

# HOTELS & RESTAURANTS INDIA fhraim magazine

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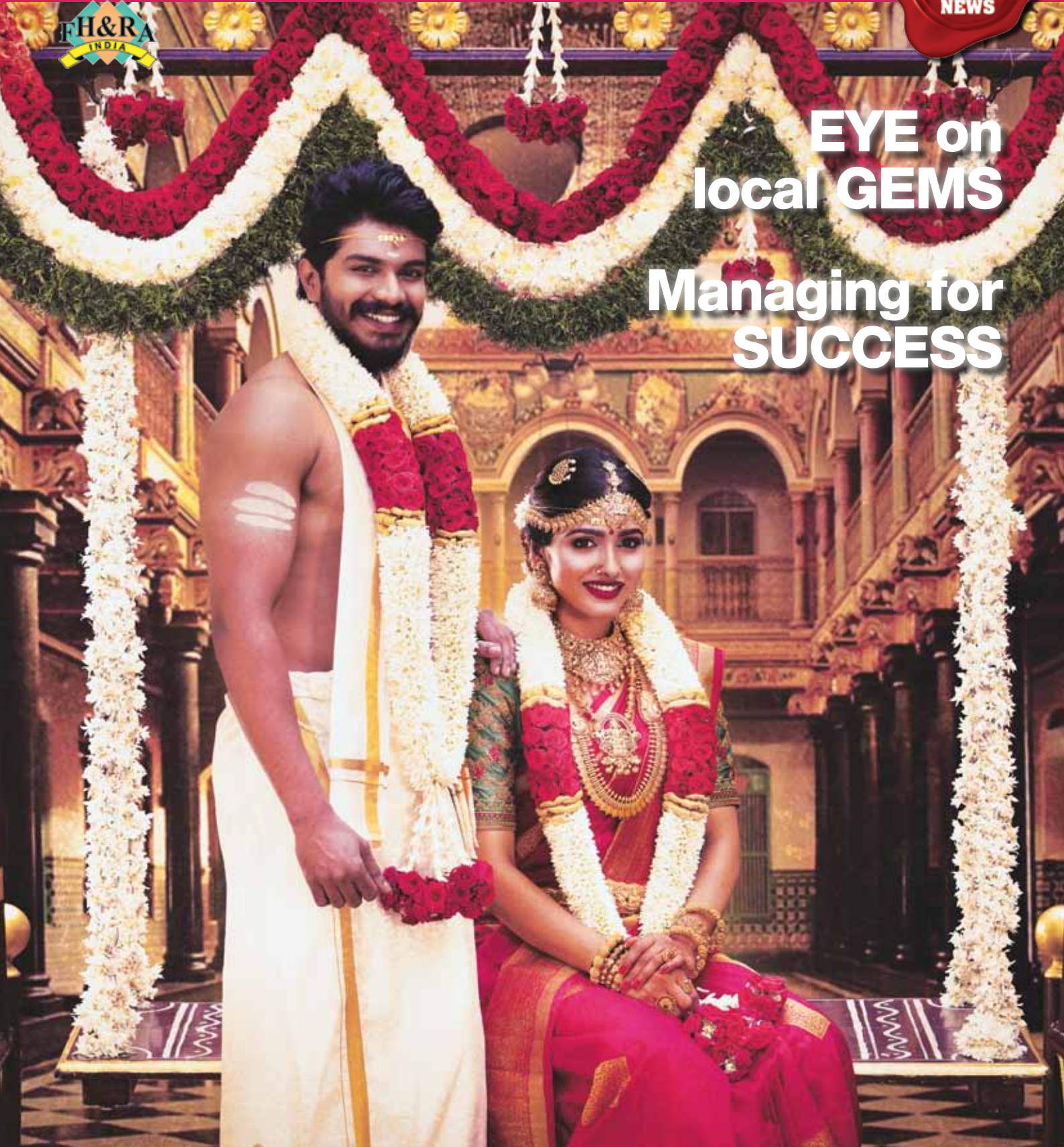
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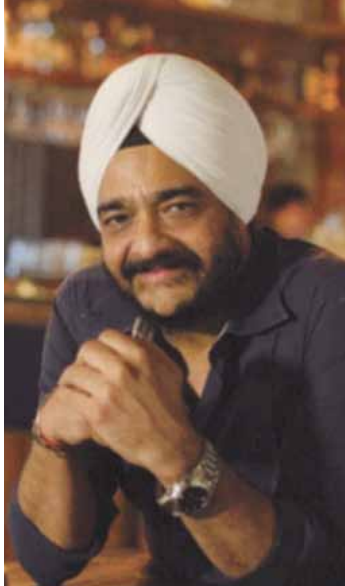
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**Gurbaxish Singh Kohli**  
Vice President  
FHRAI

**While restaurants are witnessing a quick resurgence, hotels are also seeing an encouraging response**

*Dear fellow members,*

**T**he pandemic seems to be receding but the casualties left by it will remain. Unfortunately, there have been deep scars that may take some time to heal.

Your association has been working relentlessly before and during the pandemic, and now that we are hoping to see some normalcy, our work becomes more challenging since many states and destinations continue to be riddled by the uncertainty of the pandemic resurgence.

Our efforts are directed towards ensuring that reopening happens as soon as possible. We have successfully interacted with numerous state governments and convinced them that the only way forward is to open up the economy, and hospitality and tourism play a pivotal role in this.

Unreasonable restrictions should be lifted, and normalcy should be encouraged. The latest interaction has been with the Maharashtra government, and by the time this is published, we expect Maharashtra and several other states to have announced the withdrawal of certain restrictions, such as timings, as well as the easing of other restrictions.

Tourism must re-establish itself in order for the economy to fully recover. Many states have approached us with requests to approach various ministries in order to restart tourism in their state.

A number of representations were made to the Home and Aviation Ministries to increase the number of flights to Port Blair from two to at least 10, and to schedule them on a regular basis rather than just before 2 pm.

With an emphasis on restarting, we have been interacting with and representing to the tourist, aviation, finance, commerce, and most connected ministries. The most crucial time is now, when things are beginning to return to normal. We do

not need to reiterate that our industry has been the hardest hit and is still the slowest to recover, but we are the most resilient.

Lastly, it feels good to be addressing and discussing near-normalcy. The response of guests towards the hotel and restaurant industry has been encouraging. While restaurants are seeing a quick resurgence, hotels are seeing an encouraging response as well.

Until work from home remains a viable option, domestic travellers do not look beyond holiday destinations, and international travel does not return in a favourable manner, hotels will continue to rise at a glacial pace.

I look forward to bring you more optimistic news in my upcoming message. I have always maintained that the pandemic would finish as quickly as it began, and let us hope that the worst is behind us. I cannot help but think of our industry as the Phoenix, emerging from the ashes of its own ashes.

So far, the meagre support we have received in any form, except from ourselves, has made us stronger than we have ever been. We have improvised, innovated, and fought our way back from the brink of extinction.

Right now, we need to focus our efforts as an industry on rebuilding ourselves and our ancillaries, such as travel, in order to emerge stronger than ever. In this endeavour, your association has been and will continue to be committed to the cause and upliftment of hospitality.

*With kind regards,*  
*Gurbaxish Singh Kohli*  
Vice President, FHRAI



# OCTOBER 2021

## PAST, PRESENT AND FUTURE OF HOSPITALITY EDUCATION 16

Arun Kumar Singh, Director, FHRAI-IHM, discusses the history, current landscape, and future prospects of hotel management and operations education in India.

COVER IMAGE:

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FHRAI regional heads examine the evolution of management contracts between hotel owners and management companies, as well as what is currently changing.

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COVID-19 has shifted focus of the hospitality industry and given rise to new opportunities, notes Nikhil Sharma, Regional Director Eurasia, Wyndham Hotels & Resorts EMEA.



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# Bringing OTAs under GST regime

FHRAI welcomes the decision of the Finance Ministry to categorise food delivery apps as restaurants and further urges the ministry to include OTAs in the GST umbrella.

**F**HRAI has submitted a representation to Nirmala Sitharaman, India's Minister of Finance, requesting that online travel aggregators (OTAs) be included in the GST regime.

The Association has welcomed the GST Council's decision to consider food delivery apps like Zomato and Swiggy as eateries and collect 5 per cent GST on supplies provided by them. According to FHRAI, this move will prevent tax evasion by unregistered restaurants, benefitting the national exchequer.

Bringing OTAs under the GST provision will also help the exchequer by ending tax evasion by thousands of illegal accommodation units listed on the OTAs.

"More than 40 per cent of the room inventory listed on OTA platforms is illegally operating without valid licences from local and state authorities. These unlawful accommodation units operate under the guise of B&Bs and homestays, with the support of online travel agencies (OTAs) that list their inventory without any approvals or checks. This not only harms law-abiding players, but it also encourages illegal conduct, non-compliance with statutory rules and regulations, and compromises guest safety, not to mention posing a grave security threat because there



**Gurbaxish Singh Kohli**  
Vice President, FHRAI

**Such establishments operate without any compliance**

are no checks or verifications for the guest," says **Gurbaxish Singh Kohli**, Vice President, FHRAI.

"The vast majority of them are in possession of no valid statutory licences, such as GSTN. The Finance Ministry's recent decision to classify food delivery apps as restaurants and levy a 5 per cent GST on the supplies they deliver is commendable. If OTAs are placed

under the GST umbrella as well, it will help the government curb illegal practices and, of course, tax evasion by these entities," The FHRAI estimates that the recent move to bring FSAs under GST will prevent tax loss of around ₹2,000 crore caused due to underreporting by the aggregators. It further estimates that tax loss through GST evasion by illegally listed entities on OTAs is more than double that of the FSAs," adds Kohli.

He further asserts that the Association has informed the government on several occasions that OTAs harbour and encourage unregistered hotels and accommodations that operate without any licenses. This not only enables such entities to evade tax, but also poses huge security risks. Such establishments operate without any compliance, and if and when something goes wrong, there is no accountability held against them.

"Hence, to ensure a level playing field in the hospitality sector as well as to stop the massive revenue loss to the economy, replicating the initiative of making GST applicable to FSAs for OTAs will make a huge difference. We request the Hon'ble Finance Minister to consider our recommendation and ensure that OTAs too pay GST for the accommodation units registered with them to avoid revenue leakage," concludes Kohli.



# The need for standardised tenor

FHRAI urges the Prime Minister of India to retrospectively extend the period of ECLGS 3.0 loan and moratorium facilities to loans already approved under ECLGS 1.0 and 2.0.

**F**HRAI has written to the Hon'ble Prime Minister, Narendra Modi, seeking that the term of loan and moratorium facilities given under ECLGS 3.0 be extended retrospectively to loans already sanctioned under ECLGS 1.0 and 2.0. The tenor of loans granted under ECLGS 3.0 was six years, with a two-year moratorium, compared to four years under ECLGS 1.0 and five years with a one-year moratorium under ECLGS 2.0.

The repayment schedule for the loans secured under ECLGS 1.0 and 2.0 has begun, however the sector's revenues is currently less than 40 per cent of its pre-COVID earnings, and the establishments that took out loans under ECLGS do not have the cash flow to repay the loans. Despite a gradual opening of the sector in most parts of the country, low public sentiment, fear of a third wave, and other associated factors have impeded the sector's



revival efforts, and it will take a long time for it to return to normalcy. Therefore, FHRAI has



**For over 18 months, there was no income in the sector**



urged the PM to retrospectively extend the term of loan and moratorium facilities granted under ECLGS 3.0 to loans already sanctioned under ECLGS 1.0 and 2.0.

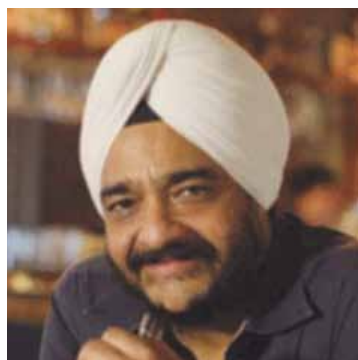
The Association, thus has pleaded that the government take note of the country's distressed tourist and hospitality sector and provide immediate relief.

## OYO's false claims in DRHP

FHRAI has come out against OYO's blatant misrepresentation in its Draft Red Herring Prospectus (DRHP) claiming to not have any outstanding criminal proceedings against it.

**F**HRAI has stated that hoteliers from across the country have reported several cases about OYO's arbitrary cancellation or breach of contract, and feels that OYO should first clear resolve existing issues with its hotel partners before filing for an IPO. "Many hoteliers from across the country have filed FIRs and criminal complaints against OYO. We have maintained a record of each of our member's complaints and we will build a stronger case to present it to the SEBI and the FM," says **Gurbaxish Singh Kohli**, Vice President, FHRAI.

"Right after the pandemic hit the industry, OYO resorted to manipulating agreements to coerce hoteliers out of it. Hoteliers from across the country are calling out OYO for its belligerent business practices," concludes **Pradeep Shetty**, Joint Secretary, FHRAI.



**Gurbaxish Singh Kohli**  
Vice President, FHRAI



**OYO has caused mental and financial trouble to hotel owners**



**Pradeep Shetty**  
Joint Secretary, FHRAI



**Systemic depredation of budget sector to reach \$B value is an issue**







# SIHRA strengthens leadership team

SIHRA re-elects K. Syama Raju as the President. Under his leadership, the Association has provided maximum aid to the industry during the most trying times.

**A**t the Executive Committee Meeting conducted after the recently concluded Annual General Meeting on September 25, 2021, SIHRA re-elected K Syama Raju, Managing Director, Hotel Maurya, as its President. The Executive Committee also re-elected Vice Presidents K. Murali Rao, K. Nagaraju, M. Suresh Pillai, and M. Balakrishna Reddy, as well as Treasurer and Secretary D. Srinivasan and T. Natarajan.

K. Syama Raju is an eminent Karnataka hotelier. SIHRA has provided complete support to the industry under Syama Raju's leadership. He has been instrumental in obtaining 'industry status' for classified hotels in Karnataka, which is a significant windfall to the business. Apart from Maharashtra, Karnataka is the only other state to offer hotels industry status. Syama Raju has been making earnest efforts to raise concerns about challenges affecting the industry with various government authorities. Hospitality employees and their immediate families were given free vaccinations.

In another development, K. Syama Raju and other members of the EC attended a function hosted by the Pondicherry Hoteliers Association. A large number of hoteliers and restaurateurs participated in the interactive session, which focussed on measures that could help the tourism industry recover.

SIHRA continues its efforts to collect outstanding payments to hotels that supplied lodging and food to doctors,

paramedical staff, and other health workers working in government institutions' COVID-19 isolation units.

On World Tourism Day, SIHRA, in collaboration with Travel Club Madurai, organised a number of activities in Madurai. The function was attended by the Madurai District Collector and other government authorities. The District Collector remarked that for tourism to recover, all stakeholders in the sector must ideate, innovate, and collaborate, and he promised to revive the district's tourism promotion committee for regular interactions to actively promote and market tourism.

He further said that Madurai district, which is strategically located to



**K. Syama Raju**  
President, SIHRA

**Karnataka is the 2<sup>nd</sup> state to offer hotels industry status**



offer tourism packages ranging from beaches to mountains, as well as spiritual, cultural, food, and heritage trails, will be promoted as a tourism hub for the region. On the same day, a brochure about the Madurai region's history tourism circuit was released.

All programmes for World Tourism Day Celebrations in Coimbatore were planned by SIHRA in collaboration with SKAL Coimbatore. The celebrations were attended by a number of government authorities, including the D Srinivasan, District Collector, Honorary Treasurer, SIHRA.

A series of events were held throughout the city, including a blood donation camp, release of a travel magazine, sapling planting, and a community service project, among others. 'Tourism for Inclusive Growth' is the theme of the year.

# OYO cheats another hotelier

FHRAI plans to approach EOW for reporting OYO's fraud by misappropriation and manipulation of revenue figures in accounting records.

OYO's involvement in the manipulation and suppression of sales figures, as well as the misappropriation of revenues due to hotels and the government of its GST and taxes, was disclosed in two separate FIRs filed recently in Mumbai and Gurugram by hoteliers. Evidence has emerged suggesting that OYO suppressed income of around ₹2.5 crore in the case of Mumbai-based hotelier Hotel Samrat, and that it defrauded the owner of ₹5 crore in the case of Gurugram-based hotelier Eneskay Hospitality Pvt. Ltd., by manipulating the booking records. FHRAI has decided to contact the Economic Offences Wing (EOW) as well as other law enforcement agencies against OYO.

OYO's counsel inadvertently disclosed their factual revenue data from October 2018 to February 2021, states **Paramjit S. Ghai**, Owner, Hotel Samrat Mumbai, during an arbitration hearing on March 4, 2021. These values were far higher than those provided to the hotel in its monthly reconciliation sheets, which were used to divide revenue under the contract of OYO with the hotel.

"OYO has been misrepresenting sales figures and underreporting hotel revenue, as well as



**Paramjit S. Ghai**  
Owner, Hotel Samrat Mumbai

**OYO has been manipulating sales figures**

evading taxes. Several OYO partner hotels have been doing the same thing. OYO has also been misappropriating revenue owed to hotels and the government in the form of GST and other taxes," says Ghai. "Another matter is that the company solicited a large number of bookings at competitive pricing of less than ₹1,000 per booking, which does not attract any GST under the rate slab. However,

in addition to the booking invoice, OYO generates a supplementary invoicing under the tab 'convenience fee,' which conveniently evades tax," he adds.

A case has been filed against OYO Rooms and its group companies, including Alcott Town Planners, Mypreferred Transformation and Hospitality Pvt. Ltd., and Oravel Stays Pvt. Ltd., based on a complaint filed by Eneskay Hospitality Pvt. Ltd., under IPC sections 120B (criminal conspiracy), 406 (criminal breach of trust), 420 (cheating), 467 and 468. (forgery).

"After deducting the commission, we were supposed to receive a portion of the revenue from bookings from the OYO group, as per our agreement. However, we discovered that OYO had been tampering with booking records and diverting funds from room sales and F&B revenue. They forged account statements and altered sales figures we were given. OYO used to book rooms at our hotel at a lesser rate through its three distinct group companies, then charge higher prices to customers and benefit from the difference. Guests were also charged GST and service tax, which they did not deposit," says **Yogesh Kapoor**, Owner/Director, Eneskay Hospitality Pvt. Ltd.

Over 110 creditors filed Form B claims totalling over ₹250 crore in OYO's recent NCLT insolvency proceedings. The Supreme Court is now hearing OYO's insolvency case. The hotel industry has issued a clarion call for the EOW to conduct a forensic audit into OYO's unethical business practices.

"OYO is already being investigated by the Competition Commission of India (CCI), based on our complaints. Under Section 26(1) of the Competition Act, 2002, the CCI has identified a case for investigation against OYO's business practises. Several FIRs have been filed against OYO by hotels for cheating and fraud across the country. We will immediately notify the relevant authorities in charge of implementing the GST regime of the foregoing facts and demand that the EOW conduct a forensic audit." concludes **Gurbaxish Singh Kohli**, Vice President, FHRAI.





# Reimbursement of SGST

HRANI writes to all the CMs and administrators of the states and UTs in the region, to consider an SGST reimbursement to the stressed sector along the lines of Rajasthan.

**T**hrough representations, HRANI has raised industry concerns with several departments of the central and state governments. The Association has been requesting a relief package from the governments of 10 states and UTs of the North Region.

The Rajasthan government has decided to reimburse 50 per cent of the SGST collected from hoteliers and tour operators in Rajasthan, including heritage hotels and resorts, between October 1, 2020 and March 31, 2021, and 75 per cent between April 1, 2021 and June 30, 2021, as a relief measure for the sector. HRANI has appealed to other states in the region to extend similar relief to the hospitality and tourism sector, following the Rajasthan government's decision to reimburse state GST dues.

The Association has written to all the chief ministers and administrators of the states and union territories in the region, citing the unprecedented financial stress in the sector as a result of the lockdowns and travel restrictions over the last 18 months, to consider an SGST reimbursement to the stressed sector along the lines of Rajasthan.



**Garish Oberoi**  
Treasurer, HRANI

“**Normalcy in the sector will take long to be restored**”

The appeal letter written by Renu Thapliyal, Secretary General, HRANI, to Hon'ble chief ministers included a request for strong support from governments in the form of extending a relief package consisting of state tax refunds, adjustment of excise fees, waiver of property tax, and fixed charge/demand charge on electricity bills for the lockdown period.



**Surendra Kumar Jaiswal**  
President, HRANI

“**This relief will provide liquidity and reduce financial burden**”

**Garish Oberoi**, Treasurer, HRANI and Former President, FHRAI, stated, "An environment for tourism and normalcy in the hospitality sector will take a long time to be restored under the current circumstances because it depends on a host of external factors, such as the resumption of foreign travel, free movement without travel restrictions, vaccination of the majority of the population, and so on."

"This relief extended by the government will provide liquidity and reduce financial burden," stated **Surendra Kumar Jaiswal**, President, HRANI and Vice President, FHRAI. He further added, "We are thankful to the Government of Rajasthan for extending a helping hand to hotels and tour operators registered in the state. Now, other states are expected to do the same."

HRANI



# An urge for time extension

HRAWI has petitioned to the government for extending the operation timings for hotels and restaurants in Maharashtra.

**T**he Hotel and Restaurant Association of Western India (HRAWI) has submitted a representation to Uddhav Thackeray, Hon'ble Chief Minister; Sitaram Kunte (IAS), Hon'ble Chief Secretary; and Aditya Thackeray, Hon'ble Environment, Tourism, and Protocol Minister, requesting that hotels and restaurants in Maharashtra extend their operating hours. The Association has proposed that hotel and restaurant operating hours be restored according to the licences held by establishments on all days of the week, Monday through Sunday.

HRAWI has also requested that the government grant it relief on the condition that restaurant employees be completely vaccinated before operations can resume.

According to the Association, restaurants in Maharashtra have been authorised to operate at 50 percent capacity with time limits starting October 2020.

However, the second wave of the pandemic resulted in a complete lockdown, and restaurants were thereafter subjected to increasingly stringent restrictions.

"Running a hotel or restaurant is currently an unviable and unsustainable business due to rental and payroll expenses, servicing of existing debts, negative cash flows, and statutory payment responsibilities, and all efforts to revive it have gone to waste," observes **Sherry Bhatia**, President, HRAWI.

However, he further adds that things are looking good for the state, with nearly three crore people receiving at least one dose of the COVID-19 vaccination and the number of new cases steadily declining."



**Sherry Bhatia**  
President, HRAWI

**Running a hotel is currently an unviable business**

In light of these conditions, the Association has urged the government to take immediate action to restore economic activities in the state and help its citizens in recovering from the significant financial losses they have suffered over the last 18 months, asserts Bhatia.

Restaurants, for example, cannot operate from 7 am to 10 pm, thus we want the government to restore restaurant operating hours to those specified in their licences on all days of the week.

The pandemic has wreaked havoc on the country's hotel industry, which has suffered the brunt of the damage. After the lockdown came into effect, all business came to a halt. As of now, 30 per cent of the country's hotels and restaurants have permanently closed due to financial losses.

Over 20 per cent of hotels and restaurants have yet to operate fully, and the remaining 50 per cent are losing money, with revenues less than half of what they were pre-COVID-19.



**Pradeep Shetty**  
Sr. Vice President, HRAWI

**We request the govt to provide relaxation to the sector**

**Pradeep Shetty**, Sr. Vice President, HRAWI, says, "The present timings for restaurants from 7 am to 10 pm do not complement this business. This is only adding to the losses caused due to the two lockdowns. We recommend that the government allows hotel and restaurants to revert to the pre-pandemic timings through the week.

This will not only benefit restaurants, but it also will promote staggered venturing out of the public."

Other than this, the Association has also requested the government to be considerate and provide hotels and restaurants relaxation on the condition that the staff be fully vaccinated for resuming operations.

"We humbly request that the government allows hotels and restaurants to undertake the pending vaccinations, if any. We are certain that these measures would immensely benefit the people of Maharashtra to come out of the huge economic turmoil caused by the COVID-19 pandemic," concludes Shetty.



# Past, present and future of hospitality EDUCATION

**Arun Kumar Singh**, Director, FHRAI-IHM, discusses the history, current landscape, and future prospects of hotel management and operations education in India.



**T**he Institute of Hotel Management, Catering Technology and Applied Nutrition, Mumbai, the first-of-its-kind in South East Asia, was founded in the year 1954 by the All India Women's Central Food Council (AIWCFC) under the leadership of Late Lilavati Munshi. With the help of courageous women like Homi J.H. Taleyarkhan and Leela N. Jog, late Lilavati Munshi founded AIWCFC, which opened a chain of Annapoornas (restaurants) across the country, primarily in metropolises. Hence, IHM Mumbai, was founded.

Even in the West, hotel administration and catering technology were still a young discipline in those days; in fact, Cornell University's School of Hotel Administration bifurcated from the Department of Home Economics as a separate faculty only in 1954. Late P.C. Rajpal, deputed from Tea Board of India, under the sponsorship of FAO became the first Principal of the institute. Later, at the request of Lilavati Munshi through the Ministry of Food and Agriculture, Department of food, Late Belfield Smith of the U.K., one of the founder members of Hotel Catering and Institutional Management Association, U.K., was assigned as an expert to India by Food and Agricultural Organisation of the United Nations. In March 1956, Belfield Smith took over as the Principal. Since then there has been no looking back.

There were only six students when classes commenced in 1954 at Bhavan's College Campus, Andheri. The three-year Diploma Programme in Hotel Management & Catering Technology was started in 1958, recognised by the Directorate of Technical Education, Maharashtra. The institute later shifted to its own separate campus in Dadar built on the land leased by the state government. With Thangam E. Philip as its Principal, the growth of the institute was spectacular with funds coming from the state and central government. The central government took over the total financial responsibility in 1979. Three more regional institutes were established in 1963 in New Delhi, Calcutta and Chennai. Hence, the first Food Craft Institute was opened in Kalamassery and, thereafter, more institutes were opened in different states.

This situation persisted until 1980, when Haryana and Uttar Pradesh, launched diploma programmes in hotel management in Panipat and Lucknow, respectively. In 1982, the National Council for Hotel Management was established, and central IHMs were transferred from the Ministry of Tourism to the Ministry of Agriculture. The Ministry of Tourism felt that the strength of central IHM and Food Craft Institute was inadequate, so they devised a way of absorbing Food Craft institutes and upgrading them to central IHM. From 1980 to 1990, several Food Craft institutes were upgraded as central IHMs, with two new central IHMs opening in Thiruvananthapuram and Chandigarh, bringing

the total number of central IHMs to 18, and three more central IHMs opening in Gurdaspur, Gwalior, and Shillong, bringing the total number to 21. These institutes offered a Diploma in Hotel Management as well as a Diploma in Hotel Operational areas, thereby training and providing manpower for managerial, supervisory, and entry-level positions in hotels, restaurants, and related industries.

During the globalisation era in the 90s, the Indian government opened the doors for private IHMs by obtaining AICTE approval, and within a few years, several private IHMs with AICTE license and affiliation with state universities began operating. It led to the addition of numerous private IHMs. It improved the quality of training provided in these institutes. With the backing of Taj Group of Hotels, two private institutes, Welcome Group Institute of Hotel Management Manipal and Institute of Hotel Management Aurangabad, established themselves and maintained a higher standard of hospitality education. Since 2000, MoT has launched a centrally-sponsored scheme to provide one-time infrastructural financial support to prospective SIHMs, and there are currently 29 state IHMs and 21 central IHMs in the government sector.



**Arun Kumar Singh**



## **Extra-curricular activities that are absent in online method are a huge concern**

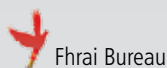


We must understand that existing IHMs are not business schools like those in the U.S. or Europe, but rather institutes that impart managerial input with a focus on hotel operations subjects in order to train thousands of students for management training programmes, supervisory positions, and entry-level positions in hotels, restaurants, and related industries solely on the basis of their attitude, personality, communication, knowledge, and skill. All of these institutes were imparting knowledge and skill in physical mode until March 2020, but after the COVID wave, the entire teaching and learning was disrupted. All stakeholders used online teaching and learning tools, with which theoretical knowledge was effectively imparted. But skill imparting was severely harmed, and we are still searching for and implementing the best possible modes. Curriculum, in my opinion, is only one component of education, whereas co-curricular activities like seminars, discussions, peer group learning, and extra-curricular activities, all of which are currently unavailable in the online method, are a huge concern. While designing our curriculum and other learning activities for holistic development of students, not only for the hospitality sector but also for society as a whole, we must seriously consider these components in NEP-2020.



# Managing for success

FHRAI regional heads examine the evolution of management contracts between hotel owners and management companies, as well as what is currently changing.



**Sherry Bhatia**  
President, HRAWI

## THE PAST AND THE PRESENT

Hotel management contracts have been evolving in a way that the property owner has a diverse choice in evaluating the operator for their hotel. Today's hotel or resort owner has the choice of



**Hotel owners now have a wider choice to pick operators**

looking for higher returns against lower fees from operators. Increasing competition amongst hotel management operators and a steady growth in hospitality infrastructure sector has made this possible.

Earlier, a hotel owner had no choice but to enter into a traditional management contract, in which the owner was responsible for all expenses and revenue generated by the hotel. The operator would charge a set fee for running the hotel or resort's day-to-day business under such an agreement. In every instance, the essence of management contracts remains the same: a business organisation constructs a hotel or resort, and a hotel management professional manages the facility for a fee.

Today many variations in the management contracts exist, which are:

- Some management companies pay key money to owners to

acquire contracts for specific sites where the company sees a lucrative business and wants to manage the property.

- Certain hotel management companies will invest in the properties that they manage. In such contracts, the management company acquires a second lien on the property and, thus, obtains the rights to reclaim any money owed after the banks, in the case of a business fails. They recover this investment and its interest by deducting it from the revenue sharing amount owed to the owners each year.
- The revenue sharing with performance guarantee is not the same as the minimum guarantee in that the management business must meet a certain threshold and pay the owner a specific amount or an amount over it each year. If the threshold is not met, the management company will compensate the company by paying the deficit, or the owner will have the

right to terminate the contract without compensation.

- In a minimum guarantee contract, there is no option but to pay the agreed minimum amount each year to the owner, irrespective of the business or income generated by the hotel or resort. Here, the hospitality management company has the choice and the right to choose whether to pay the difference up or let the property go.
- Also earlier, only incentive fees were shared on a slab-wise rate on the revenue generated. But now, even the basic fees are included under the same structure. Several brands have begun to follow slab-wise payouts according to various thresholds of revenues. Such arrangements can help management companies to secure contract in properties, which are already operational and owners see benefit in paying the operator for additional or incremental revenue it generates.



**Surendra Kumar Jaiswal**  
President, HRANI

## FRANCHISE DEALS ON THE RISE

New signings have shown an increase in franchise agreements and the trend suggests that hotel owners in mature markets will look to convert the current hotel management agreements into franchise agreements at the end of the initial term, and in some instances earlier in the term subject to operator's approval.



## BENEFITS OF MANAGEMENT CONTRACTS

The hotel management contract is historically perceived as an attractive model for both owner and operator. It allows the operator to expand significantly into different markets without being exposed to ownership and development risks. It further enables the owners to enjoy maximised financial returns by outsourcing their property's management rights to an operator in exchange for a fee.

## ADAPTING TO THE NEW NORMAL

The hotel industry continues to evolve and adapt to new realities. Owners and brands continue to be nimble and are looking at retrofitting existing management contracts with force majeure clauses as the pandemic was not covered in its current form. Additionally, brands are tweaking the FF&E reserve and looking at creative ways to build a contingency reserve in the event of another pandemic/catastrophic event taking place in the future.



**Hotel owners seek to retrofit existing management contracts**



## THIRD-PARTY OPERATIONS, NOW A COMMONPLACE

The third-party operator management of the hotel assets is becoming the favoured approach by owners and developers. Historically the brands have been very reluctant to allow third-party operation of hotels under their brands, because they feared loss of control over the operating quality and standards of operation.

## WAY FORWARD

Hotels and the hospitality market are constantly evolving as a result of brands consolidating, owner profiles changing, technology disruption, changing traveller behaviour as well as hotel investment trends altering.



Certified quality forges guest loyalty and increases  
**Business opportunities**



## The QualStar Edge

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- A certification to showcase and validate the existing standards and protocols
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# Eye on local gems

On the back of a growing trend of short staycations, FHRAI EC members shed a light on how hotels are increasingly becoming destinations in themselves.



FHRAI Bureau



**Lakshyaraj Singh Mewar**

**Lakshyaraj Singh Mewar**  
Executive Director, HRH Group of Hotels

## **CAN HOTELS BE AN ATTRACTION OF A DESTINATION?**

I take the opportunity to re-phrase the title: Can hotels be an attraction of a destination? It is worth our while to pose this question, not just in the pandemic era, but even otherwise, while travel trends had changed completely, hotels and destinations were redefining themselves. There are 'non-hotel' hotel-chains, just as there are back-of-the-beyond resorts that wanted to be described as destinations. Quite clearly, there is complete freedom to brand and re-brand hotels and destinations!

I can safely say that destination is the 'hero', everything else in the landscape supports it and works to create the cultural experiences that global and Indian visitors are seeking. Yes, of course, our hotel guests are seeking and paying for the best-in-class comforts, hygiene-

safety-security standards, F&B offerings that make them go 'wow'. But, in the final analysis, they are visitors to the destination; they want to visit attractions in a city. To say that they are visiting, let's say a heritage-city like Udaipur, only to watch television in the confines of their rooms is to insult their intelligence and their innate desire, urge to explore more.

This is where destinations have to GROW! This challenge is being faced by the large metros – be it Mumbai or New Delhi, or heritage-cities like ours in Rajasthan. How is Mumbai growing for its visitors? What are the new avenues it is developing to enhance the offering of cultural experiences? Do more shopping malls and shopping complexes make a destination? How can we host an opera or a theatre group from Europe?

If a destination like Edinburgh can become the epicentre of a cultural-literary-musical explosion, year after year, how can we learn from that model and move forward. Our destinations need to GROW exponentially, and the rest will follow.



**There is freedom to brand and re-brand  
hotels and destinations**





## **Param Kannampilly** **Chairman & MD, Concept Hospitality Pvt. Ltd., The Fern Hotels & Resorts**

### **STAYCATION IS THE NEW VACATION**

Hotel selections have evolved into the most important aspect of travel today. Exploring new destinations has become more popular in recent years. People seeking smaller breaks to revitalise themselves due to their stressful lives. Travellers seek comfort when choosing their accommodations, whether they are visiting mountains, seashores, or historical monuments.

Many areas in India go unrecognised due to a lack of reputable hotels and resorts. For instance, due to a lack of decent hotels and services, many of Konkan's gorgeous unspoilt golden beaches are rarely visited.

The Fern Hotels & Resorts, as a multi-city brand, specialises in discovering the potential of such sites and providing the greatest accommodations to its guests, with the hotel being the destination itself. The traveller is then drawn to the destination by these gems.

The Fern Sardar Sarovar Resort, located in Kevadia, Gujarat, is just at the entrance to the world's tallest statue, the Statue of Unity. This luxurious resort features 250 tastefully decorated rooms with spectacular views, a splendid swimming pool, spa, gym, party lawn, and indoor and outdoor activities to complement the statue

visit. Ibiza The Fern Resort & Spa is a world in itself, tucked away from the hustle and bustle of Kolkata city. This 20-acre resort with an exclusive lake on the property grounds offers adventurous activities like as boating, zip-lining, cycling, etc., making it an excursion for city dwellers and a picturesque destination wedding venue.

The Fern Sattva Resort in Dwarka (Gujarat) is not only a luxurious retreat for pilgrims, but it also offers recreational activities like scuba diving, boat trips, dolphin sighting trips, winter bird watching, and more.

These and other such examples are sometimes one of the deciding factors for guests to select a staycation location. And, of course, in the current pandemic times, all good hotels ensure stringent safety and hygiene protocols for all their guests, assuring them of a quality experience.



**Param Kannampilly**



**Travellers seek comfort when choosing their hotels**



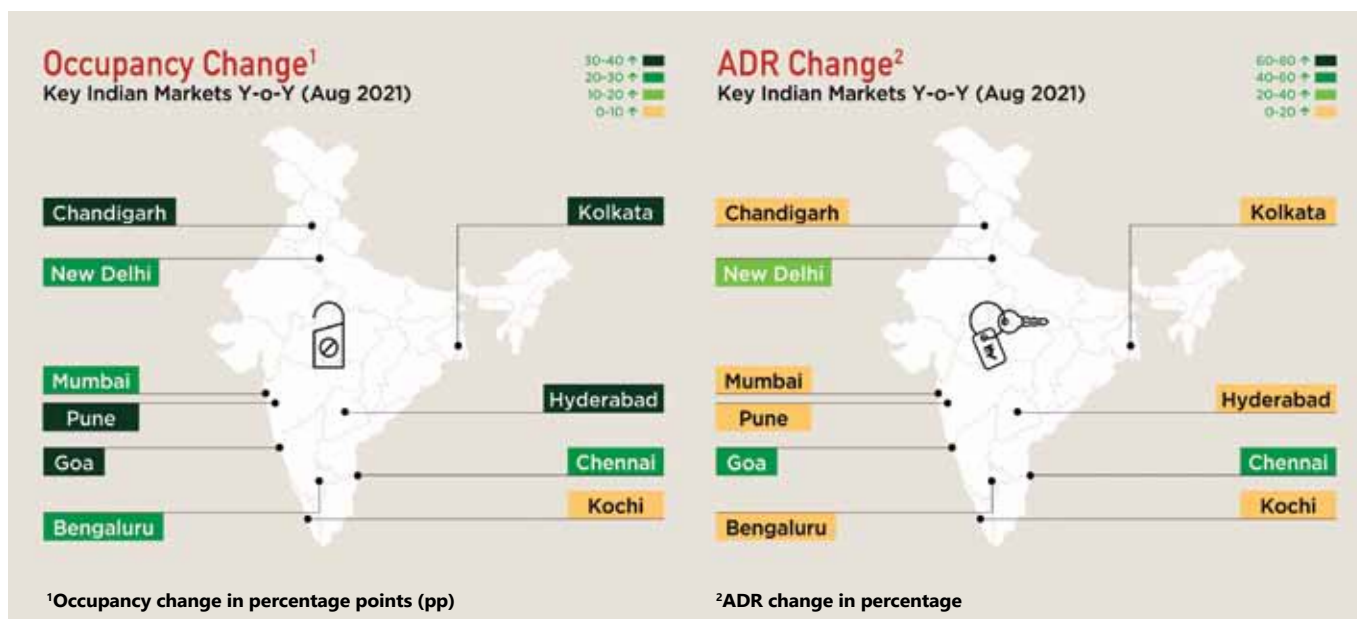


# Hotel occupancy on rise across markets

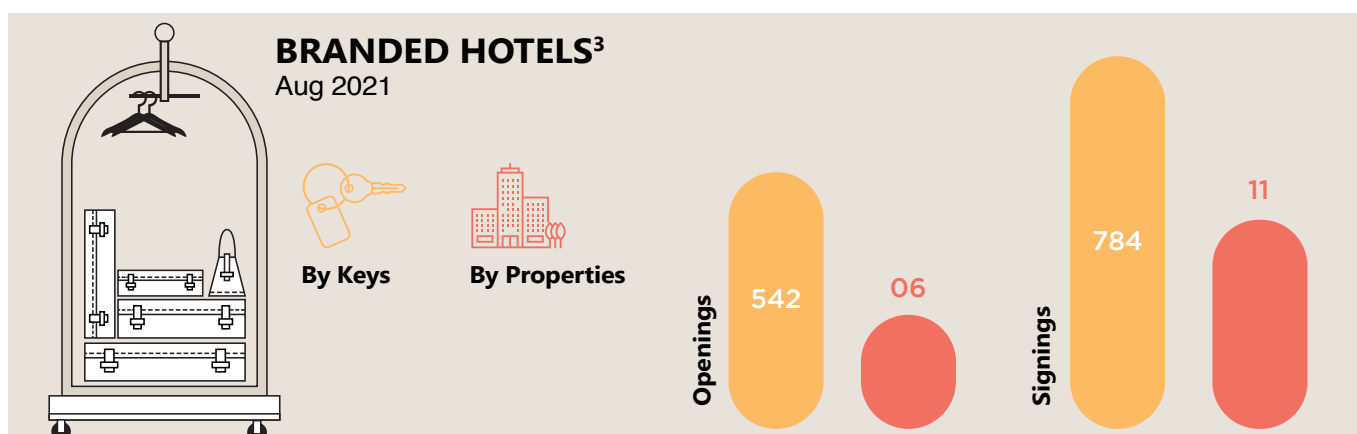
The Indian hotel sector continues to improve with occupancy rates surpassing industry expectations in Delhi, Mumbai and Chandigarh.



Source: HVS Research



Source: HVS Research



<sup>3</sup>Data collated by HVS from 18 hotel operators and media reports as of 23rd Sept 2021

Source: HVS Research



# Organic recycling

Through the use of thermophilic bacteria and a fully automated composting system, ECOLEEN assists in the conversion of wet organic waste to compost.

**W**e 'SYNERGIA MÉTIER PVT. LTD.' are the manufacturers of 'automatic composting machines' for treatment of organic waste from kitchens, gardens etc., under the brand name ECOLEEN.

The basic principle applied is the use of thermophilic bacteria to convert the organic waste to compost through fully automatic composting machine.

The requisite environment and parameters are provided in the compact space in the machine.

The main features of this machine are:

1. It can convert organic waste to compost within 24 hours (under ideal set of conditions).
2. The foul smell and generation of any parasites like flies etc., is absent.
3. No dribbling of foul smelling liquids and noise pollution.
4. Within 12 hours, the volume is reduced by up to 80-85 per cent.
5. It is a computerised and user-friendly machine.
6. The compact designing of the machine has reduced the space occupied by the installed machine.
7. Compost formed is rich in different nutrients, in line with FPO standards.
8. If handled properly, following do's and don'ts, and kept maintained and clean, the machine can work efficiently for years together.

We, Synergia Metier Pvt Ltd., are an ISO 9001:2015 certified, QCI-verified GeM registered company engaged

in manufacturing of composting machines. We also bagged 'The Best Innovation' award from Sh. Manpreet Badal, Minister of Finance, Punjab.

ECOLEEN helps in converting the wet organic waste to compost and is successfully used in hotels, canteens, restaurants, home-stays, at any and every site, housing societies, kitchen, malls and theatres, municipalities, offices, hospitals, school and colleges, and likewise, where there is a generation of organic waste.

ECOLEEN is an automated machine, easy to operate and converts organic waste to compost in 24 hours, under the ideal set of conditions. It is available in 25 kg, 50 kg, 100 kg and 200 kg regular models and above capacities as per the specific requirement. The 1000 kg and above models are also tailored.

We are sure that once installed, it shall be an additional hand to your house/organisation and an innovative step towards Swachh Bharat.

You can email us at: [synergiametier@gmail.com](mailto:synergiametier@gmail.com).



**Dr. Shekhar C Jindal**



**Compost formed is rich in different nutrients as per FPO standards**







# Weddings 2.0

Intimate weddings have become the standard. Indian weddings are witnessing a second innings, thanks to a well-curated food menu, opulent décor, and live streaming.



**Jit Bose**

## **Jit Bose**

**Area Director of Sales & Marketing-South India, Director of Sales & Marketing, Crowne Plaza Chennai Adyar Park**

### **BIG FAT INDIAN WEDDINGS**

Guests' priorities have changed, and they now look for a hotel that can provide them with a safe environment to hold their events. Our hotel is one of the best choices as it is a non-quarantine hotel backed by the IHG Clean Promise. We have worked out our meeting room capacity charts as per social distancing. Temperature checks and F&B service are designed as per the new normal.

Intimate weddings have become the new normal. Guests are spending more money to provide a unique dining experience. The events are spread out across several

days. The wedding segment has been in high demand, and as we approach wedding season, we believe that the limitations will be lowered to allow larger parties.

Pre-wedding shoots are emerging as one of the top trends. Micro weddings are here to stay for a bit longer. Emphasis is given on theme décor. F&B will always take centre stage. We are also seeing a trend towards more traditional weddings.

Crowne Plaza Chennai Adyar Park is one of the first hotels in India to offer a comprehensive Hybrid Meeting Package, providing wedding planners, invitation designers, and decorators with virtual or in-person site inspections. Menu consultation is available from the seasoned team. We also offer a virtual or live streaming option for couples and families on the wedding day.



**We provide excellent personalised service to attract new wedding inquiries**





## Namit Agnihotri

### Area General Manager, Roseate Hotels & Resorts

#### TRENDS DRIVING WEDDING INDUSTRY

A wedding is one of the most memorable moment in one's life. It is an unforgettable occasion for the couple, their families and friends. This most awaited day of your life definitely deserves a grand celebration.

The COVID-19 pandemic has brought so many hurdles in our lives, one of which is the challenge of destination weddings because of international borders shutting down. Guests are now exploring destination weddings within the city. People are now hosting intimate weddings in resort properties.

Roseate Hotels & Resorts offers its patrons the perfect options to make your celebrations extra special with their warm ambience, exotic location, astonishing architecture and impeccable services. Under the #carebyroseate initiative, they are incorporating all the necessary precautions and safety measures against the pandemic.

The pandemic has changed the entire face of weddings. Despite facing several challenges, Roseate Hotels & Resorts is putting their best foot forward to create an everlasting and memorable experience on

your special day. The focus of our hotels and resorts is on contactless dining, menus, food service and social distancing norms to ensure the safety of our guest.

We are also encouraging online payments, QR codes and other such initiatives to minimise physical contact. And also, keeping in mind guest satisfaction, we facilitate virtual meetings, live tours of the property, provide live camera access to our kitchens and curate customised offers.

Even though people are now hosting smaller gatherings, celebrations have now become more personalised.

The Roseate New Delhi is a boutique resort property and our guests chose to exclusively book it for 2-3 nights for their celebrations. This has helped us in keeping the profit numbers the same as before.



**Namit Agnihotri**



**COVID-19 has brought many hurdles, one of which is destination weddings**







Vipul Mishra

## Vipul Mishra Commercial Director - Hilton Mumbai International Airport

### EXCEPTIONAL BIG FAT INDIAN WEDDINGS

A lavish gathering of relatives and friends. The ideal setting for a large group of people, a luxury setting, fashionable wedding clothing, and a picture-perfect location. The ideal setting for a large group of people, a luxury setting, fashionable wedding clothing, and a picture-perfect location.

### RESPONDING TO THE NEW NORMAL

Hotels are enforcing rigorous safety standards nowadays, paying close attention to a variety of factors, such as proper temperature checks, timely sanitisations of rooms and venues, and personnel vaccination programmes. At Hilton, we have been putting all of the essential standards in place through a programme called 'Clean Stay', which includes the safety of both guests and the crew. The most crucial factor is sustainability. Many hotels have developed short-term strategies and are adaptable. Curating unique menus and keeping a tight grip on energy usage are two things that can help you stay profitable.

### NEW WEDDING TRENDS

I predict that, while larger weddings will continue to be

popular, there will be an increase in future inquiries from clientele looking for more intimate wedding festivities.

Guests are placing a greater emphasis on well-curated meals, luxurious décor, and more personalised giveaway items that offer a personal touch. Customers are always changing, and their flexibility is accelerating.

As a result, hotels should have a higher level of empathy, and in times of uncertainty, transactions should be as simple as possible. Many hotels are now offering a one-stop solution, informing guests in advance of the requirements for a comfortable stay or function.

### TECHNOLOGY PRESERVES THE SPLENDOUR

I am not sure how are we attempting to re-engage wedding clients following the COVID-inspired 'super intimate' wedding celebration? Customers are just now becoming accustomed to new ways of hosting events; what they want from hotels is flexibility and a showcase of the finer features of hosting an intimate gathering.

The choice of a small wedding is influenced by the décor as well as the food design.



Guests are placing emphasis on opulent  
décor and personalised giveaways



## Rahul Joshi General Manager, Taj Hotel & Convention Centre Agra

### CUSTOMISATION IS THE NEW BUZZWORD

With the pandemic shrouding the hospitality industry, the big fat Indian wedding has definitely seen a makeover. As foreign travel is still restricted and comes with tedious norms, the definition of destination wedding is now reduced to weddings within the country.

As social distancing becomes the norm and there is an increased emphasis on top-grade hygiene standards, weddings have become much smaller and intimate.

At Taj Hotel & Convention Centre, our emphasis is on customising weddings, ensuring the decor and setting help in following COVID protocols. Our teams are trained to follow all safety guidelines without diluting the experience for guest.

We follow safety precautions, such as non-invasive thermal screening of all entrants including our guests and associates, mandating use of statutorily prescribed protective equipment, redesigned seating arrangements of banquets in accordance with the physical distancing regulations, use of proven disinfectants for regular and deep disinfection of all hotel areas, including high touch surfaces, fittings, fixtures, furniture, equipment, stationery, cutlery and crockery, at regular intervals as well as upon every use. We are also using digital technology for payments.

As the number of guests has reduced, hosts are comfortable in spending more on food and decor. Our executive chef, who comes with vast experience of working at luxury hotels and in turn luxe weddings, ensures eclectic menu that is often the highlight of the wedding experience.

We have recently hosted weddings where people have opted for eclectic menus, not just sticking to traditional Indian cuisine for pre-wedding functions and even for the final wedding day.

Our redesigned menus also have a greater emphasis on wellness-oriented food sections for healthier meals and to boost immunity levels. Intimate weddings have translated to non-traditional ideas.

Amid all this, there is also a silver lining for hotels. With the downsizing of gathering, people are preferring to celebrate in 5-star hotels that offer salubrious venues and experiences.

Most wedding hosts are going for buyouts, as they want to ensure security of the guests in a bid to minimise the risk while celebrating. Our focus is more on detailing and customisation and in effect make the wedding just as

memorable as it would have been in pre-COVID times. Having said all of this, intimate weddings are about these times which are very circumstantial. The shift is temporary as weddings in India are nothing less than a festival.

We think, as scenarios become normal and get back to as they were in the pre-pandemic era, people will go even bigger and explore what they missed during these challenging times.



Rahul Joshi



**People are preferring to celebrate in 5-star hotels that offer salubrious venues**



# Evolving towards global curriculum

Many aspects of education in hospitality have changed drastically over the years, resulting in a shift in curriculum that is more adaptive to new technologies.



Ananya Kukerja



## CONTINUAL CHANGE

There is a shift in hospitality education from being purely vocational to being more business oriented, which is a sign of the go-ahead times. Hospitality skill sets are valuable and are highly sought after in multiple service-related industries and technology has shaped the way students learn, interact and work. Hospitality management degree programmes now place an even stronger emphasis on building critical thinking and soft skills to enable students in understanding guest needs and swiftly adapt with business models. Now more than ever, students need to have the ability to be agile and guest/client centric. Furthermore, to preserve relevance and consistency, the curriculum is built keeping the current and future demands of the business in mind. While the programme still emphasises the fundamentals of business, hospitality and interpersonal skills, it also places a strong emphasis on industry exposure, allowing students to apply what they have learned in the classroom through internships as well as real-world projects they work on in collaboration with leaders in the industry while on campus.

**Arun Kumar Singh**, Director, FHRAI-IHM, Greater Noida, states that the principle of hospitality education are more or less same, however, the application of those principles have changed with the time. Back when first IHMs were inaugurated, the curriculum was more theoretical, but it has now become more global and industry trainings have become more rigorous. New subjects are being introduced, especially on the technology front. Students are trained beyond the four major departments in other ancillary areas. The hospitality sector is getting overhauled due to changes in the global geopolitical and economic landscape, as well as structural shifts brought about by technological disruptions, new market players and changing leisure patterns, especially in a post-pandemic world.

The hospitality industry has evolved to a major extent in the past few years, especially during COVID-19 wherein the emphasis has been on automation with a focus on the use of technology in all aspects to facilitate hygiene and maintenance of COVID sanitisation and protocols, both for the staff as well as students. Various new systems have emerged, for example, the software that were based on character user interface have now migrated into more user-friendly graphic interface. There is a focus on topics, including multi skilling, cost cutting measures and exposure to ancillary functions like sales and digital marketing. COVID-19 caused institutional challenges like adapting to online teaching methodologies, making the students as well as a faculty compatible with the latest e-Learning systems and inclusion of COVID-19 protocols for in-campus facilities.

The focus on hygiene, sanitisation and contactless service continues, and the leveraging of technology for service as well as an increased focus on practical innovation in the delivery of products and services grows. Renewed signature standard operating procedures are being incorporated in all operational modules and the format of gaining sharper and specific knowledge through modular certifications rather than bulky programmes is a key change. The advantages being offered through the new National Education Policy 2020 must be leveraged in complete measure. Since much of the vocational hands-on learning cannot be delivered online, it is important to ensure that contemporary bodies of knowledge must be shared with students electronically. The renewal of curriculum is a vital factor and one should not deliver old wine in new bottles, says **Dr. Satish Jayaram**, Principal of Learning and Development, IHM-Aurangabad.

### BRIDGING THE GAP OF COMPETENCY

An ideal curriculum must have equal exposure to academic concepts and hands-on learning; this is one

way in which institutions can ensure that students are kept up to date. The best way to remove the gaps is a joint development of curriculum by both academics and industry professionals. Hospitality institutes deal with five areas: attitude formation, personality development, improving communication, subject knowledge and required skill. Certain percentage of students are also keen on entrepreneurship ventures and area advised by faculty on the same with higher benefits after completion of their hospitality programme. Acquiring the necessary high-standard academic knowledge while developing practical and soft skills is the goal of leading business and hospitality education institutions. Often associated only with hotels or the F&B industry, hospitality education today prepares students for a wide range of career paths. Students' transferable skills can be applied in finance, design, luxury, consulting, banking, retail, real estate and many others. Institutions must keep up with the changes and ensure their programmes are relevant.

### INTERNATIONAL STANDARDS

There are multiple international benchmarks depending on the continent one prefers to study in. IHM-A is governed by the QAA benchmarks that apply to the U.K. education. They have in parallel conducted benchmarking studies with American, Australian, British and European models to remain current. The modules taught may be customised to their local context and industry requirements, but a fundamental drive to consider hospitality as any other business is crucial. The transfer of credits across education systems and boundaries allows for students to achieve a diverse learning experience. The cost of international education, employment opportunities as well as a reasonable return on investment in education remain key priorities.

IHM Lucknow, through its apex body NCHMCT, has partnered with Lecole Hoteliere Lausanne, Switzerland, Les Roches Colleges in Europe, the Vatel institute France, and Cornell USA to provide students with an overall global understanding of the industry. One must understand that hospitality and tourism are interrelated and so an in-depth knowledge of cultural diversity, business etiquettes and communication is essential for any curriculum. There are a few hospitality associations, which have been instrumental in developing an interactive industry academia interface.

The Ministry of Tourism, Government of India, established NCHMCT for the same reason and there are more than 60 institutions affiliated with it, thus making it the conglomerate of the finest hospitality institutions under its umbrella. The offered curriculum provides a comprehensive understanding of the trade as well as in-depth knowledge, along with flexibility for the advancement of hospitality education



**Dr. Satish Jayaram**

“  
**Learning models must be evolved**  
”



**Arun Kumar Singh**

“  
**India will achieve pre-COVID levels**  
”



**R.K. Sharma**

“  
**Human interaction is irreplaceable**  
”





**Dilip Puri**

“It is a crucial time for us to work together”

standards. Various reforms by the government, such as the National Education Policy, are also strengthening the education landscape by allowing for greater collaboration with foreign universities.

### EDUCATIONAL INSTITUTIONS

**FHRAI-IHM:** It was established by FHRAI with the intention to provide quality hospitality education to young aspirants, so that they can get suitable employment in the industry in India and abroad. FHRAI-IHM, Greater Noida, intends to provide the best knowledge and skill required for hospitality industry along with the components of attitude formation, personality development and communication. FHRAI-IHM also aims to provide students with entrepreneurial skills, states Arun Kumar Singh.

**IHM-Aurangabad:** The USP at IHM-Aurangabad,

as stated by Dr. Satish Jayaram, is its long-standing relationship with Indian Hotels Company Limited for over three decades. This institute is the most valuable contribution being made by industry leaders who participate on its Board of Governors, providing the much-needed direction and alignment with ground realities, whether it is faculty talents who are acquainted with industry standards or have access to training opportunities with a fully functional 5-star ancillary hotel as well as comprehensive learning opportunities across the 220-hotel strong network. An internationally-benchmarked curriculum, innovative academic methods, and assessments which test intellectual rigour rather than rote learning provide the school an advantage.

**Indian School of Hospitality:** ISH is an institute for the industry and by the industry. In achieving the goal of providing an exceptional global education, ISH is also demystifying the common misconception that hospitality is limited to only hotels. At ISH, they consciously move from operational and vocational side of education to include more of business, entrepreneurial and personality development skills. Their recent academic partnership with two of the world's globally renowned institutes, Les Roches and École Ducasse, shows their commitment to providing the best of global education to students. “We are proud to have the strongest industry-student ecosystem, which allows for quality industry immersion for our students,” says **Dilip Puri**, Founder and CEO, ISH.

**Swiss Education Group:** Rooted in the tradition of Swiss hospitality, SEG has nearly 40 years of







experience in hospitality and business management, and culinary arts education. SEG schools offer a wide range of courses, including short certificates, bachelors, and masters degrees, allowing students to choose programmes that suit their individual learning needs and interests. Accredited through top universities in the U.K. and the U.S.A., it has partnered with reputable industry leaders, exposed students to the latest insights and provided them with opportunities to gain professional experience. The Group focusses on technology that revolutionises pedagogical approaches and ensures graduates develop the skills required in the international job market. It offers a diverse international experience on beautifully located campuses in Switzerland's French and German-speaking areas, with four schools spread across six campuses and over 6,000 students from 111 countries, including India. The brand promotes transparency and comparability of learning for the benefit of consumers and contributes to safeguarding the quality of adult education programmes in Switzerland, states **Tarek Kouatly**, Director of Marketing and Development-APAC, Swiss Education Group.

**Jaypee Hotels Training Centre, Agra:** This institution accepts only about 20 students accepted, and those accepted must go through a rigorous selection process that includes an aptitude test, group discussion, and personal interview. Students have a full year of practical experience in all areas of the hotel during their third year. Students are not charged a course fee, and upon successful completion of the programme, they are assured a position with Jaypee Hotels & Resorts, as well as free uniforms and meals during training hours.

**Signum Hotel Academy:** The Signum Hotel Academy will be launched soon, with the goal of attracting a small number of students and drawing on professional faculty to train them in Signum brand standards before eventually integrating them into the hotels. The three-month short-term courses will enable students to thrive in their chosen department through rigorous on-the-job training and ensure that they are absorbed in our hotels in India and overseas.

## WAY FORWARD

We are at the vanguard of the world's current transformations, and it is an important time for us to work alongside industry to create ecosystems in which students can thrive and emerge as tomorrow's leaders. Hospitality education must expand its scope to encompass broader areas and a holistic pedagogy that equips students with transferable skills. Similarly, now is an excellent time for young people to acquire and develop a future-proof skill set, as well as for working professionals to expand their skill set.

A. K. Singh rightly understands that the hospitality industry and education are facing challenges, as a large number of jobs have been lost as a result of COVID, and placement of current batches has been hampered due to lower demand in the industry, but he believes that the industry will return to pre-COVID-19 levels in terms of business. We advise students not to lose hope during this difficult time and to pursue their passions, learn languages, or acquire new skills in areas such as business analysis, digital marketing, revenue management, and so on. Now is the time to grab the opportunities that are presented to them, work hard, and prove their worth in the ever-changing hospitality industry.

Curricula across the board needs urgent revision; the pandemic offers us the opportunity for forced transformation, which we should pursue. If we want to remain relevant, we must eliminate redundant models, subjects, and information from the curriculum. Evolving formats must be adapted, and faculty facilitators' quality, consistency, research, and readiness to teach these new modules must all be enhanced. Change is difficult, and the effects will take time to manifest, but this should not deter educators worldwide from making the necessary changes.

The new infrastructure required for digitised delivery is also a factor to consider. The only way forward for hospitality education is through creativity and innovation in the curriculum. If we are to remain relevant in the future, we must continue to prioritise industry-level learning. Hospitality education is never-ending and goes beyond any institutional learning, where one learns about themselves, human nature, relationships, growth and adventure.



**Tarek Kouatly**

**We encourage learning transparency**



**Hari Sukumar**

**Now is the time to train right people**



**Mehul Sharma**

**We will churn smart graduates**





# Housekeeping Splendour

Since 1984 Mehta Furnishers has been adding value, style and convenience to housekeeping with customised carts, caddies, hampers & outdoor furniture.

**W**hat stands behind impeccable clean hotels is the eagle-eyed housekeeping department and its management. Good housekeeping is essential for the safety and good health of the people. Adding value, style and convenience to good housekeeping are compact housekeeping carts and caddies from Mehta Furnishers. These equipments organise supplies and are essential in hospitality businesses around the world. These allow housekeeping staff to bundle fresh and used linens, guest essentials, chemicals and cleaning supplies, all in one unit.

High-grade castors chosen as per their application make movement of carts effortless which are also designed and sized to fit into the standard size elevators. With the

possibility of so many models, one is sure to find a maids' cart to work as per the requirement of their purpose. Workably priced for the value these carts deliver and are made with edge protectors for professional jobs, one can choose from a range of housekeeping carts, mobile caddies, baskets and hospitality products.

"I humbly thank all those who are associated with us for a long time, guided us and expected more in this never-ending learning journey that continues. We make carts, caddies, baskets and accessories with value additions that work as desired units for the best of convenience and situations. Carts are designed to take care of customers' requirements with bumpers, lockable doors, additional storage, operational needs and a variety of desired features that add value to the style and smiles to good housekeeping," says **Y.K. Mehta**, Owner, Mehta Furnishers.

Other products Mehta Furnishers makes are minibar-replenishment carts, linen and luggage carts beside housekeeping and picnic baskets, strollers, bins, trays, front-office carts and several accessories using wood, cane, wicker and steel, and all outdoor furniture and umbrellas. Products at Mehta Furnishers are compact, maneuverable, practical and offer visible support for disturbance free housekeeping, provide upmarket ambience and are essential for safety and good health of the people these are made for. Solid steel structure, durable liner and cabinet for linen and amenities, robust shelves, sturdy bars for handling and moving, hardwearing-coated fabric bags in choicest colours, heavy-duty non-marking castors for effortless carting and parking, and edge-protectors on all customary carts go a long way in building trust of the company since 1984.

**“Castors chosen as per their application make movement of carts effortless”**



# Bespoke solutions

The primary aim of TSS is to provide technologically innovative and hotel-compliant products with all relevant certifications, complete service support, and low prices.



## Who is TSS?

Technic Speciality Solutions L.L.P. (TSS), as the name suggests, is a specialty hotel equipment solutions provider to the hospitality industry. We know the pulse of the industry and deliver tried, tested, and long-lasting supplies because we have over 35 years of expertise supplying products to hotels. The company's key objective is to provide good quality, fully supported products at competitive prices to mid-market, budget hotels/groups, homestays, farmstays, offices, and other businesses.

## Why TSS?

TSS offers specially tailored products for hotels, guest houses, serviced apartments, homestays, farmstays, hospitals, and company accommodations, among other places. We provide elegance and comfort at affordable prices.

## PRODUCT OFFERINGS

**Bedroom equipment:** Minibars, safes, phones, dock/radio-alarm (for clients to playback music), mattresses, kettle and tray sets, iron and ironing centres, luggage racks, emergency torch, LED lights, hangers, etc.

**Bathroom equipment:** Hair dryers, magnifying mirrors, soap/shampoo dispensers, bathroom phones, bathroom hardware, bathroom accessories, etc.

**Front office/housekeeping/F&B trolleys:** Luggage carts and trolleys, housekeeping trolleys, mini bar trolleys, F&B trolleys, etc.

**Furniture/accessories:** Banquet furniture, banquet chairs and tables, movable dance floors, etc.

**Healthcare/protection products:** Hand

sanitisers (liquid and gel preparation with all required compliances and approvals), sanitiser dispensers (available in various sizes – automatic, wall-mounted, touchless, pedal operated, table top, hand press, etc.), temperature thermometers (with full approvals and 18-month warranty), pulse oximetre masks, gloves, shoe covers and other accessories.

The sole aim of 'TSS' is to offer technologically advanced and hotel-compliant products with necessary certifications, full service support, and at competitive pricing. As we have been in this business for more than three decades, we fully understand what mid-market/budget hotels, homestays and farmstays need and we offer these products to our customers for full satisfaction.

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**We provide elegance and comfort at affordable prices**







# Spotlight on revenue management

COVID-19 has shifted focus of the hospitality industry and given rise to new opportunities, notes **Nikhil Sharma**, Regional Director Eurasia, Wyndham Hotels & Resorts EMEA.



**Nikhil Sharma**

**D**ue to the challenges brought on by COVID-19, the global hospitality industry and revenue management teams have had to adapt their strategies and playbooks to address the new travel landscape.

Revenue management technologies have traditionally considered historical demand patterns, such as booking lead times, booking pickup by segments and seasonal stay patterns, to assess the best possible room rates and the current market conditions have made this system obsolete. Revenue management teams had to innovate to find new solutions, ensuring the right pricing and distribution strategies are in place to remain competitive.

At Wyndham Hotels & Resorts, we have taken a number of measures from operations guidelines and tools to commercial best practices and initiatives, as well as waivers to support our partners in their recovery efforts. We have provided recovery guides highlighting the best commercial practices for preserving cash flow, marketing tools and resources for navigating through these challenging times.

## EFFECTS OF ECONOMIC DIP

An economic downturn may create pressure to reduce rates, but history has shown that there is logic in resisting this pressure. In an industry where dropping rates does not sustainably support revenue recovery, an immediate impact might be felt.

While it is difficult to say when we will see global recovery as each country and region is and has been on a different trajectory since the beginning of the



**Revenue management will play key role in the recovery for the industry as a whole**



pandemic, the hospitality industry is notoriously resilient, and it will eventually rebound. At Wyndham, we remain focussed on the health, safety and wellbeing of our guests, partners and team members.

### A DIRE NEED FOR CHANGE

The arrival of the global pandemic has shifted the focus of the hospitality industry and given rise to new opportunities and ways of operating. Whilst hoteliers are not able to utilise historical data, there are a number of methods to understand market conditions, and forecast revenue streams to make informed business decisions.

To appropriately adjust rates in the recovery environment, hoteliers can expand the competitor rate shopping by comparing rates against five or six hotels with similar amenities in the same area. Though large hotel chains are practising lower rate provision to compete with lower chain scale hotels, it is imperative to look beyond standard rate shopping. Therefore, hotels should maintain their rate position comparative to the market.

They should monitor market conditions and competitor pricing whilst focussing on maintaining a healthy ADR index. In markets with significant downward pressure on rates, hotels may need to follow suit, but the challenge lies in determining the opportune moment to adjust rates demanding a delicate balance and business acumen.

### REVIVING HOTEL INDUSTRY

While aiming towards recovery, hotels should gather real-time insights and actionable rate performance, which would help them to make quicker and effective revenue decisions.

This would not only provide competitive business intelligence but would also provide access to personalised room type mapping, which would include events, seasonal calendars, and influencing market rates.

Hotels should opt for subscription-based revenue management services that can ensure pricing appropriately during and beyond the pandemic. Hotels, already associated with revenue services, have shown an outperformance in occupancy, ADR, and RevPar.

Few practices that hotels can instil to strengthen their balance sheets and offer top service are:

- Managing inventory and rates proactively by reviewing rates daily and looking at the reservations that have been booked over the past 24 hours.
- Analysing how far-out guests are booking and ensuring rate plans are distributed to the right channels, ensuring rate parity across those channels.



## Pandemic has made traditional revenue management technologies obsolete



- To attract customers, look for opportunities to apply value-added pricing instead of lowering bar rates. Offering room upgrades, F&B amenities which are tangible and contain real value for the guest can enhance the guest experience.
- Beware of being always on sale. Instead, try using flash sales providing discounts for a very short period. These initiatives drive urgency for consumers to book straight away rather than to wait and book later.
- The current COVID market continues to experience very short booking windows, booking within less than five days before the stay for all segments. This means that revenue managers will need to adopt a very short-term forward pricing methodology and must be willing to adapt their pricing quickly, as demand patterns change. This also increases the importance of checking external demand data using available sources such as STR, Market Insight, and Google analytics more frequently to identify shifts in consumer behaviour quickly.

Revenue management will play a key role in the recovery for hotels and the hospitality industry as a whole. Hoteliers must depend on sophisticated and demand-centric revenue management systems, and thus, continue to monitor market conditions and adapt pricing strategies appropriately.

It is important to not forget the lessons learnt throughout the past year and to instead develop strategies to mitigate against future crisis.



# Measuring quality

To maintain track of food storage conditions, a continuous measurement of temperature or relative humidity is required; making data monitoring devices a preferred choice.

**F**ood is one such commodity where customers demand safety along with quality. This throws the food business operators into the challenge of serving safe and quality food, compliant to food norms.

you can monitor every step of the cold chain. The loggers travel in freight and loading rooms, monitoring temperatures during the transport of sensitive goods. At their destination, you see briefly whether the configured limit values have been adhered to.

## CRUCIAL MEASUREMENTS

**Transport:** With testo's transport data loggers,

**Recommended measuring device:**

Transport data logger testo 184 – USB data loggers for measurements during transport; immediate creation of a PDF report directly after connection to a computer; and transport monitoring in compliance with GxP, 21 CFR Part 11, HACCP and EN 12830.



**Temperature monitoring and quality data documentation is extremely critical**



### TRANSPORT CONDITIONS: TESTO 184

#### Incoming goods:

Immediately after the supplier's arrival, the spot temperature checks are done either directly on the loading platform or in the delivery vehicle using portable temperature measuring devices.



The penetration infrared thermometer testo 104-IR is the recommended measuring device: single device for both infrared and core temperature measurements; high-quality, robust folding joint; precise 2-point laser with 10:1 optics shows the exact measurement area; and HACCP and EN 13485-compliant.

### TEMPERATURE OF GOODS: TESTO 104-IR

**Storage:** Continuous measurement with data loggers & monitoring systems is preferred. Mini data logger for temperature and rh testo 174 H is the recommended device: measurement data

memory for 16,000 temperature and humidity readings; measurement via humidity sensor; easy data transfer, analysis and documentation.

**Food preparation:** Testo 270 measures the ratio of total polar materials/total polar compounds in oil. testo 104, ideal for food, has rubber-coated surface & metal folding joint with long measuring tip.



### COOKING OIL QUALITY: TESTO 270

#### Digital food safety management

**system:** For end-to-end monitoring of any food facility or QSR, testo provides digital food safety system testo Saveris Food, ensuring automated quality management in food distribution, restaurant and retail chains. Certified with HACCP international standards our solution makes measurement, recording and report generation in a restaurant kitchen faster and easier. The system consists of reliable sensors for recording quality data, Comprehensive software to analyse and document data, Excellent service to support you from set up to operation.



### TESTO SAVERIS FOOD SOLUTION

For more safety and convenience, automatic data monitoring systems, as testo Saveris 2, record temperature and humidity values along with other parameters and are then stored on cloud, which can be accessed on mobile, tablet or PC.

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# Premium bedding

Be it a premium quality mattress, higher thread count bed sheets, or easy to store and place rollaway beds, King Koil offers exclusive custom-made bedding solutions to top hoteliers.

## **How King Koil's customised bedding solution is helping top hospitality chains to match their global standards?**

Being a renowned or a global hospitality brand, keeping your customers' stay blissful and rejuvenating is at the heart of the guest experience. According to multiple studies done worldwide by top hospitality chains and various universities, sleeping experience is one of the most important factors to retain more loyal customers and enhancing their experience.

So, to make sure that their guests enjoy a luxurious sleeping experience, it is vital to focus on factors like room temperature, lighting, and most importantly, their bedding. Being a global premium mattress brand, we, at King Koil, work closely with all the major brands globally to offer the best sleeping experience to their guests.

That is why King Koil offers exclusive customised bedding solutions to top hoteliers and is the only mattress brand in India approved to manufacture Westin Heavenly Bed, be it a premium quality mattress, higher thread count bed sheets, pillows, duvets, bed base, mattress protector or easy to store and place rollaway beds.

### **Customisations we cover:**

**Mattress construction:** Whether you need a pillow-top, euro top or box top construction, we can get it done for you.

**Fabric:** As a hotelier, it is important to protect your

property from any accidental damages and rough usage by their guests. This is the only reason we use high GSM fire retardant fabrics, such as jacquard, damask or viscose.

**Comfort level:** To make sure the moment the guest lies down on the bed experiences luxury, we use high density 100 per cent pure sleep grade foam in the comfort layer be it memory foam, HR or PU foam.

**Support level:** After a tiring day roaming or travelling, it is important to offer the right amount of support for their back, we make sure that the innerspring system used is double heat tempered, high gauge steel and offers zero partner disturbance.

**Mattress dimensions:** Whether it is 8, 10, 12 or 14 inches or California king size, we would custom-make your mattress so that it fits the bed base.

**Edge support:** All the mattresses that we offer come with either butterfly m springs or hard foam casing to provide the best edge support for side sleepers.

### **Have a custom requirement that should pass your stringent quality guidelines?**

Please connect with our hospitality sleep expert today. Even if you are looking for readymade premium bedding solutions for your property, we have products to fit all sizes be it luxury hotels, resorts, business or budget hotels.

To know more details, please visit the website @ [www.kingkoil.in/hospitality](http://www.kingkoil.in/hospitality).



**The focus on bedding is vital for guests' luxe sleeping experience**





# Appointments



**SHARIN JOSEPH**

Director of Sales & Marketing  
Courtyard & Fairfield by Marriott BLR

★ Sharin Joseph, recently appointed as the Director of Sales & Marketing at the dual-branded hotel, Courtyard and Fairfield by Marriott Bengaluru Outer Ring Road (ORR), has over 13 years of experience working for international hotel chains like Marriott International, Hyatt, and Wyndham. His last position was Director of Sales at Fairfield by Marriott Bengaluru Rajajinagar. Joseph will take on a leadership role in the new position, managing a team and strategically driving the marketing roadmap for both properties.



**ANAND SINGH**

General Manager  
Sirmaur Hotels Pvt. Ltd.

★ Anand Singh has joined Sirmaur Hotels Pvt. Ltd., (Black Mango Resort) as General Manager. Singh has held significant positions at hotels, such as The Bagh Bharatpur & Kanha, Green Hotels & Resorts, Hotel Chandela, and Usha Shriram Hotels. He has over 19 years' experience in pre-opening and group expansion projects like wildlife/national parks, hill resorts, 5-star deluxe hotels, and business hotels. At the age of 23, he became General Manager of a 4-star luxury hotel.



**NARENDRA BABU**

General Manager, Grand Victoria  
The Fern Resort & Spa, Panchgani

★ Narendra Babu has been named the General Manager at Grand Victoria The Fern Resort & Spa, Panchgani. He has close to two decades of experience across brands, such as The Oberoi, Four Seasons and Marriott International. Narendra has previously worked for six pre-openings and gained experience across India, covering Rajasthan, Maharashtra, Karnataka, Telangana, and Tamil Nadu, and international exposure at Maldives for a period of more than two years.



**RAJESH KUMAR**

General Manager  
La-Paz Gardens Beacon, Vasco da Gama Goa

★ Kumar has been appointed as the General Manager at La-Paz Gardens Beacon, Vasco da Gama, Goa. He has completed his Diploma in Hotel Management from IHM Madras, and has done his MBA from the University of Pondicherry. Kumar has over 22 years of work experience and has worked in Grand Palace Hotel & Spa, Tamil Nadu; Arcot Woodlands Hotel, Tamil Nadu; and Woods at Sasan Resort, Gujarat. His last employment was with La Villa Shanti, Pondicherry.



**GAURAV MALHOTRA**

Executive Chef  
Fairmont Jaipur

★ He has been appointed as the Executive Chef at Fairmont Jaipur. Malhotra has worked with prominent hospitality companies around the world, including Taj, Westin, Holiday Inn, and other Accor branded hotels Pullman, Novotel, and Sofitel, for over 20 years. His culinary specialisations range from modern European to progressive Asian cuisines. He has received numerous awards, including the 'Chef of the Year 2018'. For many Accor hotels, he obtained HACCP certifications and FMS targets.



**SUPRIYA PANDITA**

Human Resources & Training Manager  
DoubleTree by Hilton Chinchwad Pune

★ Supriya Pandita has been named Human Resources & Training Manager at the DoubleTree by Hilton Chinchwad Pune. Pandita is a well-known industry veteran with nearly 10 years of expertise in the upscale and corporate sectors. She will contribute in the establishment of HR policies and procedures, staff recruitment and retention, orientation and onboarding, training and development, performance management, grievance handling, employee relations, and employee engagement in her role.

# Classifieds

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## The Global Citizen collection

◆ The Global Citizen collection of 2021 embodies the ethos of The Rug Republic. A variety of designs and materials come together to form this comprehensive collection of styles inspired by the world. The Rug Republic has let the pristine materials speak for themselves and used a lot of undyed wool and cotton. "Constructions range from hand tufting all the way to Punja dhurries, giving a variety of looks. Unfortunately, it seems like a majority of 2021 will also be spent under travel bans, but thanks to the Global Citizen collection, we can have a bit of the world right in our living rooms," says, **Raghav Gupta**, Director of e-Commerce, The Rug Republic.



## Wooden deck tiles

◆ NOTION's stunning wooden deck tiles will transform your outside, patio, pool, shower, and terrace area. This new line works well in any climate and will last for many years. These tiles, which are made of fine tropical wood and set on a high density engineered plastic substrate, can be used in two ways: staggered or aligned joints. Almost every surface of the house can be simply fitted with these deck tiles. Non-toxic chemical coatings are applied to the tiles to provide termite and moisture resistance.

## Luxurious lounge spaces

◆ Varun Baweja Designs is making a mark in the high-end interior segment with their strikingly opulent, yet imaginatively designed spaces. Bringing rich and magnificent elements together, the designers compose spectacular spaces that ooze glamour and sophistication, yet brim with an intrinsically calming vibe. Striking a fine balance among the diverse luxury materials, colours, patterns and finishes, the spaces leave a lasting impact.



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# Are you serving right?



## *Making food safe and delicious at every stage - from Farm to fork*

All the food makers who make the consumer's taste buds crave for delicious food, also have this responsibility to ensure the product quality and serve safe food. To ensure food safety from farm to fork, from transit vans to kitchens, food business operators have to keep a check on several parameters.

Testo India would like to assist the food industry by showcasing the range of measurement solutions that are crucial for production, distribution, storage and serving of food.



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