As we have a rolling forecast this covers the hotel's entire year report. Also, our GOP is forecasted on every 10th and 20th and flash report is generated on 30th of every month. Our market share is determined by the comp set report by looking at these various attributes, MPI, (market penetration index), ARI (average rate index), FMS (fair market share) and AMS (Actual Market share).

STRONG DEMAND

We have clearly seen a strong demand in Q2, which is (July-Sep). Since the opening of the hotel this has happened first time as we have done a occupancy of 79.per cent in Q2 which is higher than Q1(April-June) and this has happened because of the increase in the room rate. Also, we expect to do and occupancy of 83.7per cent in Q3 (Oct-Dec) which is the best quarter and 84per cent in Q4 (Jan- March) which is the second best, almost equal to Q3. We continue to do this trend till 2017-18 with a strategy of increase in room rate. And after 2018, supposed to be good years for Gurgaon hotels as no more new hotels coming in the market.





OPTIMISING INVENTORY FOR PROFITS

Revenue management in hotels has seen a huge change in recent times, with the big mergers, entry of brands into the markets etc. In the end, it is all about optimising the available inventory to maximise your revenue of profits. The function has become more structured and objective by way of the usage of a variety of analytics to predict demand of customers, which again, is an area that has seen a lot of change. Automation is now the watchword in revenue management.

THE NUMBER CRUNCHER

IDeaS Revenue Management solution, ReV powered by Maxim etc are the top trending tools in the



Close co-ordination between the Director of Sales & Marketing and Revenue Manager juxtaposing the market dynamics helps achieve best results



industry now. Automation is certainly the watchword and it has come to the forefront but a good Revenue Manager distilling this information and automation is the most crucial part of the Sales Team as well. The role of the revenue is now that of

a number cruncher and an integral part of a hotel's profit drive.

THE MOST VALUABLE BUSINESS MIX

Studying the market dynamics is the most important aspect and also the Revenue Manager's key area of responsibility. Relation with OTAs is important in reaching out to a wider audience, especially to destinations outside reach. Added visibility from OTAs cannot be undermined as it really helps to be out there. Close co-ordination with individual members of the Sales team is again, very vital to help amp up the ADR. Time sensitive decisions are now more and more important as dynamics are changing by the minute. OTA bookings, etc are always keen watched to remain on top of updates.

MARKET BUOYANT YEAR-ROUND

Since we are in a market that is not so impacted by seasonality, in Bangalore, it helps to be buoyant throughout the year. However, some city-wide events need to be watched well in advance to build up a robust rates. Also, floating attractive packages during weekends along with Spa and Brunch offers helps to have the weekends filled-up, as well. OTA review reverts; especially Trip Advisor is always on the radar and helps to be in the top 10 hotels of the city. Mantra to gain a competitive edge remains in close co-ordination between the Director of Sales & Marketing and Revenue Manager juxtaposing the market dynamics that helps achieve best results.



Debanjan Kundu
Director of Sales
& Marketing
The Ritz-Carlton,
Bangalore





Nalin Mandiratta
General Manager
Crowne Plaza
Today Gurgaon

INTEGRATING KNOWLEDGE WITH MODERN TECHNIQUES

The past few years have led us to a wide variety of revenue management great practices & methods. Some of the major factors affecting success are the tools we are using and how well RMs are integrating their knowledge with modern techniques. The most basic trend would be grabbing the right moment with Book Direct. There is momentum in the book direct movement, and a higher awareness of the message with consumers. Hoteliers are tracking, analysing, and maximising usage of social networking platforms as an integral part of revenue management. They are taking a proactive approach to user-generated hotel reviews, blogs, videos, and images. These days, revenue directors are reinventing their approach towards being proactive and creative conducting more research, focusing on demand generators, developing relationships with the competition, shifting market share, developing the hotel's reputation, and directing sophisticated channel management.

REVENUE MAXIMISING TOOLS

According to me, revenue managers have to compete aggressively for business against their competitive set to maintain performance and



The more business on the books, the more accurate a demand forecast will be. You can improve the accuracy of forecasts by taking length-of-stay



achieve targets. Hotelligence360 allows the user to analyse historical and forward-looking data against multiple comp sets based on a variety of competitors and different business segments. Today's forward looking tools provide revenue managers with data on market demand and price position for future dates. Present day competitive intelligence tools can help revenue and marketing managers monitor and manage their hotel's online reputation. These tools aggregate, weigh, score, and alert you when things change. These tools are the future of revenue management moving forward as the technology is advancing day by day only to evolve better techniques.

DETERMINING SHARE OF THE MARKET

A basic forecast can be as simple as some notes on pen and paper, and as complex as computing algorithms that produce precise and accurate projections. Once historical data is present in excel, hoteliers can add, tweak or manipulate the data to make forecasts more accurate. The first numbers to incorporate are upcoming reservations that are already on the books. The more business on the books, the more accurate a demand forecast will be. You can improve the accuracy of forecasts by taking length-of-stay into account. It's important to measure demand by both arrival day and length-of-stay. Sophisticated managers will prepare multiple forecasts per reservation day based on predicting whether guests will be arriving for one or multiple nights. There are many more complex factors that can determine the accuracy of a forecast. One simplified way of determining the popularity of your hotel on a certain day is by monitoring your hotel's website traffic.

PRICING FOR ROOMS

You need to pull out your existing database of guests and contact those people who frequently visit your hotel through mails or social media, and offer them deals during these months. I believe in marketing these packages in an exclusive manner.





Pratyush Anand
 Director of Sales and
 Marketing
 JW Marriott Mussoorie
 Walnut Grove Resort
 & Spa

REVENUE MANAGEMENT TRENDS

Revenue Management in today's age has become an integral part of our hotel operations. A strong Revenue management set up is required not only to maximise revenues basis on the demand patterns but also an effective management on the available inventory. In recent years, Revenue Management has gone beyond just the Rooms Division and has become an essential part of Food and Beverage operations as well. Concepts such as Catering and Restaurant Revenue Management are now an important part of a Hotel's overall Revenue Management.

COMPETITIVE INTELLIGENCE TOOLS

We use management software named One Yield. It helps us forecast and oversee trends. Automation is the only way forward. The idea is to have totally automated tools to minimise manual intervention. In fact we are working on the next version of One Yield which will be totally automated and will help us forecast better.

ACCURATELY FORECAST BUSINESS DEMAND

Segment wise trends (Transient and Groups) are captured on a daily basis and over a period of time. We work with the Revenue Teams to thoroughly evaluate any piece of business which might lead to displacement of the other segments. Our Hotel has enrolled for STR Reports which help us determine our market share as compared to competition on a monthly basis. Leisure oriented markets, like the one for Mussoorie need rapid decisions as the market changes drastically within a few days. The team is constantly on their systems and it is facilitated with weekly calls with the sales team. Both teams work together to ensure desired results for the hotel.



“Leisure oriented markets, like the one for Mussoorie need rapid decisions as the market changes drastically within a few days”

MOST APPROPRIATE PRICING FOR ROOMS

For a resort property like the JW Marriott Mussoorie Walnut Grove Resort and Spa, pricing is a major factor that determines the resort positioning. This is definitely taken into consideration whilst making pricing decisions even during the lean period. Year-on-year rate trends and our competitive pricing are closely looked at before determining the pricing for lean season.



Samar Rana
Director of
Revenue, Pullman
& Novotel New
Delhi Aerocity

TRENDS IN REVENUE MANAGEMENT

As technology advanced, the role of Revenue Management (RM) and the revenue manager continued to become more strategic and less tactical. The focus became more of an optimisation role and less of an analyst role.

RM now has become more strategic in nature and it encompasses all revenue streams within the hotel including marketing, finance & operating strategies. For too long revenue managers have been rooms-centric, focusing on optimising rooms revenue instead of total guest spend, which includes Food & Beverage, SPA or other departments.

There has been a paradigm shift from Revenue per available room (RevPAR) to Total Revenue per available room or per available unit of area (TRRevPAR). In a nutshell moving away from Room Revenue/Inventory Management to now optimising Total Hotel Asset impacting all Revenue streams (Rooms, Banquet, F&B, SPA & MOD)

planning the operations more effectively. It provides leverage to hotels for extending its reach to untapped markets and reaps dividends.

Business Intelligence tools like Hotelligence360 and Rate360 helps to gauge how the immediate competition set is moving along with rate shopping tools which help us in knowing the public price structure for competition set. The next big thing coming our way shall be Demand360 by Travelclick which shall tell the hotel how segmentation is moving against its competition for both past and future.

FORECASTING BUSINESS DEMAND

Use the right data: Three to two years of historical data provides a great look at business and helps project a more accurate forecast.

Segment your forecasts: When forecasting, it's important to segment different parts of your business. You can improve the accuracy of forecasts by taking arrival day and length-of-stay into account.

RM tool: Tools like Ideas or EzRMS are part of every Revenue Manager's day-to-day life. Pricing strategies can be used to maximise revenue, optimise profitability, achieve targeted market share, differentiate the product in the marketplace, increase or decrease pace the rooms are sold or communicate price-value of service to customers.

DETERMINE THE MOST APPROPRIATE PRICING FOR ROOMS

The thumb rule for any hotel should be its pricing matrix and benching yourself along with competition set on Quality, Price & Distinct Advantage variables:

Competition: Most important factor to consider when making pricing decisions is how the competition will respond.

Internal Factors: Know what is already booked and gauge what is expected to book. There are opportunities where a change in pricing may not affect what you can and cannot sell. In fact, there are times it could be detrimental.

Guest factors: Better understanding of the guest and the reason the guest is traveling is critical to correctly pricing hotel rooms.

Season: You're going to pay top dollar during peak season, simply due to the increase in demand. On the other hand, you'll likely be able to find good deals on hotels in the off-season.



REVENUE MAXIMISING TOOLS

Technology aid has impacted the reservation process in a big way as it has benefitted both the customer and hotel mutually wherein guests get a seamless reservation experience and the hotel is benefitted by cutting on the strenuous hours which associates put in plugging the reservations manually over the PMS (Property Management System) and also help in



The next big thing shall be Demand360 by Travelclick which shall tell the hotel how segmentation is moving against its competition for both past and future





Ajay Upadhyay
General Manager
Ajit Group of
Hotels

The latest trend in hotel revenue management is all about technology, which has created multiple opportunities for a hotel to differentiate itself with Revenue Management Systems, data, reporting, pricing management, channel management, algorithms and in recent years all, combined full featured solutions to maximise overall revenue and profitability.

We are using a software based dynamic pricing tool to maximise our room revenues through the year.

THE MOST VALUABLE BUSINESS MIX

We have to utilise various analysis and methodologies to ascertain future demand on the basis of historical data, city scenarios, competition analysis, year specific wedding dates, annual event calendar of the city or state or country, etc.

BUDGET AND GROWTH BASED PRICING

Our pricing has been consistent over the years and it is at par with the similar competitive hotels in the city. It is a budget and growth based pricing.

TIME-SENSITIVE DECISIONS

We have taken such time bound decisions in our F&B business for our restaurants, but not for rooms. We believe that 'Experiment, Learn and Grow' is the mantra to gain competitive advantage. We believe in regularly training our sales and front office.



'Experiment, Learn and Grow' is the mantra to gain competitive advantage in the market





Nitin Nair
Revenue Manager
Park Hyatt
Hyderabad

DATA AS A STRATEGIC ASSET

The rapid evolution of data as a strategic asset drives future decision-making, tracking, analysing and maximising social networking platforms as an integral part of revenue management—leveraging the power of tools that help us in managing consumer review sites and other forums. They take a proactive approach to user-generated hotel reviews, blogs, videos and images. We have been reinventing the approach to be even more proactive and creative—conducting more research, focusing on demand generators, developing relationships with the competition, shifting market share, developing the hotel's reputation, and directing sophisticated channel management.

REVENUE MAXIMISING TOOLS

Revenue Per Available Room (RevPAR), which leads to a higher flow-through of additional revenue and directly impacts bottom line results.

Accurate forecasting data, combined with market research and analysis, data collection and comparisons between properties, hoteliers are better placed to decide how to price a hotel chain in different markets.

These revenue tools will definitely be growing day by day with new features and updates to maximise the revenue.

MOST APPROPRIATE PRICING FOR ROOMS

Key pricing determinants are location, comp set, demand, history reports for previous months & supply occupancy levels required as per demand. Online pricing for OTA's is dependent on optimal hotel room pricing.

DETERMINING MARKET MIX

- ADR growth from specific segment (if any)
- Length of stay
- Market segmentation
- Natural market mix
- Corporate Mix
- NQ percentile of business includes (Retail, discounts & commercial retail market)
- RevPAR
- Nationality Mix
- Lead time Analysis
- Forecast for next three months segment wise



THE OTA QUESTION

OTAs have, at their base, added another layer of complexity into the mix of sales channels in the hotel industry. In a positive sense, hotels of all sizes can leverage OTAs to increase and enhance marketing efforts and sales revenues. OTAs - even with their sometimes-onerous commission structure - can level the playing field, and make the difference between success and failure, surviving and thriving.

OTAs constitute only one distribution channel. Hotels realise that they cannot depend solely, or even primarily, on OTAs, or on mobile app. My mantra is to stay in trend, the data research matters, market intelligence and the history of the hotel's performance and the competitors' performance MOM. So, take off and read a market research as much as you can.

TRENDS IN REVENUE MANAGEMENT

To enhance profitability and drive more revenue, hotels have been increasingly focusing on optimising F&B, such as increasing restaurant and bar options at the hotel, offering large banqueting spaces at leisure resorts and rolling out special discounts or promotions on a regular basis. According to a recent HVS-FHRAI report on the Indian hotel industry, revenue from F&B segment - which includes banquets and restaurants - rose to 42.6 per cent in 2014-15 against 36.6 per cent in 2010-11. Jaypee Greens Golf and Spa Resort, Greater Noida frequently introduces food promotions at our multi-cuisine outlets to attract guests with varied culinary experiences.

FORECASTING BUSINESS DEMAND

Forecasting upcoming demand allows the hoteliers to identify the right consumer needs and build a relevant strategy based on projected occupancy. It is very important for the hoteliers to maximise their value and to do so, one need to constantly keep a watch on the emerging customer behaviour and the standards of services offered by the competitors.

- We periodically review the current level of forecast and decide what it is appropriate, given the forecast accuracy goals and review process.
- We believe an aggregate level forecast review is an essential tool since it allows for a sanity check of the forecast compared to history and company budgets.
- We constantly aim at getting the right people to forecast management. By involving the right

kind of people who have easy access to market information helps the hotel to intelligently forecast the demand.

- We regularly monitor our website traffic which helps us to measure how many potential guests further enabling the revenue management team to accurately forecast business demand.

DETERMINE A PROFIT-MAXIMISING PRICE

The classic definition of revenue management is: Sell the right space at the right price at the right time to the right customer. In order to determine a profit-maximising price for the hotel, it is important to balance demand and capacity. Hence, forecasting pricing is essential to maximise the effectiveness of the hotel's resources, which is directly linked to efficient revenue management.

- I. We continue to exchange daily closing figures with competing hotels (hotel comparatives): such as determine low occupancy periods, competition rate analysis, last 2 year comparative analysis and expo mart events analysis.
- II. We evaluate the pricing in the 'social world': It is very important for the hotels to pay close attention on how they are priced compared to competition in the market. With the advent of Online Reputation Management the pricing at the hotels has become transparent, thus enabling us to keep a close watch before deciding an appropriate pricing for rooms.

It is very important for a luxury hotel to understand how consumers use ratings, reviews and price when choosing a hotel and how they make trade-offs between price and other attributes of a hotel, such as higher ratings or online reputation, when making a purchase decision.



Rathish Kumar
Deputy Revenue
Manager
Jaypee Greens Golf
& Spa Resorts,
Greater Noida



Need to constantly keep a watch on the emerging customer behaviour and the standards of services offered





Pradipta Mohapatra
General Manager
(Sales & Marketing),
MAYFAIR Hotels &
Resorts

TRENDS IN REVENUE MANAGEMENT

With more tools for price comparison, facility evaluation –customer have turned savvier that has forced service providers to innovate newer price models and adopt dynamic pricing. Collecting and processing relevant information, especially about the shifting habits and choices of the new age consumers- have been a major challenge for revenue managers. However new information channels and social media have enabled managers track the decision path of the potential customers and calibrate strategy accordingly.

REVENUE MAXIMISING TOOLS

We are relying on online intelligence and data mining for prospecting and tracking potential customers. We are a definite system for lead generation, scoring and profiling that helps us reach out at prospective customers. We focus on customer retention and ensure that they remain loyal to us over successive trips.

We ensure to create other revenue heads to supplement our revenue and ensure a sustainable revenue inflow. We have built a credible online reputation management and crisis resolution system.

DECISION MAKING ON THE GO

The necessity of time sensitive decisions has grown in recent times as decision making on the go –has become a part of work culture. We have prepared our system to respond to the new scenario and address the issues of our clients in real time. We work



We have witnessed steep growth in the MICE segment and have resorted to differential pricing for the sector to augment our revenues



Automation will help in data compilation, segregation and funnelling in proper channels to make them objective tools for targeting.

DIFFERENTIAL PRICING FOR MICE

We have witnessed steep growth in the MICE segment and have resorted to differential pricing for the sector to augment our revenues. Precise forecasting on the MICE segment has been possible to some extent due to the evolution of a business calendar that determines organization of events at periodic intervals. We comparatively analyse business volume of our competitors to determine the gross revenue in the sector and find out our share in it. We also collect secondary data from industry publications.

APPROPRIATE PRICING FOR ROOMS

Our dynamic pricing mechanism helps us determine the price of rooms. We take a lot of operating variables into consideration to configure room prices.



in proper coordination with the OTAs that reduces duplicities and time lags. We have always relied on differentiation and customisation of our services. Besides we always believe in providing unique customer services to our clients. We have a unique research methodology to gain customer insights.



LEVERAGING SOCIAL MEDIA FOR REVENUE MANAGEMENT

Revenue Management has become much more dynamic and real time. Information is available at your fingertips anytime of the day or night for you to take decisions. Earlier days, the strategy planning was done for the upcoming season, while today we need to keep correcting our course from month to month, week to week and even day to day. It is seen that hotels are now tracking, analysing and maximising social networking platforms to be an integral part of revenue management by leveraging the power of tools that help them in managing consumer review sites and other forums.

REVENUE MAXIMISING TOOLS

We are currently using Channel Manager Maximojo which is helping us to effectively manage yield by tracking our competitiveness in real time against other hotels within our comp-set. We can fine tune rates as per market conditions which will thereby maximise our profitability. Automated revenue management technology will become the dominant practice, quickly delivering significant increases in revenue and return on investments to those who adopt it.



At times, what we predict based on historic data may be very different in reality as market changes



CAPTURING MARKET SHARE

We are constantly monitoring our market segment mix month-on-month which help us decide the segment we need to focus more in the coming months. We also collate monthly MIS data of occupancy and ARR of our competitors which help determine our fair market share and penetration index.

But the fact is that the leisure business in Kerala has been going through a lot of change and at times what we predict based on historic data may turn out to be very different in reality because market demands keep changing all the time.

APPROPRIATE PRICING FOR ROOMS

The BAR rate is decided based on factors like travel agency rates, long week-ends, seasonality and many more such factors. Being a resort, as we run high occupancies during weekends, we plan and fix weekday/weekend offers in order to maximise our revenues in addition to season / offseason / high peak season rates.

Keeping your customers delighted and making them recommend you is still the most reliable and consistent method to gain market share. In today's world, this information has to be made available to all your prospective customers that would help them make the right choice. Hence digital marketing is our mantra to gain competitive edge in today's world as the world of marketing evolves every day and adapting to these changes is the key.



Anand Nair
GM, Vasundhara
Sarovar Premiere,
Vayalar

Fighting Fraudulent

The regional Presidents opine about financial transaction frauds, that are on the rise as far as credit, debit, money wallets are concerned in their respective regions. They also share information about how you may be more vigilant.



Sanjay Sood
President
HRANI

PROXIMITY PAYMENTS

The rising instance of card frauds has shaken up the country and is definitely a cause of concern for the hospitality industry that relies on offline transactions at many instances. The recent breach of data wherein the details of 3.2 million cards was compromised has encouraged the industry to pull up the socks in various aspects.

Theft of credit cards has become a big menace and the tricksters have found a way to evade detection and the hoteliers sphere of influence have been advised to triple verify the name of the cardholder with the government approved identity card of the guest and the actual guest that has checked in.

It is being advised to all our fellow colleagues to also take written and signed authorisation of the guests for all future bookings in case the hotels are making any offline charges

authorisations on the card. A new kind of fraud is emerging wherein gullible hotels are being approached to refund the charges made on cards for future bookings and we have come across instances wherein hoteliers have ended up paying refunds on stolen cards in the garb of processing charges etc.

The future of security lies in proximity payments through mobiles, such as Apple pay, or taking the imagination further by authenticating payments through mapping the iris/fingerprints of the people intending to make a payment. Hotels must also encourage better CRM programmes that promote loyalty programmes and also

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The future of security lies in proximity payments through mobiles, such as Apple pay”

participation in programmes of participating hotels thus reducing chances of people creating multiple frauds on different hotels.

Finally, the power of cognitive science rules supreme that the ultimate solution lies in our Front Office and guest relation staff being vigilant and having a sense of understanding thereby perceiving threat and taking corrective steps through enhanced vigilance and care.



Dilip Datwani
President
HRAWI

HOTELS: EASY TARGETS

Business majorly of late is online hence the credit card frauds are on the rise.

As swindlers develop more sophisticated fraudulent methods, the hotel industry has started to feel the effects of credit card fraud. In particular, crooks are now starting to take advantage of the fact that hotels are utilising the services of online booking engines.

Hotels that request either a 50 per cent or full deposit when making a booking are at risk of exposing themselves as an easy target for fraud, as fraudsters will claim to have paid for the booking via an online booking agent, using a credit card.

These deceitful practices need not cripple the financial prosperity of a hotel's business, as there are measures that can be undertaken

which will safeguard the establishment against this type of fraud. If the deposit policy requests payment between 50 per cent and 100 per cent, fraudulent practice can be used to make the reservation. Hotels should insist that a copy of the credit card with the CCV number or autho-

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Cognisance must be taken that the process for online bookings should only involve the reservation being confirmed via credit card payment”

rised amount is held on the credit card, even if the guest insists that everything has already been paid for.

Cognisance must be taken that the process for online bookings should only involve the reservation being confirmed via credit card payment. It is also critical that copies of either an ID or a passport are taken in upon check in. If there are two guests staying in a room, ideally both copies should be taken from both guests.

Staff should be trained in fraud and chargeback prevention techniques, such as looking for suspicious transactions, and obtaining signatures on bills.

Transactions



Sudesh Poddar
President
HRAEI

BE PREPARED

Five years ago, a million-dollar credit card fraud was busted in Kolkata by the cybercrime cell of Kolkata Police. Peter Orenubi Oluwagbenga, the Nigerian mastermind of the fraud would not only swipe his cloned cards for jewellery and gizmos to sell later but also

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As cybercriminals learn more sophisticated techniques our systems must also evolve

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make bookings in star hotels, only to cancel these for cash refunds. Two years ago, one Rakesh Kumar Sharma flew in from Jaipur and checked into a star hotel in Esplanade. Sharma, 32, suspected to be a millionaire kingpin of an inter-state credit card cloning racket actually walked into a trap laid by the police and

was arrested. He obtained credit card details from net, hunted down Electronic Data Capture (EDC) machines from small-time traders and minted crores right in his Jaipur home.

The 2010 inter-state probe on credit card cloning by the Kolkata Police's Bank Fraud cell had led to some bitter home truths. Kolkata figured prominently in the fraudsters map. Skimmers, card reader writers — the key devices with which the encrypted data on a credit card magnetic strip can be first copied, then decrypted and finally pasted in another clone card — are available for a price in Kolkata.

We ask our members to keep their eyes and ears open while doing card transactions. To reduce losses from identity and credit card fraud, we urge hotel management to train all employees who have regular direct contact with customers in how to recognize the signs of potential identity fraud.

Apart from these, the hotel's credit card processing company can assist in screening for these frauds. Processors have increasingly sophisticated software applications for screening unusual credit card transactions. As cybercriminals learn more sophisticated techniques our systems must also evolve. It is important to have procedures in place that maximise the effectiveness of both technological and manual fraud-prevention measures.



K Syama Raju
President
SIHRA

KNOWLEDGE IS VIGILANCE

Fraud in the hospitality industry may often affect the strong imperatives of the industry's services. The biggest challenge is the seemingly limitless variety of ways that employees and outsiders find to steal from the organisation. Knowledge is the first step toward prevention.

CREDIT CARD/ IDENTITY FRAUD

Using legitimate individuals' personal information such as credit card number, date of birth and home address- to fraudulently apply for credit

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Restrict guest data to a limited number of trusted employees to reduce employee theft of information

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cards, fraudulently open bank accounts, obtain cash advances, etc.

SKIMMING

In order to reduce the occurrence of theft of credit card data, the following best practices should be reviewed and implemented: Purge excess/unneeded credit card data. Do not imprint credit cards. Swiping the credit card will transfer the required data to the property management system. Unnecessary risk is assumed with the imprint of credit cards. Ensure your property management systems do not display the entire credit card number. Displaying the last four digits of the credit card number is adequate for all routine transactions. Establish procedures for monitoring credits, chargeback's, etc. It is important to monitor chargebacks, and implement procedures to reduce chargebacks occurring. Restrict access to guest data to a limited number of trusted employees will help reduce employee theft of information.

OVERPAYMENT

With overpayment scams, fraudsters play the role of a guest. The "guest" sends the hotel a legitimate-looking cheque, for an amount higher than the agreed-upon price. Weeks later, the hotelier learns the cheque is fake, but the excess payment would already be credit to the fraudster account.

STRATEGISING CORPORATE SUSTAINABILITY

"What you cannot measure you cannot manage" - this old adage holds good for any industry, more so for a diverse, financially challenged industry like hospitality.



Niranjan Khatri

“The industry has been challenged with data management and needs technology now more than ever”

Globally, every business space is eagerly attempting to transform itself to cater to the new generation of customers - the millennials. The obvious approach in achieving that is technology adoption. Technology is driving innovation in every business and resulting in some very disruptive models, the sharing economy for instance. All these show a clear case of customers having a closer and much interactive relationship with companies. This is no different for the hospitality industry which is increasingly seeing technology change business as usual - from the use of online platforms for marketing and brand reputation to enhanced customer experience through smartphone friendly booking platforms and going as far as mobile keys that allow guests to open their hotel rooms with a smartphone!

Undoubtedly, technology is bringing the next wave of opportunities into the hospitality sector. And, environmental and social issues are challenges the industry cannot ignore. Increasing resource scarcity in a more populous world pose great risks to the entire industry. Especially so in the emerging markets that are plagued with environmental problems and social inequalities. These are not only bad for the communities but also adversely impact hotels operating in these regions, from lack of resource availability, high operating costs to poor staff performance. Hence, making sustainability an integral and strategic part of business is not just a good to have, but a necessary value. According to a Mckinsey survey, around 60% of company executives consider sustainability as very important for overall corporate strategy.

The approach to sustainability is rather arbitrary today. Activities like changing light bulbs, using less water, manually turning lights and other devices off are often time consuming, especially in bigger facilities, and, mostly also inefficient and insufficient. The use of technology is integral to good sustainability performance. For example, use of occupancy and light sensors for timely turning off and on of devices, smart meters to collect real-time resource use information and tracking anomalies in MEP systems, measuring and monitoring water and chemical usage across operations, tracking waste generation information, etc.

Technology adoption can be multi-pronged ranging from infrastructural improvements through sensors and smart technologies to carbon management and sustainability project monitoring systems and finally social-media driven outreach and reporting solutions. We delve into a few in this commentary.

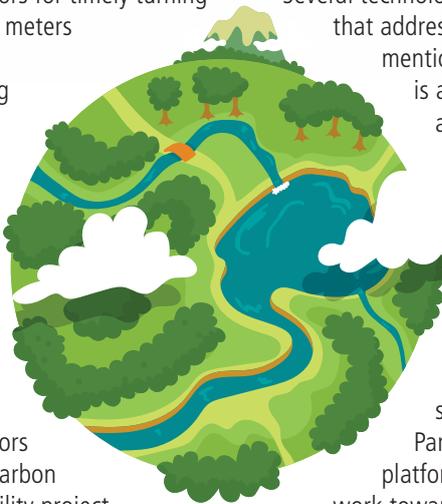
Sensors and smart meter integrated systems allow flexible measuring and monitoring resource use information periodically across board. This quality of data is highly useful in identifying anomalies and trends, which is the first step towards taking effective action to tackle resource consumption challenges. It also makes reporting and communicating progress of sustainability programs extremely simple.

A good sustainability programme should undergo the following steps:

1. Benchmarking resource consumption
2. Creating measurable and achievable periodical targets
3. Measuring and monitoring in real time
4. Acting rapidly to address any anomalies and tap into new opportunities

Several technology solutions are available that address one or more of the stages mentioned above. However, there is a need for more holistic and affordable solutions that make it possible for small and medium sized hotel groups to take advantage of the possibilities as well. Sustainability issues we face today demand collective action because if resource scarcity worsens, it threatens the entire industry, says the International Tourism Partnership (ITP), which provides a platform for hotels to collaboratively work towards embedding responsibility in the hospitality sector.

The ITP recognises the need for technology in sustainability and its potential to realize significant savings. It has released the Hotel Carbon Management Initiative (HCMI) and, only in September during the world water week, released the Hotel Water Management Initiative (HWMI). Both are tools that provide clear frameworks and methodology for real time measurement of energy and water use in hotel facilities. The methodology is used in many hospitality data management (technology) products. Both are free to download from their website and provide all the information required for effective management of energy and water in hotel operations.



Sriram Kuchimanchi

“Airbnb is just one example of technology disrupting status quo. The sooner hotels wake up, the better for them”



The InterContinental Hotels Group is leading by example with its Green Engage platform, an online sustainability tool that helps its hotels manage energy, water, waste and provides more than 200 green solutions that cover design, operations and technology. It demonstrates that properties can decrease energy consumption by more than 25 per cent among other impacts resulting in significant cost savings. The platform uses actual data to customize environmental performance based on geography, brand and outfitting. For example, its target for reduction in water use per room/night in water stressed regions had reached 40 per cent of its 2017 target in 2015. The platform can then be used to accelerate activities and focus on achieving the target in time.

The Green Engage system also automatically feeds environmental performance data to clients. This brings us to the other benefit of using technology for sustainable hospitality that is communication. Being a customer facing industry, the hospitality sector needs to play a very active role in maintaining its reputation of a responsible business. Well-designed environmental programs provide meaningful progress to share with all stakeholders, including business clients, guests, staff

and the community they operate in. In 2015, 48 per cent of IHG clients had demanded their carbon and waste footprint information. In a recent survey of global business travellers, 47 per cent said that sustainability is an important factor and 7 per cent it is extremely important in their choice of hotels. According to the McKinsey survey, 76 per cent of executives suggest that engaging in sustainability increases shareholder value.

CONSERVING HABITAT

India recently ratified the Paris Agreement to tackle global climate change and sent a strong message not only to the world about its commitment but also to the domestic economy to be prepared for the changes due from its implementation. The pledge to reduce emission intensity per unit of GDP by 33 to 35 per cent by 2030 as compared to 2005 is one of the most significant among others.

With the hospitality sector's contribution to India's GDP expected to rise from 6.1 per cent in 2015 (about INR 8000 billion) to 7.2 per cent by 2026 (about INR 18000 billion), it should be prepared for stricter regulations on energy use and other relevant resource uses. Early adoption of sustainability and technology will reduce compliance costs that will arise eventually.

Achieving these goals cannot be possible without the industry embracing technology on all fronts. A few solutions one can consider are below and there are many more around:

1. Conserve (by Considerate Hoteliers): It is a holistic platform for carbon and sustainability management and one of the most popular in Europe with more than 100 customers successfully using it.
2. 500 Gallons: It is a free online platform for restaurant sustainability solutions provider.
3. Winnow: Its' a great one-stop solution to understand and manage food waste.

*(The authors are: **Niranjan Khatri**, Founder of iSambav, a sustainability training organisation and **Sriram Kuchimanchi**, CEO of Smarter Dharma, a social enterprise operating in the field of social and environmental sustainability. The views expressed above are the authors' personal views.)*



Targeting 50 in 10 YEARS



David Kong

Atul Jain, Chief Operation Officer, Best Western Hotels & Resorts - India, Bangladesh and Sri Lanka, enlightens on how the hotel group is creating its own niche while expanding its properties.

PLEASE BRIEF US ABOUT THE INCEPTION AND GROWTH.

Best Western was formed 70 years ago and has since evolved into the only hotel membership-based model in the world. Beginning in 2015, Best Western Hotels & Resorts re-imaged its brand identity to help clarify its exceptional offerings and broaden the appeal with a contemporary, energetic and relevant look. Best Western Hotels & Resorts now has seven brands with nearly 500 hotels in our global pipeline and has over 4,100 hotels around the world.

WHAT BRANDS HAVE BEEN ADDED?

Best Western needed a fresh and relevant look. Under the leadership of President and CEO, David Kong, the company decided to adapt with the times and change the logo and create descriptors to help the consumer differentiate between the brands. Recently, Best Western has broken ground on both VIB and GLO and now has seven brands under the Best Western corporate umbrella. Separate brands were created for the following: Best Western, Best Western Plus, Best Western Premier, Executive Residency by Best Western, VIB, BW Premier Collection and GLO.

HOW DO YOU EVALUATE THE INDIAN MARKET?

Back in March 2016, Best Western inked a master franchise agreement with Delhi-based Sorrel Hospitality. Sorrel, is responsible for Best Western's future positioning, growth and development across India, Bangladesh and Sri Lanka. The hospitality company is aggressively pursuing the development of GLO and VIB properties, capitalising on India's thriving millennial market. Sorrel has plans to grow the Best Western portfolio in India to 50 properties in the next 10 years.

HOW MANY HOTELS ARE YOU PLANNING BY 2020?

Best Western Hotels & Resorts will seek expansion in India and other chosen markets. The expansion includes Best Western Plus, Best Western Premier, VIB and GLO properties. The agreement with Sorrel Hospitality proves the determination to spread across the country.



Atul Jain



BAGGAGE



BUNGLES OR NOT?

While we travel, the last thing we would want is the hassle of missed luggage. Let us peek into the efforts and offerings by numerous hotels to avoid bungles and ensure a pleasant stay for guests.

Kanchan Nath



Anuj Chaudhry

Anuj Chaudhry
Director of Operations, ibis New Delhi Aerocity

ERRAND CARD FOR BELL ATTENDANTS

Given the high volumes of arrivals and departures at ibis New Delhi Aerocity, we follow a formalised process to ensure that guest luggage is managed with safety and service deliverables. We have recruited trained bell attendants who have worked with international hotel brands and thoroughly understand the bell desk process.

We have implemented errand cards for the bell attendant that records their movement to guest rooms. The errand card contains details such as the number of pieces of baggage, the time at which the bell attendant left the counter and time of return.

ALMOST BUNGLE?

There was one instance wherein an individual guest left his luggage at the bell desk without informing the bell attendant and proceeded for breakfast. At the same time, there was a group check out of 30 rooms and during the loading of their luggage into the coach, the individual guest baggage was also loaded. We only got to know about this after the guest came back from breakfast and by that time the group had departed the hotel. To our good luck, the guest was proceeding to the railway station and the group had also proceeded to the same destination. We got in touch with the group leader and connected the guest with him so that they could meet at the railway station to hand over the luggage.



Santosh Singh

Santosh Singh

Front Office Manager, Grand Sarovar Premiere Mumbai

LUGGAGE SAFETY

Safety is one the most important our guest, we must make sure their luggage's safety and we must demonstrate professionalism in our procedures, following are basics that we follow while handling our guest luggage.

- The bell desk personnel unloads the luggage and cross check the vehicle to see nothing is left behind.
- Place it adjacent to our entrance.
- In case of group arrivals, the concierge confirms the number of baggage's with the tour leader, a rooming list is provided to the concierge by the front office with the help of which the luggage's are properly tagged.

- To ensure the luggage is kept together we make use of the net.
- Once the check in procedures are done we ensure the luggage is delivered using the luggage trolley.

ALMOST BUNGLE?

During a group departure, there were two guest from the same company, they came at the counter to checkout together, both of them had very identical bags provided by their company due to which their luggage got exchanged. One of the guest realised that it was not his bag only after reaching the airport and other guest was luckily still in his local office, we first informed the security in charge about the mishap and got the issue sorted.



Arijit Ganguly

Arijit Ganguly

Director of Rooms, Crowne Plaza Today Gurgaon

TAGGED RIGHT AWAY

In order to ensure that the baggage's of the guests are correctly handled, our team follows a number of carefully devised steps. First the baggage is identified as either check in or check out and a luggage tag is instantly tagged by the luggage attendee. If it is check out luggage, the room number is to be mentioned on the luggage tag. To avoid any confusion, the number of pieces and tags are counted and every piece is kept separate so that it is not mixed with the other luggage.

ALMOST BUNGLE?

One incident was when a guest Red Trolley, whose trolley was mixed with the group and was loaded in the group bus. Twenty minutes later when the guest reported a missing bag, the search was started immediately and with the CCTV footage,



we recovered that the trolley was put in the group bus. The bell captain co-ordinated with the group leader by calling him instantly and the trolley was thus recovered without any hassle.

Lakshay Nirula

Head Concierge, Les Clef d'Or Concierge, The Taj Mahal Hotel, New Delhi.

PROMPT LUGGAGE DELIVERY

We at The Taj Mahal Hotel, New Delhi, regularly host large format events and conferences. Ensuring prompt luggage delivery service at all times is of primary importance to us. However, we have noticed that during large check-ins, there is a general concern amongst guests about the handling of their luggage. For us it is of utmost importance to us that each guest receives their luggage unharmed and in a timely manner. We follow a comprehensive procedure to ensure that there are no mix-ups.

We are extremely cautious when it comes to handling luggage for large groups. Upon entering the hotel, guests are escorted to a designated group check-in area at the front desk. While the guests are checking-in, a designated bellman ensures proper unloading of the luggage from the guests' vehicles. After confirming the number of luggage items, they are grouped together. Rooms are then allotted to guests at the front desk and each piece of baggage is marked with appropriate room numbers. A day prior to the group's departure, a detailed check-out report is handed over to the bell captain who collects all the luggage and brings it to the lobby. The luggage is then placed in a separate designated area until the group checks out. Before placing the luggage into the group's coach, the quantity and condition of

the luggage is confirmed with the tour leader to ensure there is no scope for error.

ALMOST BUNGLE?

All associates at the Taj Mahal Hotel undergo extensive training in terms of baggage handling and front desk management. Additionally, during periods of high occupancy, the numbers of associates on duty are increased. This helps ensure efficiency as well as immediate and personalised attention for each guest.



Lakshay Nirula



Raju Dhauleshwarganga

Assistant Concierge, Hotel Marine Plaza



MONITOR WITH CCTV

Bags are diligently scanned by security and tagged by the bell desk team with respec-

tive room numbers or names and kept in the holding area. All activity is monitored by CCTV. Laptops or high value items are returned to conference guests after being scanned.

ALMOST BUNGLE?

There was an incident in the past where a bag belonging to another guest had been given to someone else on departure. After our security could trace it down via CCTV footage, it was realised that it was loaded onto a car that was headed to the airport.

We were lucky that the car belonged to the hotel and our concierge team could get in touch with our driver and have the same returned.



Raju Dhauleshwarganga



Manisha Sharma

Manisha Sharma
 Director of Rooms, JW Marriott New Delhi Aerocity

CODED ARRIVAL TAGS

Baggage process at the hotel is well defined and managed starting at the main porch. This is done through the specially designed perforated and coded arrival tags. These are presented the moment the guest arrives and is handled by the person taking Room Check-in. This ensures personalised care and attention right from the arrival till the guest is in the room.

ALMOST BUNGLE?

Hotel has not had any major incident of baggage loss or bags being misplaced. However, I can share an incident where bags were being coordinated through an outsource event management company for a large residential wedding group. They did have special tags but were not pro on handling baggage's in large numbers. The hotel had to pitch in and take baggage delivery under our control.



Ryan D'Silva

Ryan D'Silva
 Rooms Division Manager, Park Hyatt Hyderabad

TAG THE LUGGAGE

All luggage arriving at the hotel is tagged with a perforated luggage tag that has a matching serial number on both ends. One part of the tag is attached to the luggage while the other part is handed over to the guest. When each guest completes their registration process, the counterfoil of the luggage tag is retrieved by the Front Desk and the guest name and room number along with total number of bags is mentioned on each tag. These counterfoils are then matched against the tags attached to the luggage thereby ensuring a fool-proof identification system.

ALMOST BUNGLE?

During a conference group that was departing, a guest missed checking his luggage and departed for the airport without one bag. As the error was realised in the nick of time by our Concierge desk, our airport team was immediately notified to meet the guest at the airport and apprise him that we had already sent his luggage in another car. The luggage was handed over to the guest and he was escorted by the Airport Representative.



Ranvijay Singh Deo

Front Office Manager, Planet Hollywood Resort, Goa

SPEEDY HANDLING

The art of proper baggage handling is being well planned and coordination. Each team member is aware of their role during group movement, be it removing the luggage from the coach to sending it to the luggage scanner to getting the bags scanned and placing it in the arrival baggage bay to getting the bags tagged and then marking the room numbers once identified by the guests. All



this is carried out in front of CCTVs from different angles ensuring speedy baggage handling.

ALMOST BUNGLE?

I remember an incident when a group of 15 rooms were checking out. At the same time an FIT guest came to check out and left his bags at the departure bay as he had to leave a bit later. When the group was checking out the coordinator identified the FIT guest's bag as part of his group and got it loaded. After a while the guest informed reception about his bags missing. I instructed security team to look into the CCTV to locate the bags from the information provided by the guest. I told my duty manager to print a departure report to see the departures during that time and started calling the guests. When we called the group and asked him to identify his bags once again he realised that one bag didn't belong to their group. A photo of the bag was sent to us and we showed it to the guest to reconfirm. After reconfirming, the guest was sent to the airport and his bags were sent from the hotel where the group had checked in next.



Ranvijay Singh Deo

Satish Kumar

Director of Rooms, The Ritz-Carlton, Bangalore

PERSONALISED BAGGAGE TAGGING

Baggage handling is one of the most crucial aspects of arrival and we like to ensure this is as smooth as possible for our guests. Since, The Ritz-Carlton is best known for its iconic personalisation, let me share with you that this happens with the baggage, as it arrives. When there is a guest arriving, the doorman discreetly reads the Airline tag at the front porch and relays the name over a mouthpiece to the front desk team, and so, when the guest arrives, he is delighted to be received and recognised by name. For conferences, we do personalised baggage tagging with the company logo. One of the other differentiating aspects of our baggage handling is that we offer unpacking services in the room along with delivery of baggage, and also a quick cleaning of the baggage which might have gathered dust and grime on the hauls. Our guests really appreciate these caring gestures.

ALMOST BUNGLE?

Inspite of our best efforts, there was one time when the bags got exchanged and it was in the middle of a large wedding group check-in.



Satish Kumar



Holistic WELLNESS

J. Tara Herron, Director The Imperial Spa, Salon, Health and Racquet Club, believes in the concept of 'Mindfulness,' an awareness of how a person can benefit most from the spa experience on mental, physical and emotional levels. In an interview, she shares more about luxury wellness in the hospitality industry.



J. Tara Herron

HOW ESSENTIAL ARE DE-STRESSING AND WELLNESS FOR TODAY'S HECTIC TIMES?

It is essential to release the body of excess stress and tension on a regular basis so that negative holding patterns in the body and mind do not become compounded and create chronic health conditions.

HOW IS THE CONCEPT OF WELLNESS HOLIDAYS GROWING ACROSS THE WORLD?

People feel the need to deeply rejuvenate and restore themselves on holidays to redress the balance of the fast paced and techno-toxic environments many of us work within on a day-to-day basis. The traditional holiday of indulging in eating too much and drinking alcohol excessively does not suit this need to feel refreshed and truly rested or those who seek true restoration. Wellness holidays provide many options from improving fitness to de-tox and de-stressing benefits, nourishing breaks and personal development for the body mind and soul.



WHAT IS YOUR CONCEPT OF MINDFULNESS AT THE IMPERIAL SPA?

Mindfulness within our service is the practical awareness of how the whole person can benefit most from the spa experience on mental, physical and emotional levels. Through including the conscious care of guests through the sounds, sights, touch, aromas and aesthetic nature of the space, with the nurturing quality of the therapists' attention, a sense of mindfulness is present in all things. This creates deep respect and honouring of the heart of every being and in the words of the Sufi Rumi, "Your task is not to seek

for love, but merely to seek and find all the barriers within yourself that you have built against it..."

WHICH NEW RITUALS ARE YOU PLANNING TO INTRODUCE AT THE IMPERIAL SPA?

We are introducing a Lymphatic Drainage Massage to help the de-tox process and boost the immune system, as well as new Ayurvedic inclusions such as Paripalana for nourishing hair and nails; a pure approach to skin care with a Tri-dosha Facial plus the luxurious four hand Abhyanga in our exotic Kerala Suite. In addition we are introducing new seasonal spa rituals



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Wellness holidays provide many options from improving fitness to de-tox and de-stressing benefits, personal development for the body mind and soul
”





“ People understand the need to de-tox and purify the body in order to change the quality of one’s health and beauty from the inside out ”

which guests will learn about during their stay with us. In the salon we are including micro-dermabrasion and oxygen jet facial to purify and boost the skin plus a new signature Hair Ritual that combines head massage, hair mask and foot massage for good measure.

WHAT IS THE FEEDBACK GIVEN BY YOUR GUESTS?

Our guests love the spa and we have a very high repeat business from residents who stay at the Imperial especially for the spa therapies. The feedback is always outstanding and we are humbled and happy as a team to know we can make so many people feel good.

WHAT SPA THERAPIES ARE POPULAR AMONG YOUR GUESTS?

The spa therapies which are popular with our guest include: Our signature Imperial Depth Massage, Fitness Sport Massage, all our Natura Bisse Facials and Sufi Eyes.

ACCORDING TO YOU WHAT ARE NEW AND EMERGING TRENDS IN WELLNESS AND SPA INDUSTRY IN INDIA?

The embracing of body, mind and beauty as strong elements, needs to be addressed and experienced for true wellness. People

understand the need to de-tox and purify the body in order to change the quality of one’s health and beauty from the inside out. Programmes that include the whole spectrum of enlightened knowledge from the power of meditation and mindfulness to the non invasive effects of thermal face lifting and therapeutic healing body work.

HOW IS THIS INDUSTRY GROWING IN THE COUNTRY?

Very well indeed! From the global respect, spa seekers have for ayurvedic retreats and detox to the luxury of 5* Indian spa hospitality and generosity of spirit which is a very special and rare quality to experience. What kind of growth do you see in the spa industry in future in India? More retreats with personalised programmes that combine barefoot luxury with the dynamic service and knowledge of the body and mind that includes, yoga, nutrition, hands on healing and space to slow down to restore, reflect and re-energise.

WHICH ARE THE MOST PROMINENT DESTINATIONS AND MARKETS FOR THE WELLNESS TRAVELLERS GLOBALLY?

Thailand, Indonesia, Switzerland, Germany, and from the spiritual perspective, India.



<https://indianvisaonline.gov.in/visa/tvoa.html>

The picturesque valley is about
a 3-hour drive from Gangtok. Go beyond.

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Tapping Unexplored HIMACHAL

This quintessential resort in Dharamshala seems like a true breath of fresh air, even as unchecked development has been undermining the beauty of the hill stations in Himachal, says **Suman Rialch**, Director, Rakkh Resort, Kaloti Hotels & Resorts.



Suman Rialch



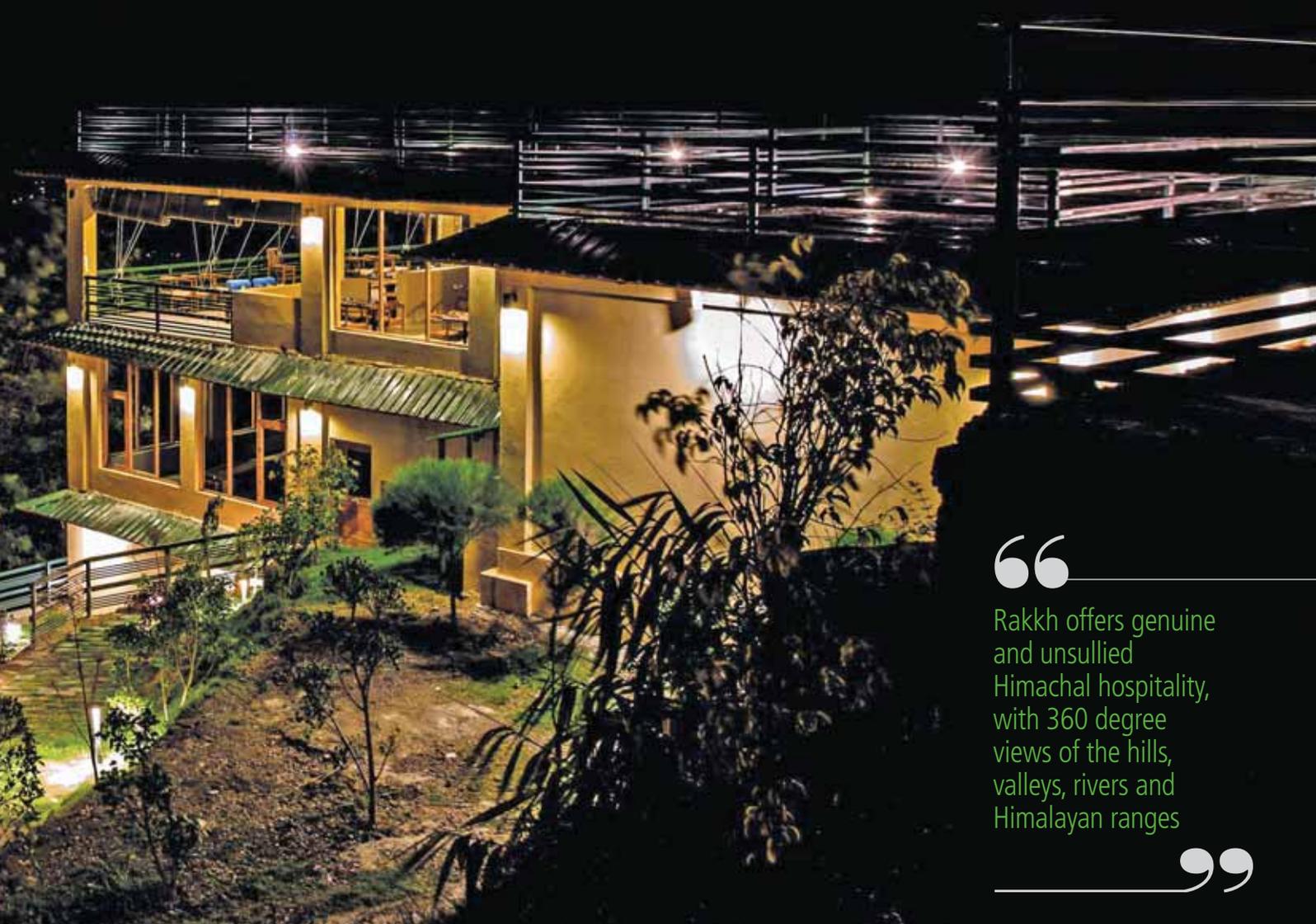
KINDLY TELL US A BIT ABOUT THE LOCATION ACCESSIBILITY OF THE RESORT. ALSO SHARE SOME DESIGN AND ARCHITECTURAL ASPECTS OF THE RESORT.

Rakkh is located in the heart of the Kangra Valley, shadowed by the Dhauladhar Range and is a rural hill location, and a welcome contrast to the bustling streets and hurly burly of the major hill stations of the state. Instead it is surrounded by peaceful villages with their sparkling paddy and wheat fields and manicured tea gardens, glorious spring blossoms and smiling residents. Rakkh is conveniently located for visits to nearby Baijnath Temple and Andretta Pottery, and the heartlands of Tibetan Culture in exile, Dharamsala and McLeod Ganj, are easily accessible on a day's visit. In addition visiting Bir-Billing for Paragliding is easily done, or the mighty fort at Kangra and the beautiful

rockcut temple at Masroor. Rakkh is most easily accessible by air with Kangra-Gagal Airport less than an hour's drive away. There are daily flights from Delhi and onward connecting flights nation-wide with Spice Jet and Air India. The nearest rail heads at Pathankot and Una are a three hour drive and taking an overnight trains allows guests to maximise their time at the resort.

WHAT IS THE USP OF RAKKH RESORT?

Rakkh offers genuine and unsullied Himachal hospitality, with 360 degree views of the hills, valleys, rivers and Himalayan ranges —a world away from the busy streets of Dharamsala and McLeod Ganj, located next to picture postcard pretty villages, but only an hour's drive from the Kangra-Dharamsala Airport, and an 90 minutes from McLeod Ganj, as a day trip but offers a blessed refuge and retreat to return



“

Rakkh offers genuine and unsullied Himachal hospitality, with 360 degree views of the hills, valleys, rivers and Himalayan ranges

”

WHAT TO LOOK OUT FOR

Himachal offers varied choices for all



- **Pottery:** You can learn to mould clay at Andretta, which is close by and very popular.



- **Adventure:** The activities team provides many opportunities to follow a dare.



- **Cycling:** Be closer to nature and feel the breeze on two wheels covering wild terrains.



- **Tea picking:** Work towards sipping your hot cup of tea as you live rural.



- **Meditate:** Is it not spirituality that we seek in India? Find your peace in Himachal.



home to at the end of the day. In addition we have on site Activity Team who are here to introduce guests to the area be it by foot or mountain bike. The idea is to introduce guests to an Unexplored and Undiscovered Himachal.

WHAT ALL DO YOU OFFER IN THE TRADITIONAL DHAAM? WHAT OTHER MENU WILL BE AVAILABLE AT THE RESORT?

At Rakkh we also believe in promoting local flavours, so there is a strong emphasis on local Himachal food on our menus, with its rich and unique flavour profile. Our Himachal Kitchen, allows guests a taste of mountain food prepared the traditional way during special festival times, or a full house. Meals are served village style, communal with everyone enjoying the spread in the outdoors, cross legged on the ground with traditional brass thali plates.

The Dhaam, our buffet restaurant, offers a variety of Pan-Indian and International dishes – all meals are included in the Rakkh stay.

WHAT ARE THE WELLNESS ACTIVITIES THAT THE RESORT OFFERS?

Baanka (meaning beauty in Pahari) is Rakkh's exclusive spa, designed to help our guests relax and unwind from the day-to-day stresses of life, or after a long journey, to restore body and mind. Our state of the art spa features three treatments rooms and both male and female steam rooms.

Our team of talented therapists deliver a comprehensive variety of healing, beauty and pampering treatments, including aromatherapy, Swedish and Thai massages, body scrubs and wraps using all-natural ingredients to achieve maximum sense of wellbeing. Yoga can be organised on a request basis

WHAT ARE YOUR AVERAGE ROOM RATES? WHAT KIND OF OCCUPANCIES ARE YOU TARGETING? DOES THE AREA HAVE A LEAN PERIOD?

INR12,000 + 19% tax per night is the rate year round for all rooms – resort is open all year round and other than the monsoon months of



July and August, the area is perfect to visit year round, because even in winters, the days are bright and sunny, with cold evenings.

WHAT KIND OF CLIENTELE ARE YOU TARGETING? WHAT ARE YOU DOING TO CAPTURE THE WEEKEND TOURIST?

Families, couples, yoga groups, guests looking to escape metro centres for the weekend, guests who wish to come and enjoy the scenic and peaceful location, who wish to visit Dharmsala but understand that there is much more to Himachal – already we have hosted high end 4x4 Overland Rally Enthusiasts from the UK, next year we have 2 yoga retreats booked and the hope is to concentrate more and more on special interests retreats.

For the domestic traveller, looking for a weekend break we are running a stay three nights pay for 2 throughout our inaugural year (valid until 30th April, 2017- with black out dates on certain dates during festivals and long weekends such as

Holi, Christmas and New Year etc).

WHAT IS YOUR MARKETING STRATEGY AS FAR AS INTRODUCING AND GROWING THE MARKET FOR THIS RESORT?

Word of mouth is crucial in promoting properties which are unique and have a different approach to experiential travel – Tripadvisor, a strong digital marketing campaign, an ever developing and evolving website as well as a strong relation with domestic and overseas tour operators – having tied up with Evoque Marketing as our dedicated representation, sales and marketing partners. We have strong team with years of experience and – after just four months of operating we are already establishing a strong reputation as the resort of choice for guests who wish to experience an unexplored side of Himachal, where the emphasis is on reconnecting with each other and the outdoors, and disconnecting with the trappings and stresses of everyday life.

“ We have hosted high end 4x4 Overland Rally Enthusiasts from the UK, next year we have 2 yoga retreats booked and the hope is to concentrate more and more on special interest retreats ”



Hospitality glitters

India Hospitality Awards is a platform to recognise the achievers of the hospitality industry. The 2016 edition of India Hospitality Awards North & East, held in Hyatt Regency Gurgaon, lauded the true leaders in the industry.



(L-R): J.B Singh, Dr Tanushree Pandey, Luv Malhotra, Suman Billa, Rupak Gupta, Gunjan Sabikhi and SanJeet





The winners of India Hospitality Awards North & East 2016 with their trophies at Hyatt Regency Gurgaon on October 20, 2016

with MAYA's stars

The second edition of India Hospitality Awards ceremony for North & East India was held on October 20, 2016 at Hyatt Regency Gurgaon. The Chief Guest for the evening was **Suman Billa**, Joint Secretary, Ministry of Tourism, Government of India.

Speaking on travel and hospitality at the black-tie event, Billa said, "Today we are gathered here to celebrate excellence amongst us and I think, it is really these people who push the boundaries, and the limits to create new frontiers that really drive the tourism sector. That's why I think this award function is essentially a way of recognising excel-

lence amongst us, to cherish the achievements of those who have lead from the front."

SanJeet, Mentor, India Hospitality awards, said, "India Hospitality Awards is a platform that recognises true stars in India. The various heroes of the industry come from the different regions and far corners of the country. Tonight, we begin with saluting the outstanding achievers who have been the backbone of this sector."

He adds, "To keep the system unbiased, an online nomination and voting system is adopted. This gave the industry an opportunity to create

new categories, choose and even nominate themselves. We received 485 nominations in 57 different categories. When voting was finally opened, to our pleasant surprise, we received over 2,40,731 votes from all over the world. We received votes from 18 different countries. We monitor them closely to ensure transparency. It is a pleasure to be amongst the leaders of the industry." He concludes, "I want to congratulate all the award winners and say that with these awards we place the responsibility of growing the industry on your shoulders. I am confident that each one of the winner, will take the industry to greater heights and do us proud."





GALLERY OF LEGENDS- K.B.Kachru



DDP GAME CHANGER- Vilas Pawar



DDP TRAILBLAZER- Ankur Bhatia



EXCELLENCE IN HOSPITALITY DEVELOPMENT- J. B Singh



EXCELLENCE IN HOSPITALITY CONSULTANCY- Sanjiv Tyagi



LEADERSHIP IN HOSPITALITY GROWTH- Luv Malhotra



BEST GENERAL MANAGER- Rohit Arora, The Park, New Delhi



MOST POPULAR SALES AND MARKETING PROFESSIONAL- Sunil Sikka



BEST RESTAURATEUR OF THE YEAR- Was recieved on behalf of Zorawar Kalra by Arnab Dash



BEST SALES PROFESSIONAL- Sachin Sharma



BEST MARKETING PROFESSIONAL- Sanjeev Kumar



BEST INDIAN 'INTERNATIONAL BRAND' MANAGEMENT COMPANY (MID-SEGMENT) - Nidra Hospitality Private Limited



BEST LEISURE RESORT- Clarks Shiraz



BEST MICE HOTEL- Crowne Plaza Greater Noida



BEST LUXURY BUSINESS HOTEL- Crowne Plaza Jaipur Tonk Road



BEST LEISURE HOTEL- Holiday Inn Jaipur City Centre



FASTEST GROWING HOTEL BRAND- Ramee Hotels, Resorts & Apartments



BEST LUXURY WEDDING & MICE HOTEL- Radisson Blu Kaushambi-Delhi-NCR



BEST DEBUT HERITAGE HOTEL - WelcomHeritage Haveli Dharampura



BEST DEBUT HOTEL- Trinity Grand



BEST CORPORATE HOTEL- Crowne Plaza Mayur Vihar



BEST BOUTIQUE BUSINESS HOTEL- Park Inn IP Extn.



BEST AIRPORT HOTEL- Holiday Inn New Delhi International Airport



BEST CITY HOTEL- Radisson Blu Hotel New Delhi Dwarka



BEST HOTEL CHAIN- ITC Hotels



BEST DEBUT LUXURY HOTEL- Hyatt Regency Chandigarh



BEST ALL INCLUSIVE HOTEL- Heritage Village Resort & Spa, Manesar



BEST HERITAGE HOTEL CHAIN- Welcomheritage



BEST CATERING SERVICES- Fork n Spoon



BEST BUSINESS HOTEL- Hyatt Place Gurgaon Udyog Vihar



BEST WEDDING HOTEL- The Surya New Delhi



BEST F&B PRODUCT- Cremica Foods



BEST CONVENTION HOTEL- Hyatt Regency Gurgaon



BEST NORTH INDIAN RESTAURANT- Dhaba By Claridges



BEST RESTAURANT – INDIAN CUISINE - Radisson Blu Agra Taj East Gate



BEST TABLEWARE BRAND- Wilmax England



BEST DEBUT CORPORATE HOTEL- Sparrow INN by MGB Hotels



NEW & INNOVATIVE MARKETING CONCEPT- Lux Hotels



BEST FINE DINING RESTURANT - Chutney, The Metropolitan Hotel & Spa, New Delhi



BEST DEBUT CITY HOTEL- Hotel Grapevine Varanasi



BEST MICE RESORT- Clarks Shiraz



HOSPITALITY PARTNER- Hyatt Regency Gurgaon



CHANDIWALA HOSPITALITY ENSEMBLE

Banarsidas Chandiwala Institute of Hotel Management and Catering Technology held the 15th Chandiwala Hospitality Ensemble on October 19, 2016 at the Institute auditorium.

The event engaged the budding hospitality professionals in accelerated learning through various competitions. The Chief Guest for Opening Ceremony, Ranjan Banerjee, General Manager, Crowne Plaza Today Okhla, New Delhi, in his opening remarks stated that events like these ensure students are ready

to face the Industry and life ahead. Calling the budding hospitality professionals "The Assets of Hotel Industry", he encouraged the participating teams to put in their best efforts during the three day mega event. The Chief Guest for the Closing Ceremony on 21st October Varun Nigam, Resident Manager, The Taj Mahal Hotel, New Delhi encouraged the students to utilize such events as opportunities for self enhancement and networking. He said, "Whether you have won a medal or not, you are all winners."



36 ARTISTS CONVERGE AT CHITRASHAALA 2016

Owing its name to the Bundi School of Art, Chitrashaala is an initiative by Jüsta Hotels that pays homage to the creative spirit of artists. The third edition of this prestigious art event was held from October 13-20 and hosted at Jüsta's Lake Nahargarh Palace, Chittorgarh and was attended by over 36 artists from India and across the globe.

"Rajasthan, as a state is rich in history, culture and music. Since we have 4 hotels in this beautiful state, we have dedicated 10 days before the festive season each year to Chitrashaala. Art curator, Bibek Santra has curated the entire event for us," exclaims **Ashish Vohra**, founder Justa hotels. .

The idea of the Chitrashaala is to encourage artists from across the spheres to come together to not only showcase their creation but to seek inspiration from one another. From being internationally renowned to those taking small steps into the light limelight are given a platform.



For the love of COOKING!

Chef Peeush Chawla shares his culinary journey as a true food connoisseur while enumerating the industry needs and trends.

WHAT INSPIRED YOU TO TAKE ON THE CAREER OF A CHEF?

My inspiration to become a Chef was when I did my Masters in Hospitality in London. During this time, I travelled to Europe and was highly influenced by the exposure of food from different ethnicities; French, Italian, Spanish and German. I realised how similar ingredients can be used to cook in different styles and the impact of it on our daily lives as well as

health. Overtime, I fell in love with cooking and it became essential for me to experiment with new and different ingredients in order to expand my knowledge and test flavour combinations for the future to develop my own signature

dishes. Since then, cooking always fascinated me and made it memorable for me to cook for my family and guests, inspiring me to become a chef.

WHAT ARE THE MAIN F&B INDUSTRY TRENDS IN MALDIVES? ARE INDEPENDENT RESTAURANTS MORE POPULAR THAN HOTEL RESTAURANTS?

There are many resorts with different restaurants and plenty of food choices to choose from. Currently, restaurants in Maldives resorts are mostly been taken over by dietitians, yoga professors and health gurus. Guests usually come to the Maldives for relaxation and to escape from their busy daily routines. These health gurus facilitate personalised diet plans that suits guests, help in weight loss and detoxification.





Chef Bytes

Your favourite ingredient:
Fresh Veggies without GMO

Favourite Indian fast-food dish:
Vada Pav

Favourite city to travel to for food:
Amritsar

Favourite Indian non-alcoholic drink:
Aam ka Panna

One tip from your grandma's kitchen:
Those flavours do not exist nowadays,
but cooking with love and passion

The cooking techniques involved are purely natural, where the ingredients are infused in a way that there is no loss of essential Vitamins and the soil flavours remain in each dish. We are also home to the world's first and only underwater spa, offering healthy and detox treatments.

WHAT ARE THE CONSUMER TRENDS THAT YOU HAVE NOTICED AS FAR AS PALATES ARE CONCERNED?

We have now discovered that the millennial customers have higher expectations with new taste buds and flavours. They are culturally diverse travelers and trendsetters who are also tech-driven. This is the type of clientele we have at PER AQUUM Huvafen Fushi. The restaurant menus have been developed to offer food ranging from Mediterranean to Vegan, Middle-eastern to North American and Japanese as well as authentic Asian.

WHICH ARE YOUR MOST POPULAR DISHES AND WHAT ARE YOU PLANNING TO ADD ONTO THE MENU?

I have a selection of dishes to choose from; I love the 'Lobster Masala Linguine', 'Crunchy

Pop Shrimps', 'Pulled Chicken Boa', 'Lobster Tacos', 'Seafood Poke', 'BBQ Pork Rib', 'Lemon Chicken' (my mother's recipe) and many more.

PLEASE NAME FEW TRENDS AS FAR AS PRESENTATION OF FOOD IS CONCERNED.

Food is a representation of the uniqueness of a country or a region. World's notorious food cultures such as; Spain, France, Japan, India and many more, are all different in terms of food traditions. A recipe or concept without creativity is just another suggestion.

Table top cooking is the perfect setting to create memories by sitting and cooking at the dinner table, whether it involves grilling of food or simply making a chocolate or cheese fondue. Table top cooking is the way of life and socialising over a table. Street food has broken barriers in food trends during 2016-17. It is more affordable now for people to widely travel than ever. They explore dark sidewalks of Asia, Europe, Middle East and America. Chefs and hotels around the world are successful in bringing street food on to the table and this helps provide a closer experience to real street food.

Social media is a big influence to food as well. Food presentation is the most popular subject on Pinterest and the second most popular on Instagram; both social channels instantly show where and how food is being served.

WHAT KIND OF RETENTION PROBLEMS IS THE INDUSTRY FACING? DO YOU HAVE PROBLEMS AS FAR AS SKILLED WORKERS ARE CONCERNED?

Hospitality is a service-based industry that is constantly growing on a global scale. Finding sufficient people with the right professional and language skills is a problem for the sector. With the expansion of the hospitality sector in different forms, employees are hopping very fast from one place to another, just for better pay and positions. Labour turnover is a major problem as it is a service based industry, where there is a high dependency on the human labour. The hotel sector comes along with erratic working hours and high physical demand especially in management positions which leads to young talent opting out of the industry at an early stage. There is also a skill shortage in the industry, mainly practical skills.



IT'S YOGA TIME

◆ Yogabar is all set to launch a new line of protein bars. The Yoga protein bars are ideal for people working out, who are looking to supplement their protein intake. It can also be used as a meal replacement, especially for people targeting weight loss. Created with carefully chosen natural, simple ingredients, the Yoga protein bars have the cleanest list of ingredients. Yoga protein bars are available in three tempting flavours – Almond Fudge, Chocolate Brownie and Chocolate Cranberry. "Natural foods are absorbed and metabolised slowly into the body leading to prolonged presence of nutrients in our body. Natural foods do not induce any side effects," says **Suhasini Sampath**, Co-founder of Yogabar.

ROYAL BATH WITH AXOR MONTREUX

◆ Drawing from an era of increasing prosperity and dynamic modernisation, Axor and the Stuttgart-based Phoenix Design Studio have created a bath and kitchen collection in the style of the first industrially manufactured fittings. Functionally, it delivers the highest qualitative standards and acknowledges the technological advancements of the age. Axor introduces its newest classic collection at the Interieur Kortrijk in Belgium. "We have re-interpreted these features with great precision and workmanship to offer our customers the best in design and functionality – in the bathroom and, for the first time, in the kitchen," said **Silke Giessler**, Head of Axor Brand Marketing, on the market launch.



CALLING OUT INNOVATION

◆ Panasonic has introduced a new range of 4K television. The new series includes DX700 and DX650 with screen sizes ranging from 40 inch - 65 inch. As a supreme 4K series, it offers highly advanced features providing an unparalleled picture quality of 4K resolution and rich colours. Shaping the future of television with innovations in 4K UHD, it is equipped with Hexa Chroma Drive Plus and IPS LED Super Bright Panel offering the most true-to-life picture quality, with stunning brightness, exceptional contrast and the most lifelike colours. Available in 65 inches for ₹ 3, 10,000, the new stylish DX 700 series has studio Master HCX Processor which delivers outstanding colour clarity, contrast and brightness. In addition, it has built-in wireless LAN, 4 HDMI Terminals, 3 USB Terminals and is Bluetooth compatible. Its multi-noise reduction feature reduces as much noise as possible so that the picture is crystal clear with great detail.

LEND AN EAR TO C-SS

◆ ETRELUXE has introduced a product from their partners - CITTERIO, Italy. C-SS – Citterio Sound System – is a solution specially designed to improve work environments, by recovering all their necessary and desirable acoustic qualities. Through this fully innovative product for partition walls, Citterio aims to create the conditions to transform an office into an environment with a better quality of life on a human level. The purpose of C-SS is to encourage the best possible relations among people, by facilitating team work. Consequently, the office will be perceived as a pleasant, friendly and technically advanced environment, with high quality chromatic and decorative styles.



BENT CHAIR DEBUTS IN INDIA



◆ The avant-garde furnishing brand Bent Chair forays in the Indian online space with its exclusive out of the box designs. The online store offers statement furnishings with timeless style in categories like exquisite furniture that consists of tables, chairs, bookshelves etc. **Neeraj Jain**, Founder, Bent Chair says, "With Bent Chair we wanted to establish a new paradigm in the hotel industry by bringing in the eminent elements like engineering; technology and high design all together."

FOR THE DIET SAVVY



◆ Indulge yourself without guilt! Snacks just become more delicious and healthy with Cremica's new range of healthy mayonnaise. This is a yummy way to stay healthy with the Diet Mayo and Olive Oil Mayo by Cremica. A latest offering in the Indian market, the quintessential flavour of Olive Oil adds the richness to the mayo, with an exotic flavour to the recipes. This offers half the calories and fat of our real mayonnaise but just as delicious.



GET YOUR VINTAGE CHINESE CABINET

◆ The Great Eastern Home presents its exclusive range of cabinets. This range consists of Classical Chinese vintage cabinets which are royal and elegant. These classic cabinets are available at The Great Eastern Home. Dr. **Anurag Kanoria**, Owner, The Great Eastern Home says, "These cabinets from The Great Eastern Home will not only enhance the elegance of your home but also add to the opulence and sophistication of the room in which it's placed. These can be well-designed in indoor as well as outdoor areas of your homes room, library, balcony or garden."





appointments



MEGHA AJGAONKAR

**Market Director of Sales & Marketing
Marriott properties in Mumbai**

★ Megha Ajgaonkar has been promoted as Market Director of Sales & Marketing for all the Marriott properties in Mumbai. She will be responsible for the overall sales & marketing activities of the property including devising appropriate sales strategies in all market segments towards maximising the hotel revenue. She was the Director of Sales & Marketing at Renaissance Mumbai Convention Centre Hotel & Lakeside Chalet Marriott Executive Apartments. She has a career span of 15 years in the hospitality industry.



RAJNEESH KUMAR

**Director of Operations
Jaipur Marriott Hotel**

★ Rajneesh Kumar has been appointed as the Director of Operations at Jaipur Marriott Hotel. He has expertise in revenue management, cost management control and operation management. He possesses fine leadership skills and a vibrant energy, which he has gained through his experience at various positions across varied properties. His last assignment was with the Courtyard by Marriott, Agra as Director of Food and Beverage, during which he had remarkable achievements.



ABHISHEK ROY

**Food and Beverage Manager
Jaipur Marriott Hotel**

★ Jaipur Marriott Hotel has appointed Abhishek Roy as the new Food and Beverage Manager at Jaipur Marriott Hotel. With a career spanning over 12 years in the hospitality industry, he brings in a lot of knowledge and experience with him which fits right for the role. Abhishek Roy will be responsible for the day to day operations of the F&B unit, achieving revenue targets and driving strategic food and beverage promotions in the hotel.



KARAN BAKSHI

**General Manager
The Raviz Resort & Spa, Kadavu**

★ Karan Bakshi has been appointed as the General Manager of The Raviz Resort & Spa, Kadavu. Previously he was working as the Corporate General Manager of Thomas Hotels & Resorts India. He has worked with brands such as JHM Interstate Hotels India, Brunton Boatyard, Spice Village, Thekkady, CGH Earth Group of Hotels, Casino Group of Hotels, among others. Bakshi has over two decades of experience in the industry. He holds Bachelors in Hotel Management, F&B Production from Bangalore University and BHM, Hotel, Motel, and Restaurant Management from Christ College.



RAJU SHRESHTA

**General Manager
Crowne Plaza Pune City Centre**

★ Raju Shreshta had joined Crowne Plaza Pune in September 2016. He has been in hospitality industry for more than three decades and during his tenure he has worked across borders including Nepal, Thailand and India. He has persistently strong background in Operations, Sales and Marketing. Prior to joining Crowne Plaza Pune City Centre, Shreshta was leading the team as the General Manager at Crowne Plaza Today New Delhi Okhla. He is now instrumental in managing hotel revenue, budgeting, operations and leading the hotel team to create business & dining landmark.



Inspiring **INDIAN** Bakery

The 11th National Fair for the bakery, patisserie and chocolate industry is all set to bring in high performing solutions for the sector.

Bakery Business - the name says it all. The 11th National Fair for the bakery, patisserie and chocolate industry is all set to bring in high performing solutions, latest innovations in bakery manufacturing, technology and revolutionary ingredients that will shape and drive the future of bakery kitchens in hotels, restaurants and cafes.

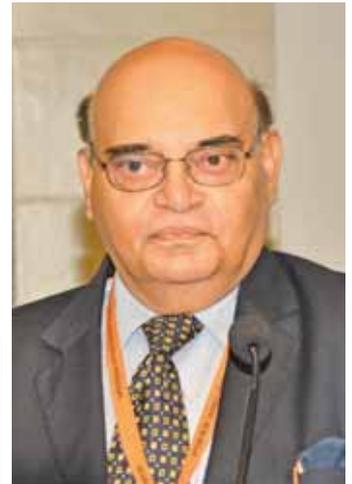
Over the last decade, thousands of professionals from hotels, high street bakery cafes, premier patisserie and chocolate shops have found many an inspiring and trend setting idea on the floors of BAKERY BUSINESS - India's premier, largest and only trade fair for

the industry. Over 200 of the finest companies from India and overseas will be congregating at Bandra-Kurla Complex, Mumbai from December 1-3, 2016, welcoming over ten thousand industry professionals from all spectrums of the industry.

This year's show highlights include Knowledge Seminars, with a special focus on Franchising in Bakery Business, ERP solutions in bakery industry, "Purchase and Tenders" Process - An insight in Bakery industry and others. Internationally acclaimed chefs at the Live Bakery Theatre will demonstrate innovative recipes and food concepts. In a highly competitive

market, talent is premium. India Bakery & Pastry Challenge offers practising bakery & pastry chefs an opportunity to display live their skills to a highly discerning audience and be judged by the industry's finest chefs.

Leading national and international brands over 200 to name a few - ISUZU, Delta Nutritives, Morde Chocolates, Nestle, Graceland Fruits - USA, Fine Zeelandia, Dabon International, CS Aerotherm, Arun Rega, Sinmag, Rheon, Rational, Rondo, Pizza Master, Eurotech Corporation, Apple Bakery Equipment and many others will be showcasing the latest from the World of bakery, pastry and chocolates.



Inspiring KITCHEN DESIGN

The Second Edition of India Kitchen & Food Service Design IKFSD Summit, was hosted by Hotelconsult Orient at Le Meridien, New Delhi on September 30 and October 1, 2016.



The event was supported by nine international and domestic industry leaders namely, MKN - Germany, SSS & Vianen - Bangalore, Meiko - Germany, Manitowoc Food Service India, Blue Star, Joesph Holler Buffet Solutions - Germany, Buzil Rossari- India, Tyco Corporation - USA, Supershine Laundry Systems. The objective of the Design Summit was to share knowledge on food service design and place it in public domain.

The event was inaugurated by Narendra Verma, MD, Hospitality Services India Pvt Ltd who said that through this forum and with the quality education available in the country, we can evade dependence

on the West for gaining knowledge on facilities planning & food service design. He expressed his happiness at the large number of young participants and bode well for future of kitchen design in India.

During the two-day conference, four topics were discussed by the panellists on each day which included Designing Commercial Kitchens for Increased Fire and Life Safety; Blast Chilling, Cold Rooms & Cold Chain; Ideal Design Of Modular & Custom Food Service Equipment; Bar Designs, Beverage Equipment & Ice Solutions.

Designing of Bulk Kitchens, Banquet Kitchens & Base Kitchens; Dishwashing, Pot Washing, Grease Separation and Waste Treatment; Designing Efficient Kitchens for the QSR's and Fast Casual Restaurants; Are Kitchen & Laundry Killing Your Profits?

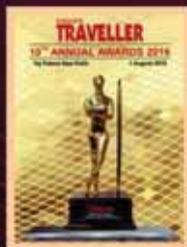
Some of the speakers at the event were Sanjay Batra, Barry Wormald, Chef Olivier Vincenot, Ignatius John, Chef Sandeep Ahluwalia, Chef Tirath Singh, Sunil Khanna (DIL), Chef Kunal Kumar, Chef Y.B. Mathur, Satish Dudeja, G. Vickraman, Paul Mecallif, Arne Kranunburg, ArMohit Kumar, Justin Anthony and S. Srikant. The event was a great networking opportunity for the delegates during many coffee breaks and networking lunches/dinner.

MOST AWARDED BUSINESS HOTEL IN ITS INITIAL TWO YEARS.

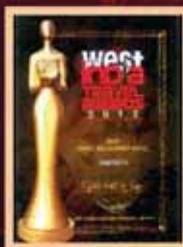


*Bespoke hospitality
for homely comfort*

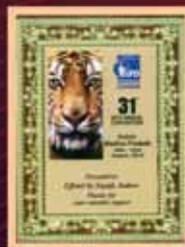
One name that will make you truly believe in personalised hospitality with undivided attention & care to make you feel at home and comfortable.



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Notable Speakers

- Amitabh Kant**
Chief Executive Officer, NITI Aayog
- Arun Nanda**
Chairman, Mahindra Holidays and Resorts India
- Ashish Jakhanwala**
Chief Executive Officer, SAMHI
- Binod Chaudhary**
Chairman, CG Corp Global
- Christopher J Nassetta**
President and CEO, Hilton Worldwide
- David Scowsill**
President and CEO, World Travel and Tourism Council
- Dr. A B Kerkar**
Chairman, Tulip Star Hotels
- Jonathan Vanica**
Managing Director Asian Special Situations Group, Goldman Sachs
- Kapil Chopra**
President, The Oberoi Group
- Kavin C Bloomer**
Executive Director, Morgan Stanley
- Mark Hoplamazian**
President and CEO, Hyatt Hotels Corporation
- Michael Issenberg**
Chairman and CEO - Asia Pacific, AccorHotels
- Peter Henley**
President and CEO, Onyx Hospitality
- Peter Kerkar**
Group Chief Executive Officer, Cox and Kings
- Rakesh Sarna**
Managing Director and CEO, Taj Hotels Resorts and Palaces
- Vikram Oberoi**
Managing Director and CEO, The Oberoi Group

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