

# HOTELS & RESTAURANTS INDIA

# fhrai magazine

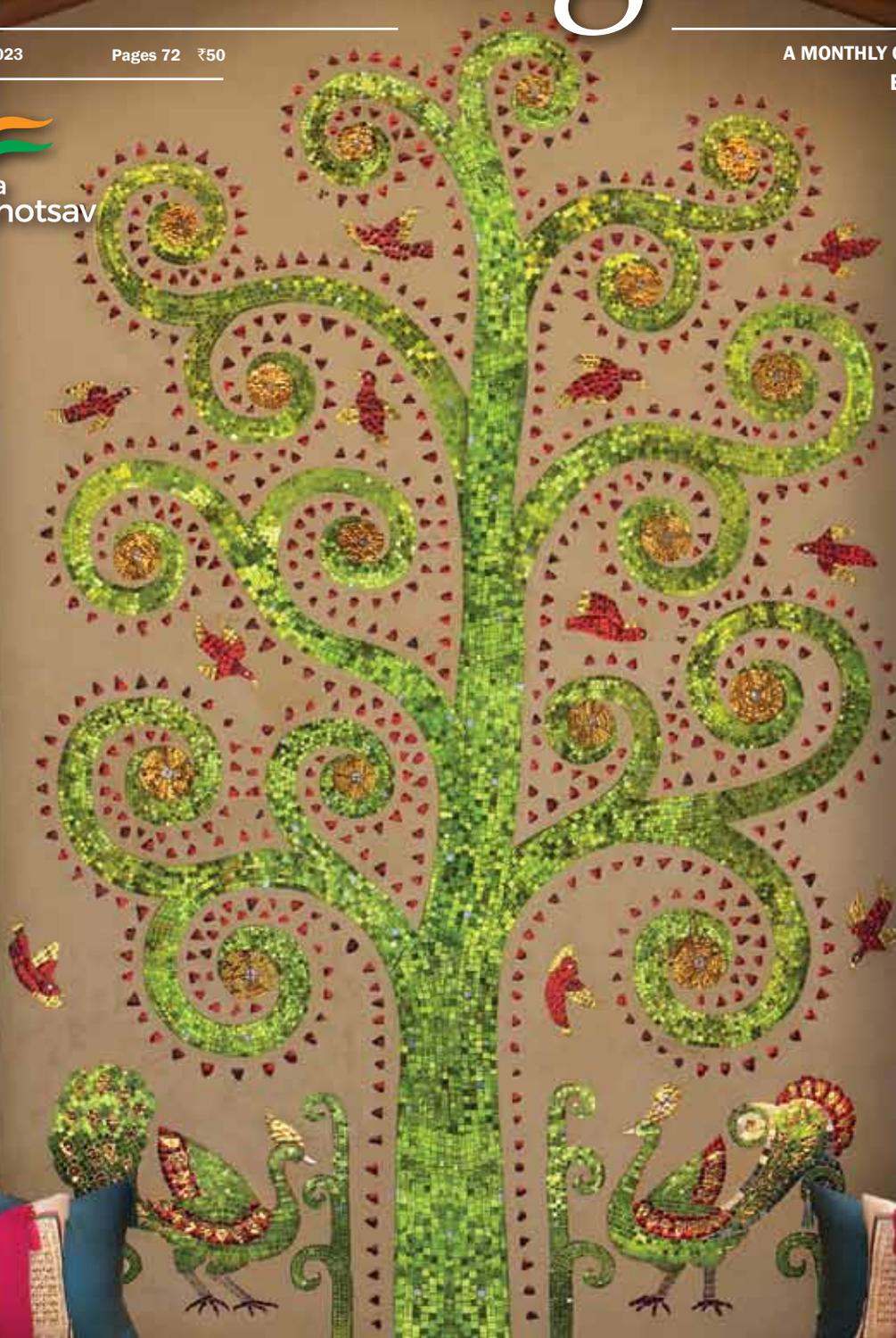
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A MONTHLY ON HOSPITALITY TRADE

By DDP Publications

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*Dear members,*

**F**HRAI holds a pivotal role in advocating for the interests of the hospitality industry. Our efforts have played a crucial role in shaping the industry and promoting its potential on both national and international platforms.

However, I would like to draw attention to a pressing matter concerning the Hotel and Restaurant Approval & Classification Committee (HRACC) inspection process coordinated through the Nidhi Portal. According to the requirements of the hotel classification process, representatives from travel and hospitality trade associations are integral members of the HRACC team, participating in physical inspections for hotel classification.

Unfortunately, since the implementation of the new Nidhi Portal, there has been inconsistency in receiving information about inspection visits. This lack of clarity has resulted in insufficient time for trade associations to appoint expert members for the HRACC committee, hindering the smooth execution of the classification visits.

Considering these issues, I have requested **V Vidyavathi**, Secretary, Ministry of Tourism, Government of India, to consider making suitable changes or amendments to the classification programme. Moving on, FHRAI members had meetings with the Director General of Foreign Trade, where members reiterated long-standing request for relief in the secondary conditions of the Export Promotion Capital Goods (EPCG) Scheme for the hospitality industry.

In line with our discussions, we once again requested the urgent consideration of the following reliefs, applicable to the export sector:

- **Relaxation in Average Export Obligation:** Grant relaxation in the Average Export Obligation for cases where the total Forex has shown a year-on-year decline of more than 5 per cent.
- **Adjustment or refixation of the preceding three years' performance:** Consider the details provided in the relaxation in Average Export Obligation by adjusting or refixing the preceding three years' annual average performance for all years starting from the financial year 2008 onwards, as specified in Para 5.19(a) of the Handbook of Procedures.
- **Fresh PRC meeting:** Convene a fresh PRC meeting to examine all pending matters concerning hotel members, following the decision of the PRC meeting held on 14 January 2020.
- **Extension of amnesty scheme registration deadline:** Extend the registration deadline for availing of the amnesty scheme until a final decision is reached on this long-standing concern, specifically for the hotel industry.

In conclusion, I express my gratitude to the members for their continuous guidance. FHRAI remains committed to serving our members and advocating for the well-being of the Indian hospitality industry. We are confident that with our collective efforts, we can overcome challenges and achieve new milestones.

*With best regards,*  
**Sudesh Poddar**  
President, FHRAI



**Sudesh Poddar**  
President  
FHRAI

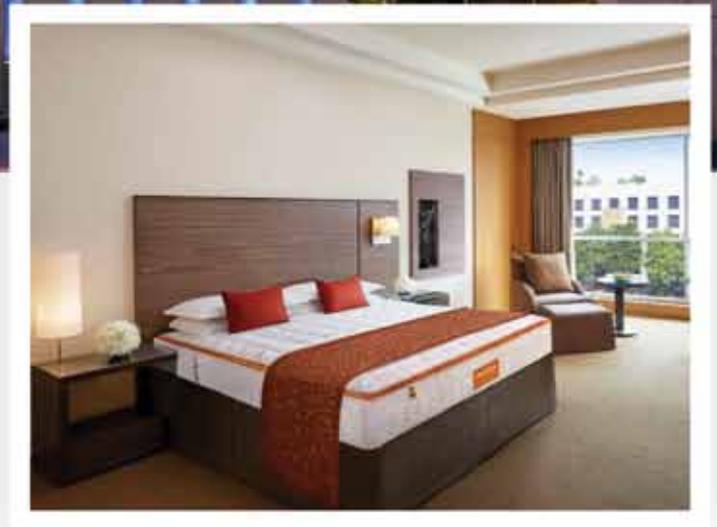


**Grant relaxation in the Average Export Obligation for cases where the total Forex has shown a year-on-year decline of more than 5 per cent**



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### SECRETARY GENERAL

**Jaison Chacko** - [sg@fhrai.com](mailto:sg@fhrai.com)

### PUBLISHER

**Devika Jeet** - [devika@ddppl.com](mailto:devika@ddppl.com)

### ASSOCIATE EDITOR

**Lipla Negi** - [lipla.negi@ddppl.com](mailto:lipla.negi@ddppl.com)

### DESK EDITOR

**Punit Mishra** - [punit.mishra@ddppl.com](mailto:punit.mishra@ddppl.com)

### CREATIVE DESIGN

**Subhash Chaudhary**

### DESIGNERS ADVERTISEMENT

**Nitin Kumar**  
**Aditya Pratap Singh**

### PRODUCTION MANAGER

**Anil Kharbanda**

### MARKETING & SALES

DELHI

**Nikhil Jeet** - [Nikhil.jeet@ddppl.com](mailto:Nikhil.jeet@ddppl.com)

Director Advertising (+91 9910031313)

**Meetu Malhotra** - [meetu.malhotra@ddppl.com](mailto:meetu.malhotra@ddppl.com)

Manager Marketing (+919650911399)

### MARKETING & SALES

DELHI

**Jaspreet Kaur** - [jaspreet.kaur@ddppl.com](mailto:jaspreet.kaur@ddppl.com)

Marketing Manager (+919650196532)

MUMBAI

**Harshal Ashar** - [harshal@ddppl.com](mailto:harshal@ddppl.com)

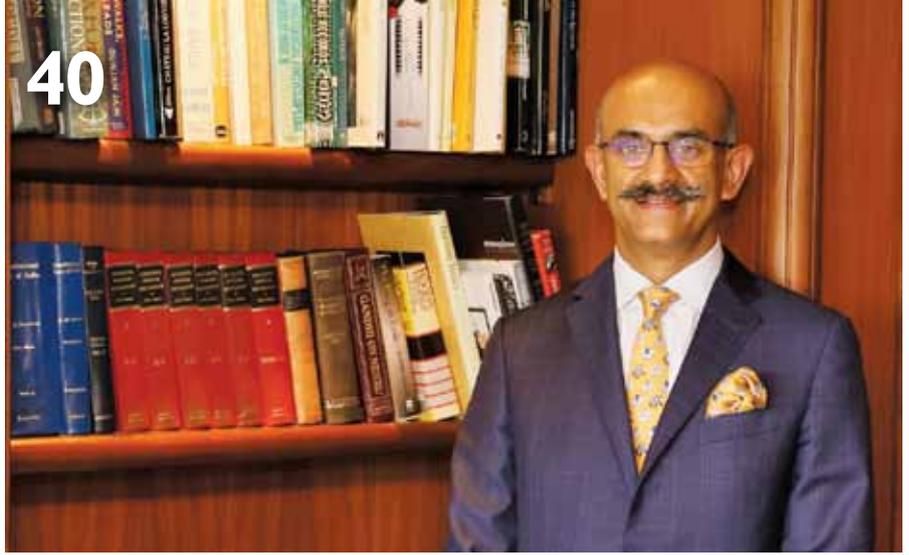
General Manager (+919619499167)

**Samantha Pereira** -

[Samantha.pereira@ddppl.com](mailto:Samantha.pereira@ddppl.com)

(+919987550769)

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**North East offers culture, biodiversity & adventure** 40

North East has distinct advantages. Using a PPP model to capitalise on these advantages, the area can increase tourism & strengthen hospitality industry, avers K Mohanchandran.

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ITC Hotels accords sustainability the highest priority. As a result, USGBC has granted LEED Platinum Certification to 22 of its properties, avers Gaurav Soneja.

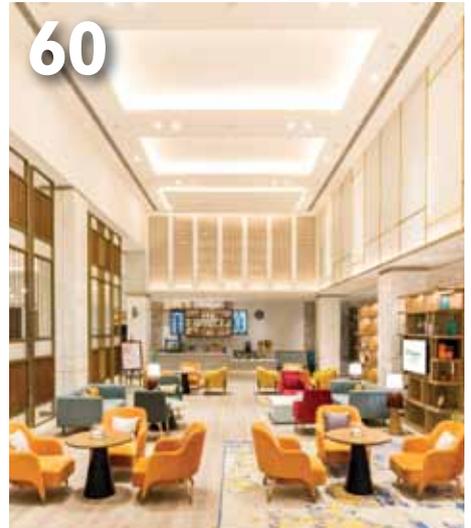
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The hotel architecture must complement the surrounding nature, draw inspiration from the region's distinct history and convey a certain mood to entice the discerning visitors.

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**Boosting revenue growth with personalization** 60

By recognizing unique tastes and crafting custom experiences, personalization greatly raises customer happiness in hospitality sector, reckon hospitality heads.

**THE FEDERATION OF HOTEL & RESTAURANT ASSOCIATIONS OF INDIA**

B-82, 8<sup>th</sup> Floor, Himalaya House  
Kasturba Gandhi Marg, New Delhi 110001  
Tel: 91-11-40780780, Fax: +91-11-40780777  
Email: fhrai@fhrai.com

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# Untapped destinations have enormous potential



The G20 is our topmost priority right now and is a terrific opportunity to increase our inbound business manifold, says **Sudesh Poddar**.

 **Lipla Negi**

**H**ow is your Association working towards increasing its membership base? Today, what are the benefits of joining FHRAI? FHRAI is now the third-largest association of hotels and restaurants in the world. Through the years of COVID, the association has tried to fight on behalf of its members. But there are still many unmet demands that I wish to take forward. We have been talking about industry status and infrastructure status for the hospitality industry. We are doing a lot about it, and many states have already given infrastructure status to the hospitality industry. While these things will come eventually, for the hospitality industry to thrive and do well, people in huge numbers must visit the country. The G20 is a gamechanger. This is my top priority, and very soon we are meeting the tourism minister for the same agenda. We will ask the government to continue doing this.

When it comes to planet-friendly tourism, how could the industry players become 'shapers and not just takers'?



**Sudesh Poddar**  
President,  
FHRAI

Industry players must learn from the many leading hotels in India and abroad that focus on sustainable and planet-friendly tourism. The FHRAI can help organize seminars and hold workshops across all regions of the country to disseminate the basic norms of planet-

friendly tourism to smaller players in the industry.

Do you feel over-tourism, especially in mountain regions, could have destructive effects on the hospitality industry? To decrease the pressure on some select destinations, we must look for new spots

**We are trying to request that more entrepreneurs come into hospitality industry and bring more hotels, homestays and guest houses**

and explore new horizons. For instance, eastern India, especially the North East, still remains an unexplored horizon. The region has so much to offer for tourism and now with Prime Minister Narendra Modi's focus on the growth of tourism there, I am sure there will be a boom. Be it Arunachal Pradesh, Nagaland, Assam, or



the hills of West Bengal. The Northeast is going to be a sought-after destination for all the tourists in the country and abroad. Most importantly, it is virgin territory.

**Consumers have been flagging sky-rocketing hotel rates. Is this growth sustainable?**

Hotel rates have indeed gone up and availability has been an issue in the recent past. Any tourist destination in India today has an acute dearth of hotels. As we are poised for huge growth in the hospitality industry, we are trying to request that more entrepreneurs come into the industry and bring more hotels, homestays, guest houses and places of accommodation.

**Many hotel chains are now expanding to Tier II & III cities. How does this spell growth for lesser-known destinations?**

The current government has heavily invested in infrastructural development, especially air connectivity to lesser known destinations. In the last financial Budget, it was announced that 50 tourist destinations would be selected through a “challenge mode, as well as on the basis of physical connectivity, tourist guides, high standards for food streets and tourist security”.

Under the Vibrant Village programme, tourism infrastructure and amenities will be facilitated in border villages, and states will be encouraged to set up unity malls in state capitals, most prominent tourism centres, or financial capitals to promote and sell their “one district one product” items, GI (geographical indication) products and other handicraft products.

If these plans are implemented as promised infrastructure won't be a deterrent.

**While hospitality has fully recovered, the shortage of workforce remains a crucial pain point. What does the industry need to do to bring back young talent?**

The biggest challenge in the hospitality industry is a shortage of manpower, which is going to be a key focus for me. It appears that this shortage is due to the lower payscale in the hospitality industry. Our workforce includes chefs, captains, stewards and front office managers. They all come from hotel management institutes. However, their pay is on the lower side. Hence, my focus would be urging the hotels and restaurants to increase the price of a plate of food or drink by 10–12 per cent and then increase the salary structure, so that people from other fields are keen to work in the hospitality industry.

**“The biggest challenge in the hospitality industry is a shortage of manpower, which is going to be a key focus for me**

**How is the G20 shaping up the travel and hospitality sectors in India?**

India's G20 Presidency comes at a time when the world is recovering from its worst crisis in recent times—COVID. As the economy rebounds after a slowdown of over two years, the G20 will not only contribute to a faster revival but also afford India an excellent opportunity to showcase its vibrancy, resilience, infrastructure development and rich cultural heritage and tourism attractions.

The Presidency is also a unique platform for hotels to send a strong and reas-

suring message that after COVID they are ready and equipped with unmatched excellence in services to host global travellers with additional protocols of safety and hygiene in place.

**The PPP model is touted as a gamechanger for the industry. What more could be done to promote this model?**

In the right circumstances, PPPs can allow governments to lead the development of tourism assets in accordance with government priorities and high environmental and social standards, while harnessing the efficiency and creativity of the private sector. This would reduce the cost of borrowing for potential investors and encourage the creation of the required tourism infrastructure. There are thousands of properties with the government that are either lying idle or not being run properly. The only option in such cases is PPP, which can help develop them.

**Recently, Rajasthan announced industry status for hospitality sector. How is FHRAI pursuing this demand with other state governments?**

For those looking to invest in the tourism industry, Rajasthan is increasingly becoming the top choice. In the last five years, 802 tourism units have been sanctioned in the state, under which the state will receive an investment of ₹10,463.47 crore. These units will generate employment opportunities for 40,785 people in the state. The key driver for this change is that the tourism and hospitality sectors have been designated as full-fledged industries in the state to that end and attract more investors to the state's tourist sector. □

# FHRAI requests concessions for export industry



Federation demands reprieve in EPCG Scheme, including lowering of average export obligation & changes to yearly average performance over previous 3 years.

FHRAI has written to **Akash Taneja**, Additional Director General, Foreign Trade, DGFT, Govt. of India seeking relief in the secondary condition of the EPCG Scheme as per para 5.19 of the Handbook of Procedures 2015-2020.

In the letter, Federation stated, “This is in continuation to our meeting with the DGFT on 24 May 2023 and the

Additional DGFT on 30 May 2023 to reiterate our long pending request for relief in the secondary condition of the EPCG Scheme for the hospitality industry. As per our discussion in the meeting, we would like to furnish the following documents and information to corroborate our request for granting the relief to the hotel industry as per para 5.19 of the Handbook of Procedures 2015-20.”

FHRAI presented information which is as follows:

- **FHRAI HVS Survey Report:** In 2019, FHRAI submitted the HVS-FHRAI Survey Report on Indian Hospitality Industry Performance from 2004-2019, to the MoT and DGFT. This report established that the declining trend of foreign exchange earnings in the hospitality sector in the country was more than 5 per cent on a year-on-year basis.

• **Recommendation from the Ministry of Tourism:** After carefully analyzing the HVS-FHRAI Survey Report, The Ministry of Tourism sent a letter to DGFT acknowledging that the findings of the HVS-FHRAI Survey Report were authentic and recommended waiver of secondary conditions for maintenance of annual average conditions.

• **PRC Meeting on 14 January 2020:** In accordance with the applicable provisions of Para 2.58 of Foreign Trade Policy 2015-2020, one of the FHRAI members

### Average forex contribution percentage on total revenue of hotels was 38% in 2008 & same has seen steady decline to reach 13% in 2020

—Adyar Gate Hotels Chennai had the opportunity to attend the PRC meeting on 14 January 2020. After observing that the hospitality industry in general has been unable to maintain the annual average on their EPCG authorizations due to various reasons, the Committee decided

to refer the matter back to the EPCG-Division for examining whether there is case of general reduction of average EO in the hospitality sector.

• **National sample survey of FHRAI hotel members:** In October-November 2021, FHRAI conducted a National Survey where the foreign revenue contribution of various hotels from all parts of the country was analyzed and the findings of the survey very well proved that there has been a continuous decline of above 5 per cent in the foreign revenue of hotel sector in the country, for the period from 2008 to 2020. The average forex contribution percentage on total revenue of hotels was 38 per cent in 2008 and the same has witnessed a continuous decline to reach 13 per cent in 2020. Year on year degrowth of foreign revenue for the hotel sector was -15 per cent in 2009 (base year 2008) whereas the same was -67 per cent in 2020.

In view of these facts, FHRAI again requests urgently that the following reliefs be granted as applicable to the export sector year on year as per Para 5.19 (a) & (b) of the Handbook of Procedures:

• Relaxation in Average Export Obligation in case where total Forex has shown a year-

on-year decline of more than 5 per cent that has illustrated the declining trend of the hotel sector.

• The details given are to be considered for relaxation in the Average Export

### Pursuant to decision of PRC meeting held on 14 Jan 2020, convene fresh PRC meeting to examine all pending matters of hotel members

Obligation by adjusting or refixing of the preceding three years annual average performance for all years commencing from financial year 2008 onwards (Para -5.19(a) of the Handbook of Procedures), which has witnessed a continuous decline in Forex year on year.

• Pursuant to the decision of the PRC meeting held on 14 January 2020, convene a fresh PRC meeting to examine all pending matters of hotel members.

• Extend the time limit of 30 June 2023 for registration to avail of the amnesty scheme, until such time a final decision is taken on this long-pending concern, especially for the hotel industry. □

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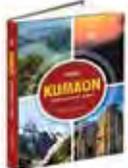

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# Lapse in HRACC inspection process

Nidhi Portal has caused confusion in inspection visits information, making it difficult to appoint expert members for HRACC committees, highlights FHRAI.

**F**HRAI has written to **V Vidyavathi**, Secretary, Ministry of Tourism, Govt. of India drawing her attention to a serious lapse in the HRACC inspection process being coordinated through the Nidhi Portal. In a letter written to Vidyavathi, the Federation emphasised, “As per the requirement of the Hotel Classification process, representatives of travel and hospitality trade associations, as an integral part of the HRACC team, participate in the physical inspections for the classification of hotels. In the past, the trade associations used to receive clear information about classification inspections well in advance, which enabled them to assign a suitable representative

with the requisite expertise and experience in the domain.”

“However, ever since the new Nidhi Portal has been made operational, there has been a lot of confusion and incon-

**It is difficult for a member of HRACC committees to attend classification visit due to last-minute information and sudden change in inspection schedule**

sistency in receiving the information about the inspection visits, due to which the associations have very little time to appoint an expert member for the

HRACC committee for classification. The last-minute information and sudden change of inspection plan make it extremely difficult to arrange for a member to attend the classification visit. It gets even tougher to arrange for a representative to attend the inspection visit in remote areas of the country due to scheduling and travel constraints. In view of the aforesaid, we request you kindly consider making suitable changes or amendments to the classification programme to ensure that proper information about classification inspection is shared with all the stakeholders well in advance. This would enable us to appoint suitable representatives to facilitate the inspection visit,” said FHRAI. □

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# Interactive session with hoteliers

Association assures support and a WhatsApp group for improved communication with hoteliers in interactive session with them at The Carlton, Kodaikanal, on 16 June, 2023.



SIHRA had an interactive session with hoteliers at The Carlton, Kodaikanal, on 16 June, 2023. **K Syama Raju**, President, SIHRA, chaired the session and nearly thirty hoteliers participated in the discussions. Hoteliers expressed their concerns, grievances and issues affecting the smooth running of their hotels. Hoteliers were happy to have had a very useful interaction with Raju and **S K Hari Arumugam**, EC Member, SIHRA. Raju assured the hoteliers that SIHRA would extend all possible support to them and escalate their concerns to the appropriate authorities for a possible solution to their grievances. He also assured the hoteliers that he would meet them in Chennai soon to discuss various issues. It was decided to form a local SIHRA WhatsApp group for better interaction with the hoteliers in that region. The Carlton, Kodaikanal, hosted High Tea for all the hoteliers.

## SKAL Club, Coimbatore

Installation proceedings of the President and Office Bearers of SKAL Club, Coimbatore, for the years 2023-25 were conducted on 1 July 2023 at Residency Towers, Coimbatore. **Sundar Singaram**, Director, Operations, SIHRA, was invited



as a Guest of Honour for the event. Other invitees and dignitaries included the Chief Guest for the event, **Kranti Kumar Pati**, District Collector, Coimbatore; **Thiru M Prathap**, Commissioner, Coimbatore Corporation; **Senthil Vallavan**, Airport Director, Coimbatore; **Carlisle Vaz**,

**Hoteliers expressed their concerns, grievances and issues affecting the smooth running of their hotels**

President, SKAL International India; **R Sudhakar**, Inspector General of Police; **V Balakrishnan**, Commissioner of Police; **Krishna Gopalan**, Secretary, SKAL International India; and **Col. Dinesh Singh Tanwar**, Commanding Officer, Kovai Terriers. On this occasion, the SKAL Coimbatore Souvenir was released by the dignitaries. □



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# Partners with CII-IGBC

HRAWI & CII-IGBC collaborate to drive green building movement in hospitality industry, focussing on environmental conservation & growth.

The Hotel and Restaurant Association of Western India (HRAWI) has joined hands with the Confederation of Indian Industry (CII) - The Indian Green Building Council (IGBC) to promote



environmental safety, we not only fulfill our ethical obligations but also lay the foundation for sustainable growth and success. The signing of the MoU between HRAWI and IGBC is a stepping stone in this direction. We will continue to hold awareness programmes and seminars to educate stakeholders on the conservation of water, food and energy and to share best practices, most importantly about how to achieve a net zero energy, water, waste and carbon neutrality. IGBC will play a crucial role in helping us with various ideas for recycling and reusing and will assist us in their execution. With this collaboration, HRAWI and CII-IGBC aim to inspire and support the hospitality industry in implementing sustainable development practices, promoting environmental stewardship and contributing to a greener and more sustainable future for India," said **Pradeep Shetty**, President, HRAWI. □

**HRAWI & CII-IGBC aim to inspire & support hospitality industry in implementing sustainable development practices**

sustainable practices and foster a green building movement within the hospitality industry. The MoU was signed between the two organizations at a recent seminar organized by HRAWI on Life, Property and Environment Safety for the

Hospitality Industry in Mumbai. This marks a pivotal moment for the hospitality sector as HRAWI and CII-IGBC come together to create a sustainable built environment for hospitality projects across India. With a shared vision to prioritize environmental conservation and sustainable growth, the collaboration aims to raise awareness, implement best practices and drive positive change in the industry.

"By prioritizing life, property and

## Boost to healthy food practices

In HRAWI's FoSTaC programme at Phaltan, participants learned about latest advancements & techniques in food handling, cleanliness and safety.

The Hotel and Restaurant Association of Western India (HRAWI), in collaboration with the Food Safety and Standards Authority of India (FSSAI), conducted its latest Food Safety Supervisor Training in Advance Catering (FoSTaC) programme on 9 July 2023 at the Jakson Inns in Phaltan, Maharashtra. Attended by 36 hospitality professionals, the training aimed to enhance knowledge and skills in ensuring safe and healthy food practices. "In an era where consumers prioritize

**By empowering hospitality professionals with necessary skills, we aim to further elevate standards of safe and healthy food practices**

health and food safety, it is imperative that our industry lives up to their expectations. Also, Phaltan's unique offerings and its increasing prominence as a tourist destination made it an ideal choice to host the

latest programme here. By empowering hospitality professionals in Phaltan with the necessary skills and knowledge, we aim to further elevate the standards of safe and healthy food practices in this thriving hospitality hub. We are immensely proud of the success of this initiative and our dedication in this direction remains steadfast," said **Pradeep Shetty**, President, HRAWI.

HRAWI has successfully trained and certified 2647 professionals in FSSAI's FoSTaC Training Programme. □



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# Organizes FoSTaC programme

At HRANI's FoSTaC programme, 40 hotel sector experts took part. It was designed to increase knowledge in safe and healthy food practices.

The Hotel and Restaurant Association of Northern India (HRANI) conducted its latest Food Safety Supervisor Training in Advance Catering (FoSTaC) programme on 1 July 2023 at Le Meridien New Delhi. The training programme

witnessed registration of about 40 professionals from the hospitality industry to enhance their knowledge and skills in ensuring safe and healthy food practices.

The FoSTaC programme was conducted by Pritha Tripathi as a Trainer. Tripathi is a food technologist with over 14 years of national and international experience. She worked as a Scientist at FSSAI and contributed to the creation of the FOSTAC programme.

**Garish Oberoi**, President, HRANI, said that the importance of the training programme cannot be overstated. Consumers are increasingly health-conscious and highly concerned about food safety, therefore, it is critical for the hospitality sector to ensure safety and health. He further said that the collaboration between FSSAI and HRANI reflects a shared commitment to promoting safe and healthy food practices in the hospitality industry. "We take immense pride that HRANI has taken the lead on FoSTaC with the first five pilot sessions of the programme in the northern region," said Oberoi.

"By investing in employee training and certification, hospitality establishments

not only improve their reputation but also provide an enhanced customer experience, resulting in increased loyalty and business growth," stated **Surendra Kumar Jaiswal**, Hony Secretary, HRANI and Vice President, FHRAI.



**Garish Oberoi**  
President,  
HRANI

While welcoming the participants, **Renu Thapliyal**, Secretary General, HRANI, mentioned the importance of the FoSTaC

session in helping the trainees understand the safety practices and acquire the skills necessary to effectively implement them in their daily operations. She also added that the FoSTaC programme has strengthened

**Collaboration between FSSAI & HRANI reflects a shared commitment to promoting safe & healthy food practices in the hospitality industry**

the principles of safe and healthy food practices in the region. The recent training programme held offline served as a testament to the unified global commitment to ensuring food safety for all.

Food handlers from Radisson, Le Meridien, Holiday Inn, Jaypee Group, Mosaic Hotels, Shervani Hotel, Cafe Toninio and others attended the programme. □





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## Lemon Millets



### Ingredients

Little Millets - 150 gm  
Oil - 20 ml  
Mustard seeds - 8 gm  
White Urad - 15 gm  
Red Chilli whole - 1 to 2  
Onion - 60 gm  
Peanuts - 40 gm  
Lemon - 1  
Haldi powder - 2 gm  
Salt to taste  
Curry leaves - 2 bunch  
Green chilli - 4 nos

### Method

- Wash and soak whole Little Millets in clear water for six hours.
  - In a pan bring water to boil and add 1 tsp of oil.
  - Add soaked Millets into boiling water and let it boil for 7 mins.
  - When doubled in size, remove from water, and let it sit for 10 to 15 mins.
  - In a fry pan, add remaining oil, fry some peanuts. When crackling, remove peanuts and in same hot oil add mustard seeds, urad dal and red chillis.
  - Then add curry leaves. When it looks cooked add finely chopped onion.
  - Add haldi and salt. Let it cook till onions are translucent.
  - Add boiled Little Millets and fried peanuts. Toss well.
  - Squeeze lemon juice of half lemon and add to Millets. Save the other half for garnish.
- Serve on a clean plate garnish with fried curry leaves and wedge of lemon.

## French Millets Pomegranate Salad



### Ingredients

Little Millets - 100 gm  
Iceberg Lettuce - 50 gm  
Cucumber - 40 gm  
Bellpeppers - 40 gm  
Green chillies - 2 to 3 nos  
Balsamic vinegar - 15 ml  
Extra virgin olive oil - 15 ml  
Mustard paste - 5 gm  
Salt to taste  
Sugar - 5 gm  
Lemon - 1  
Parsley - 5 gm  
Cherry tomatoes - 15 gm  
Pomegranate - 20 gm

### Method

- Wash and soak whole Little Millets in clear water for six hours.
- In a pan bring water to boil and add one tsp of oil.
- Add soaked Millets into boiling water and let it boil for seven mins.
- When doubled in size remove from water and let it sit to cool.
- Cut cucumber, bell peppers, green chillies, cherry tomatoes into small dice, chop parsley.
- Deseed pomegranate. In a clean bowl add balsamic vinegar, olive oil, mustard sugar and salt. Mix well to prepare French vinaigrette. Here, addition of fresh herbs is optional.
- Mix vegetables, pomegranate, Millets and vinaigrette together. Adjust seasoning, and plate it on bed of fresh lettuce.
- Garnish with parsley, lemon wedge and cherry tomatoes and some pomegranate.

### Recipes Credits:

**Rishabh Misra**

Lecturer, FHRAI IHM

**Ashima Chatterjee Misra**

Asst. Lecturer, FHRAI IHM

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# Favourable move for hoteliers



MoT aims to promote 50-55 destinations for M!CE, focusing on infrastructure. The development will greatly benefit the hotel business, says **V Vidyavathi**.

 **Nisha Verma**

Speaking on India's M!CE potential with the G20, **V Vidyavathi**, Secretary, Ministry of Tourism, said that all the G20 meetings, under the direction of the Prime Minister, have been held in many cities. "The kind of infrastructure that has come up in these places for hosting world-class meetings is phenomenal. For us, it is the beginning of an opportunity to keep this momentum going for them as tourist destinations, especially for M!CE. The idea is to attract more meetings and conventions to happen at these places," she stated.

Adding to this, **Rakesh Verma**, Additional Secretary, Ministry of Tourism, shared, "All the destinations, where G20 meetings are taking place have established



**V Vidyavathi**  
Secretary,  
Ministry of Tourism

themselves as having the infrastructure and capability to host meetings. We would like to promote these 50-55 places in a big way to attract more events at these places, continue this momentum and attract more such activities at these destinations."

## Sustainability goals

The Goa Roadmap was the final document released after the ministerial meeting. Speaking on the way forward, Vidyavathi informed, "The five pillars on which the Goa Roadmap stands—following them is a big responsibility, and we will put out every effort to make sure that we work in that direction. We are already working

**The infrastructure that has come up for hosting world-class meetings is phenomenal**

on most of these priorities, for example, green tourism, tourism MSMEs, or destination management. The Goa Roadmap

is the defining framework, under which, as a next step, we are going to talk to all the line ministries and tell them that these priorities must get integrated in every ministry's plan of action and workspace."

Verma added, "While previous G20 Presidencies picked one focus area, our Presidency had the most holistic way forward for the sector with five priority areas, encapsulating the bulk of the sector. We were also able to push one of our key priorities—Travel for LiFE, which is the vision of the PM—into a global document."

### Tourism policy

In fact, Verma informed that the priorities in the Goa Roadmap emanated from the National Tourism Policy. "Ultimately, it was our Presidency, and we need to present how we look at tourism on the global stage. The five pillars were picked up from the National Tourism Policy. We have suggested very strongly that initiatives and strategies be built around these pillars and brought them to the G20 Tourism Working Group. No one added anything else to it and was convinced of these priorities. The National Tourism Policy will take it forward," he claimed.

The Secretary agreed, saying, "These were quite comprehensive and there was a lot of appreciation. The policy will be released soon."



**Rakesh Verma**  
Additional Secretary,  
Ministry of Tourism

### Dashboard

Talking about the dashboard the MoT will create for case studies after the Ministerial meeting, Verma said, "We have surveyed all countries on how they look at these priorities contributing to sustainable development goals. We also asked them to give us specific case studies from their respective countries. They have provided data by responding to the survey form. They gave their own priorities for sustainable

tourism development goals and expressed interest in these five priorities and case studies. UNWTO was our knowledge partner which curated this data and based on those materials, the recommendations have come. We have signed a partnership with UNWTO to set up this dashboard. We expect that in the next 2-3 months, this should be up and running."

### Cruise tourism

The Goa TWG meeting focused on cruise tourism. Speaking of this, Verma shared, "We organized a session on the

**We would like to promote 50-55 places in a big way to attract more events at these places**

national vision for cruise tourism, which the Ministry of Shipping has been spearheading. Currently, we have 0.4 million cruise passengers who board cruises from India. The target is to take it to 4 million by 2040. Work is already going on towards strengthening infrastructure, developing new circuits and inland cruise tourism." □

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# Significant increase in domestic tourism

Indian government's big push to speed up infrastructure development would significantly increase domestic travel in the nation and become a vital factor in growth.

## Domestic travel will be drastically boosted by spiritual tourism: HRAEI

India's domestic or inbound tourism is going to play a critical role in driving tourism industry growth and the Indian economy at large, according to a recent report unveiled at the ASSOCHAM India Tourism Conference in New Delhi. According to the report, at present, the global sustainable tourism market is valued at US \$180 billion. In India, this is valued between US \$26 million and 2.5 billion and is expected to grow at a 15 per cent CAGR.

The report offers detailed insights into the segments that will play a critical role in driving tourism industry growth and the Indian economy at large.

Spiritual tourism will play a key role since 60 per cent of domestic tourism in India is spiritual in nature and 30.5 million international travellers are expected to visit India by 2028 for this purpose.

India's share in the global MICE market will more than double from 2019 to 2025. In 2021, 12.1 per cent of foreign tourists visited India for business purposes.

To meet the rising demand, tourism got a well-deserved spotlight in the Union Budget Speech 2023, highlighting the importance of domestic tourism in boosting the local economy. Out of the total ₹2,400 crore allocated to the Ministry of Tourism, a major portion amounting to ₹1,742 crore is allocated for the development of tourism infrastructure; an outlay of ₹1,412 crore has been allocated for the Swadesh Darshan Scheme, a flagship scheme of the Ministry of Tourism.

The Finance Minister announced that with an integrated and innovative approach, 50 tourist destinations would be developed to provide a wholesome tourism experience through physical, digital and virtual connectivity, the availability of tourist guides and tourist security. Such destinations would be developed as

a complete package under the Swadesh Darshan Scheme. An integrated and innovative Vibrant Village Programme for the development of tourism infrastructure and facilities in border villages has also been proposed. An amount of ₹250 crore has been allocated for the PRASHAD Scheme. The PRASHAD Scheme aims

**Tourism got well-deserved spotlight in Union Budget Speech 2023, highlighting importance of domestic tourism in boosting local economy**

for the holistic development of selected pilgrimage destinations in the country. The Champion Service Sector Scheme has received an allocation of ₹196.22 crore. An allocation of ₹105 crore has been made for human resource development and capacity building to meet the requirement for trained manpower in the tourism and hospitality sector.



## Infrastructural development is crucial for domestic tourism: HRAWI

India is a land blessed with incredible natural beauty, a diverse cultural heritage and rich historical significance. To harness the potential of our domestic tourism industry and fuel its growth, it is crucial that we prioritize the development of robust infrastructure that caters to the evolving needs and preferences of travellers, both domestic and international. Investing in infrastructure is a strategic imperative and the transformative benefits it can bring to the sector are immense.

Developing well-connected transportation networks is a crucial aspect of improving infrastructure. Efficient roads, modern railways and accessible airports are essential for ensuring hassle-free travel. The Vande Bharat Express is a great example of modernization of the Indian Railways and the western region has immensely benefitted from the Mumbai-Goa, Gandhinagar-Mumbai, Mumbai-Solapur, Mumbai-Shirdi and Khajuraho-Bhopal-Indore, among other high-traffic routes. The semi-high-speed train that is currently operational on 25 routes across the country is passenger-friendly, energy-efficient and provides faster and more comfortable travel options to passengers across important corridors. Similarly, expanding existing roadway and transportation networks will not only facilitate movement across different regions but will also open up new areas for tourism development. The Atal Tunnel—one of

the world's longest road tunnels—the Bogibeel Bridge—India's longest rail-road bridge—and the Kosi Rail Mahasetu, among others are outstanding examples of infrastructure that have come up in recent times. The country is presently facing a crisis in the Indian aviation sector; however, within the existing aviation infrastructure and operators, we require more flights connecting more destinations with increased frequencies on certain routes of high demand.

A key aspect of infrastructure development is expanding and upgrading accommodation facilities. India has a rich heritage of palaces, monuments and historical sites, many of which lie in ruins. With an effective public-private partnership, these could be better preserved, maintained and marketed to attract higher tourist footfalls. This will gradually bring in investments for building world-class hotels, boutique accommodations and registered homestays. By investing in these sites, we can provide unique and immersive experiences to tourists while also generating employment opportunities for the local population. Development control rules throughout the country must encourage the building of hotels by way of a greater floor space index (FSI), reduced premiums on FSI and attached incentives. Furthermore, augmenting accommodation options in lesser-known destinations will contribute to the equitable distribution of tourism benefits, reducing the strain on popular tourist circuits. The Union Government's

initiative, ease of doing business (EoDB), is extremely heartening; however, it needs to be effectively implemented across all the states. Since each state has its own set of requisites, even a well-intended initiative may not translate well at the state level. EoDB in other words, is ease of obtaining licences and ease of operations by eliminating multiple licensing and Inspector Raj.

## Efficient roads, modern railways & accessible airports are essential for ensuring hassle-free travel

Infrastructure development also encompasses ensuring the safety and sustainability of tourist destinations. Modernizing security measures, ensuring well-equipped medical facilities and maintaining a clean and an eco-friendly environment is paramount for creating safe and sustainable tourism destinations. This, in turn, will attract a wider range of domestic visitors, including families, adventure enthusiasts and nature lovers, fostering inclusive growth.

The hospitality and tourism industries advocate for a collaborative effort between the government, private sector and local communities to prioritize infrastructure development. Together, we can unlock the vast potential of domestic tourism and propel India towards a brighter future to position it as a domestic and global tourism powerhouse.



### Local tourists are drawn by accessible roads and rail systems: HRANI

Globally, tourism has long been recognised as an engine of economic growth due to its ability to bring about accelerated change. The tourism industry, due to its ability to absorb manpower from both skilled and semi-skilled labour in the formal as well as informal sectors, has been widely recognised as a contributor to bringing about socio-economic change. In some cases, tourism has become a catalyst for reviving dying cultures and preserving heritage.

Tourism however, not a single, tangible product. It comprises a range of tangible and non-tangible products. Tourism is a multi-dimensional function interrelated with all aspects of tourists and destination, activities occur from either direct or indirect interaction between them.

India has evolved as a tourism hotspot for multiple reasons. From being a bridgehead for commerce and trade to being a showstopper because of its captivating scenic spots and sightseeing areas, the idea of travel has changed drastically over the years. Owing to its extensive attractions and rich heritage, the country has always been one of the most rewarding and multicultural melting pots for any explorer. Tourists from different countries have been visiting India to witness its traditions and incredible cultural heritage, which are the factors that laid the foundation for the Indian tourism sector's contribution to GDP.

Infrastructure is a core area of the tourism and hospitality industries and plays a distinctive role in the development of this ever-expanding industry. The infrastructure initiative aims to realize tourism business prospects by improving tourist experiences, residents' standard of living, employment opportunities, cultural and historical values and natural landscapes.

The Indian government's big push to expedite infrastructure development in the country will boost local tourism. Better connectivity through roads and railways will encourage tourists to visit remote places that are otherwise less accessible. Good roads and railway connectivity attract local tourists, while improvements in air connectivity and cruises through waterways will help foreign tourists travel. Under the Parvatmala scheme of the Union government, ropeway technology is set to get a leg up—improving connectivity in hilly region.

The Centre provides financial assistance to state governments/union territories/central agencies for the development of tourism-related infrastructure and facilities in the country under its schemes of Swadesh Darshan, PRASHAD and Assistance to Central Agencies. Under the Capacity Building for Service Providers (CBSP) Scheme, programmes were conducted to train and upgrade manpower to provide better service standards.

New mountain peaks have been opened for mountaineering and trekking to give a boost to adventure tourism in the country.

On the recommendation of the Ministry of Tourism, 59 tourism routes have been awarded to the identified airlines by the Ministry of Civil Aviation under the RCS UDAN Scheme. 51 of these routes have been operationalized to date. 100 per cent foreign direct investment (FDI) in the tourism industry is allowed under the automatic route. 100 per cent FDI is allowed for tourism construction projects, including the development of hotels, resorts and recreational facilities. The Ministry of Tourism, Government of India has declared Incredible India! Visit India Year 2023, with an aim to enhance visitor arrivals.

**Better connectivity through roads and railways will encourage tourists to visit remote places that are otherwise less accessible**

India's transport infrastructure, in recent years has seen rapid development. Whether it is India's air transport network connecting even Tier III cities or the construction of express highways that have considerably reduced travel time, tourism has been one of the natural beneficiaries of the expansion of the transport network in India. Ownership of cars among the middle and upper-middle income groups has also encouraged self-drive vacations in India.



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## Infra push will spur South India's tourism growth: SIHRA

South India is a region renowned for its rich cultural heritage, diverse landscapes and vibrant traditions, making it a popular destination for domestic tourists. The surge in domestic tourism over the past decade has put significant pressure on the existing infrastructure. As per the MoT, 67,76,32,981 domestic tourists visited the states in India, at a growth rate of 11.05 per cent. To maintain South India's allure and cater to the increasing number of travellers, there is an urgent need to bolster the region's infrastructure. This brief note outlines the key areas where infrastructural development can be prioritised to meet the growing demand for domestic tourism in South India.

### Transportation

Efficient and well-connected transportation networks are crucial to facilitate the movement of tourists across South India. The focus should be improving road networks, expanding and modernizing railway services and enhancing regional air connectivity. This will ease tourist travel and improve accessibility to remote tourist destinations. Higher airfares in the country prevent growth in domestic tourism, which needs to be addressed by the government.

### Accommodation

The escalating influx of domestic tourists necessitates an expansion of the region's hospitality sector. Investments should be made in constructing new hotels, resorts and homestays across South India, catering to various budget ranges. Promoting

eco-friendly and sustainable accommodation options will also appeal to environmentally conscious travellers.

### Improving connectivity

One of the critical aspects of enhancing infrastructure is improving connectivity. South India has undertaken various initiatives to strengthen transportation networks, including road, rail, and air connectivity. The construction of new highways, widening existing roads, and developing expressways have reduced travel times and improved accessibility to popular tourist destinations. Additionally, the expansion and modernisation of airports and the introduction of new domestic flight routes have made air travel more convenient for tourists. Higher airfares in the country are a concern for the growth rate of domestic tourism, which needs to be addressed by the government.

## Efficient and well-connected transportation networks are crucial to facilitate the movement of tourists across South India

### Tourist attractions

Upgrading and maintaining popular tourist attractions is essential to ensure a satisfactory visitor experience. Renovation and preservation of historical sites, wildlife reserves and cultural centres should be prioritised. Furthermore, establishing clean and hygienic public facilities such as restrooms, waste management systems, highway amenities and recreational areas will contribute to the overall appeal of South India as a tourist-friendly destination.

### Skill development

A skilled and knowledgeable workforce is crucial for providing high-quality services to tourists. Investing in tourism-related training programmes will equip local communities with the necessary expertise to engage with tourists, offer unique experiences, and foster a sense of cultural exchange. This will also contribute to the sustainable development of the region.

### Safety and security

To boost tourist confidence and ensure a safe environment, authorities must prioritise safety and security measures. Strengthening law enforcement at tourist hotspots, implementing emergency response systems, and disseminating safety guidelines to travellers are essential steps to address these concerns.

### Public-private partnerships

Developing and improving infrastructure in South India for domestic tourism has been possible through collaboration and public-private partnerships. The government has to collaborate with private stakeholders, tourism boards, and local communities to pool resources, expertise, and investments.

Amping up infrastructure to meet the demands of domestic tourism in South India is a necessity and an opportunity for sustainable growth and development. By focusing on transportation, accommodation, tourist attractions, skill development, and safety measures, South India can continue to charm and accommodate the growing number of domestic tourists, positively impacting the region's economy and fostering cultural exchange. □



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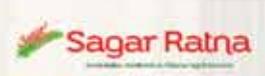
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# India: Strong player in wellness tourism

Wellness tourism industry in India has seen significant growth, with traditional healing practices such as Ayurveda, Yoga and meditation attracting tourists from across the world.

## Wellness tourism offers transformative experiences

In the ever-evolving world of hospitality, the realm of wellness tourism has emerged as a flourishing segment, presenting a plethora of growth prospects and possibilities. With a growing emphasis on sustainable and responsible travel, a diverse array of offerings, and an increased demand for transformative experiences that prioritize well-being, this sector has witnessed remarkable expansion. By embracing the concept of wellness tourism and providing enriching experiences that promote relaxation and holistic health, hospitality establishments can tap into this thriving market.

Wellness tourism has grown significantly in recent years as more people seek meaningful vacation experiences that prioritize their well-being. For both leisure and business travellers, this growing trend offers a number of opportunities. In an increasingly fast-paced and stressful world, people prioritize self-care and seek out locations that provide holistic health experiences. The desire for relaxation, renewal and an

emphasis on mental, physical and emotional well-being fuels the demand for wellness tourism. This rising demand creates a slew of new prospects for the tourist business.



**Param Kannampilly**  
Chairman & MD,  
Concept Hospitality

This diverse spectrum of tourism encompasses an abundance of opportunities, spanning from rejuvenating spa retreats, immersive meditation, yoga getaways, exclusive fitness and well-being resorts and nature-centric eco-tourism ventures to transformative medical tourism offerings. Such a broad array of options empowers visitors to handpick experiences that align with their distinct

wellness goals and personal interests. This presents an excellent opportunity for the tourism sector to curate specialized products and entice a wider array of travellers catering to their specific needs and preferences.

**Hotels and resorts can join forces with wellness providers to offer integrated wellness programmes**

India, as the most popular tourist destination in South Asia, is rapidly expanding and holds immense potential. Experts predict a remarkable 110 per cent growth in medical tourism, which is expected to surpass US \$13 billion by 2023. Prior to COVID, India was the fastest-growing market for wellness tourism with traditional Ayurvedic resorts, destination spas and wellness retreats playing a pivotal role in attracting travellers seeking comprehensive wellness experiences. Government initiatives have played a crucial role in supporting the growth of the wellness tourism sector.

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## Wellness tourism industry has witnessed significant growth

Wellness tourism in India has experienced significant growth and offers a plethora of options for both domestic and international travellers who seek a holistic well-being experience. India has a rich history of various traditional healing practices such as Ayurveda, Yoga and meditation and all these attract tourists from across the world.

Wellness tourism is a vast segment which covers personal care, beauty, wellness, physical activities, mental-well-being and a lot more. India's wellness economy combined with all the segments is valued at approximately US \$77 billion. It has been showing robust growth post-COVID and is regularly showing an upward trend. Nutrition, weight loss and personal care constitute the largest chunk of the wellness economy.

### Growth in Wellness Tourism

**Increasing awareness:** There has been a constant rise in global awareness regarding holistic well-being and the importance of self-care is leading to a surge in wellness tourism all across including India.

**Traditional healing practices:** India's ancient healing practices such as Ayurveda, Yoga and Meditation have gained popularity globally. Plenty of travellers visit India specifically to experience authentic Ayurvedic treatments, yoga retreats and serene meditation centres.

**Government initiatives:** The Indian government has recognised the potential of wellness tourism and has taken multiple steps to promote the same. Initiatives

such as the Incredible India campaign and the development of wellness-focused infrastructure have contributed tremendously to the growth of the industry.

**Increased disposable income:** As the disposable income levels have risen people are willing to spend more and more on experiences which in return enhance their well-being. Wellness tourism provides opportunities to individuals to rejuvenate and relax which makes it an attractive option for many.



**Vineet Taing**  
President,  
Vatika Hotels

### Opportunities

**Ayurvedic spas and retreats:** India offers a wide range of Ayurvedic spas and retreats that provide personalised wellness programs, rejuvenation therapies, and detoxification treatments. There is an opportunity to establish and expand such facilities to cater to the growing demand.

**Yoga and meditation centres:** India is known as the birthplace of Yoga and meditation. Establishing Yoga and meditation centres, offering residential programmes, teacher training, and immersive experi-

ences can attract both domestic and international wellness travellers.

**Wellness resorts and retreats:** Building wellness-focused resorts and retreats in scenic locations can cater to travellers seeking a blend of relaxation, natural surroundings and holistic therapies. These establishments can offer a range of services, including yoga, meditation, spa treatments, healthy cuisine and outdoor activities.

**Wellness tourism infrastructure:** Investing in wellness-oriented infrastructure, including specialised hospitals, wellness clinics and wellness villages which can create opportunities for medical tourism and wellness tourism combined. This integration can provide a comprehensive wellness experience to travellers.

**The Indian government has recognised the potential of wellness tourism and has taken multiple steps to promote the same**

**Digital wellness platforms:** Developing digital platforms that offer wellness resources, virtual consultations, personalised programmes and online wellness courses can tap into the growing demand for accessible and convenient wellness experiences.

**Wellness tourism packages:** Collaborating with tour operators, travel agencies and hospitality providers to create wellness tourism packages can attract a broader customer base. □



# Multiple attractions on offer

Swosti Group is launching a 5-star luxury beach resort in Puri. It is the first in Puri town to provide 3 wedding venues.



Another eventful year for Swosti Group comes to an end and it will be unveiling a world-class 5-star luxury beach resort, Swosti Premium



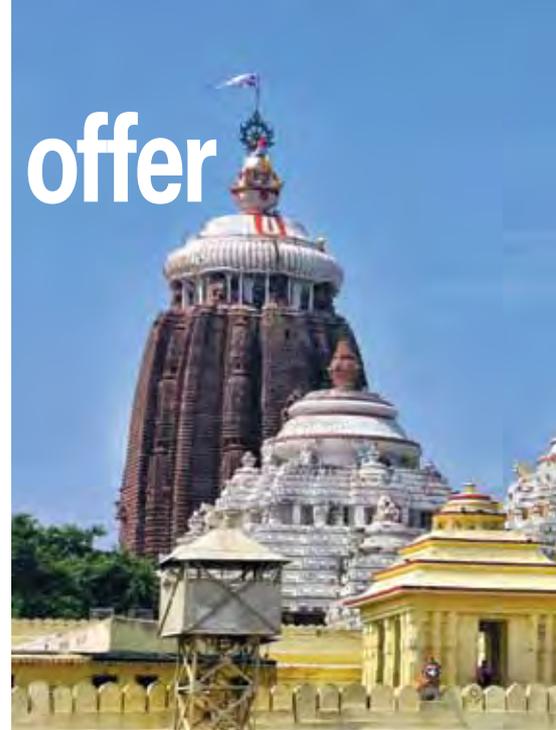
**J K Mohanty**  
CMD,  
Swosti Group

**Swosti Premium Beach Resorts encompasses 125 luxury rooms (including 3 luxurious suites & 1 Presidential Suite)**

Beach Resorts, on the banks of the Golden Beach (which has been included in the Blue Flag Beaches), Puri (also known as Lord Jagannath Dham) and is located 60 km from Bhubaneswar on the shoreline of the Bay of Bengal. Puri is one of the few

destinations that offers spiritual salvation along with the thrill of nature. The Beach offers tourists the solitude and serenity to soak in the mystical charm of the city.

Swosti Premium Beach Resorts encompasses 125 luxury rooms (including three



luxurious suites and one Presidential Suite) all overlooking the Bay of Bengal, banquet/conference halls (suitable for weddings, conferences and exhibitions), a multi-cuisine all-day dining restaurant, a food court, an infinity swimming pool along with a plunge pool on the second floor, water sports activities, open air party lawns, a spa, a gym, a game zone, a sky lounge bar at the 13th floor rooftop. □

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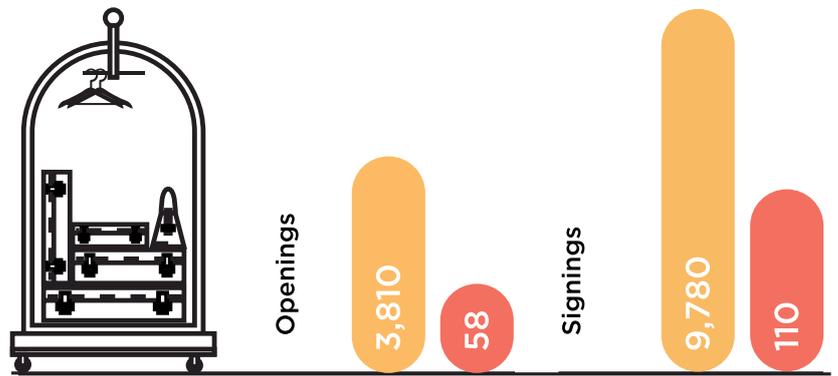
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# Average rates remain strong

Hotel occupancy rates in India witness slight fall YoY, normalising demand, underlines HVS Anarock report.

## Branded Hotels (Openings & Signings YTD May 2023)

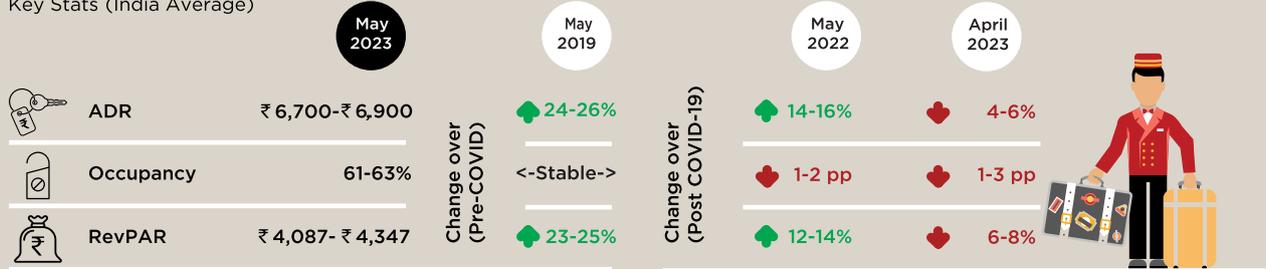
By Keys  By Properties 



Source: HVS Research; Data collated by HVS from 15 hotel operators and media reports as of 21<sup>st</sup> June 2023

### Hotel Sector

Key Stats (India Average)



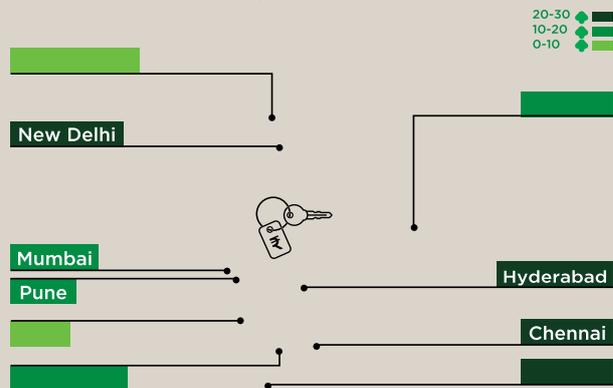
### Occupancy Change<sup>1</sup>

Key Indian Markets (Change over May 2022)



### ADR Change<sup>2</sup>

Key Indian Markets (Change over May 2022)



<sup>1</sup> Occupancy change in percentage points (pp)

<sup>2</sup> ADR change in percentage (%)

Source: HVS Research

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**Mukul Vashisht**  
Director,  
RR Solution

**RR Solution has something for everyone, with enticing deals to match. Choose from clocks, coasters, apparel, health goods, or home appliances**



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# North East offers culture, biodiversity & adventure

North East has distinct advantages. Using a PPP model to capitalise on these advantages, the area can increase tourism & strengthen hospitality industry, avers **K Mohanchandran**.



**Lipla Negi**

## What are IHCL's expansion plans for the North East region?

IHCL has a tradition of putting new tourism destinations on the map. And at the moment, the North East is a focal area for many industries/companies—not just for hospitality. I notice multiple investments in diverse sectors are being planned. For our sector, it represents a fast-growing market with untapped opportunities for investment, trade and tourism and as we see investments in connectivity—roads, railways, airports and waterways, among others. The growth potential is large. IHCL already operates hotels in Assam, Tripura, Meghalaya and Sikkim and we have an opening scheduled in Arunachal Pradesh later this fiscal year.



**K Mohanchandran**  
Senior VP, Operations,  
East and North East, IHCL

## In your view, what are the biggest strengths of the NE region and how these could be leveraged with the PPP mode?

NE region of India has several unique strengths

such as natural beauty and biodiversity.

- **Stunning outdoors:** The region is widely known for its stunning natural landscapes, including lush green hills, waterfalls, tea gardens and diverse wildlife. This natural beauty can be a major draw for tourists, providing

**Collaborative efforts between the public and private sectors can be undertaken to market and promote the North East region as a tourist destination**

opportunities for eco-tourism, adventure tourism and wellness tourism.

- **Cultural richness:** The North East region is home to diverse ethnic com-

munities, each with its own distinct culture, traditions and festivals. This cultural richness can be showcased through cultural tourism, allowing visitors to experience local art, music, dance and cuisine.

- **Unexplored tourism potential:** The North East region is relatively unexplored compared to other parts of India, making it an attractive destination for travellers seeking new experiences. The region offers offbeat attractions, including trekking routes, wildlife sanctuaries and serene lakes, which can be developed and promoted to attract tourists.

- **Strategic location:** The North East region shares borders with several neighbouring countries such as Bangladesh, Bhutan, Myanmar and China. This geographic advantage opens up opportunities for cross-border tourism, trade and cultural exchange, thereby enhancing the region's hospitality sector. To leverage these strengths through a private-public partnership model, the following steps can be taken:

- **Infrastructure development:** Public-private partnerships can focus on developing infrastructure such as roads, airports, railways and accommodation facilities to improve connectivity and accessibility within the region. This will attract more tourists and facilitate the growth of the hospitality sector.

**Public-private partnerships can focus on developing infrastructure such as roads and airports, among others**

- **Marketing and promotion:** Collaborative efforts between the public and private sectors can be undertaken to market and promote the North East region as a tourist destination. This can include digital marketing campaigns, participation in travel trade shows and hosting familiarization trips for travel agents and influencers.

- **Skill development and training:** The government and private sector can collaborate to provide training and skill development programmes for local communities in the hospitality sector. This will enhance the quality of services and create employment opportunities, thus benefiting both the industry and the local population.

- **Conservation and sustainability:** The public and private sectors can work together to promote sustainable tourism practices in the North East region. This involves preserving the region's natural and cultural heritage, implementing eco-friendly initiatives and supporting local communities to ensure the long-term viability of the hospitality sector.

- **Incentives and investment:** The government can provide incentives, tax breaks and policy support to encourage private investment in the hospitality sector. This can include offering land at subsidized rates, streamlining regulatory processes and creating a favourable business environment that attracts both domestic and international investors.

By leveraging these strengths through a PPP model, the North East region of India can tap into its tourism potential, boost the hospitality sector, create employment opportunities and contribute to the overall socio-economic development of the region.

**What are your views on developing cruise tourism in your region?**

Cruise tourism is a very specialised segment and is receiving good interest from customers—yet a lot needs to be done to grow this segment. While the Eastern region has great potential, I feel infrastructure development is a key first step. We need to clean and rejuvenate rivers, provide berthing facilities and priority access to cruise ships, upgrade the port infrastructure and handling facilities and so on. The Danube river belt and the Yangtze river belt in China are I understand that the major areas where river cruises form a big segment and I am sure lessons from here can be utilised in our context to grow this segment.

**Cost-cutting in operations, especially as tactic to combat the crushing impact of COVID, has yielded great results for hotel chains. Suggest a few ways to optimise operations?**

I think technology has a big role to play in optimising costs, but I would not really subscribe to the cost cutting model. Implement energy-efficient practices and technologies to reduce energy consumption and lower utility costs—LED lighting, smart thermostats and energy management systems to optimize energy usage throughout the hotel.

Likewise, one has to plan for staff optimization— analysing staffing needs and optimize labour costs without compromising guest service. This can involve adjusting staff schedules based on demand, cross-training employees for multiple roles

and leveraging technology to streamline operations and reduce manual tasks. On the procurement side, review and negotiate contracts with suppliers to secure better pricing and terms. Consolidate purchasing to leverage economies of scale and consider partnering with suppliers who offer competitive rates and quality products.

**How can the industry address the problem of lack of talent?**

The relevance of hospitality as a profession in the career choices of youth can vary based on several factors and individual preferences. While it is true that sectors such as retail, real estate and medicine have gained popularity among young professionals, hospitality continues to attract talent. Yes, hotel operators are investing more in skilling and training new entrants. And overall, I still believe, the industry offers a wide range of career opportunities and diverse roles. From hotel management to food and beverage services, event planning, tourism and more, it provides a platform for individuals to explore their interests and develop specialized skills in various areas.

**Govt. can provide incentives, tax breaks & policy support to encourage private investment in hospitality sector**

It is also interesting that hospitality, I find, offers entrepreneurial prospects, allowing individuals to establish their own hotels, restaurants, or other hospitality ventures.

**Riding high on domestic demand, hotel management contracts have seen a sharp uptick post-COVID. How is this shaping the business of hospitality?**

Hotel management contracts provide an avenue to expand presence and penetrate new markets without significant upfront investments. By partnering with property owners or investors, hotel chains can establish their brand and operational expertise in diverse locations, including emerging and untapped markets. Instead of directly owning and managing the hotel, property owners can leverage the expertise of established hotel chains to handle operations, marketing and brand management. This reduces financial risks for both parties. Again, management contracts facilitate the implementation of standardized brand quality and service standards. □

# Facilitating sustainable landscaping practices



Mayfair Hotels & Resorts aims to provide a distinctive and ecologically conscious experience with hotels nestled away in stunning settings, avers **M K Gouda**.

 **Lipla Negi**

**What are your brand's expansion plans? Which destinations are you looking at?**

Our expansion projects include five owned hotels and three hotels under operation and management spread over these states: Odisha, West Bengal, Maharashtra and Bihar. Mayfair Hotels & Resorts is poised to continue shaping the future of the hospitality industry with our unwavering commitment to excellence and sustainability.

**How are your properties aiming for zero carbon print in their day-to-day operations?**

Stay with Us, Stay with Nature is not merely a tagline at Mayfair Hotels and Resorts; it encapsulates our deep-rooted commitment to providing an immersive and eco-conscious experience. Our properties are nestled amidst awe-inspiring landscapes, offering a seamless blend of luxury and sustainability. From enchanting gardens to tranquil beaches, we invite guests to reconnect with the natural

world. sustainability, we have replaced plastic bottles with eco-friendly glass alternatives and implemented RO units at each of our hotels to avoid the use of plastic. Additionally, for any incoming material, we have requested that our supplier partners make the switch from plastic bags to jute, showcasing our ded-



**M K Gouda**  
President & Director,  
Mayfair Hotels & Resorts

ication to a greener future. We have implemented robust recycling practices, providing strategically placed recycling bins for guests and staff to separate recyclable waste. In addi-

tion, Solar lighting and heating panels are being installed in a few hotel units to reduce power consumption. Installation of energy-efficient equipment and heating panels, coupled with the phasing out of conventional lighting with CFL and LED lights, not only resulted in a reduction in power consumption but also reduced the temperature in those areas. With the aforesaid practices, we are implementing positive communication with all our stakeholders and aiming to reach sustainability goals by taking steps together.

**Embracing sustainability, we have replaced plastic bottles with eco-friendly glass alternatives & implemented RO units to avoid use of plastic**

**Dealing with any kind of natural calamity is one of your strengths. How do you plan for such extreme weather situations in advance?** Mayfair Hotels & Resorts is well-prepared to deal with natural calamities, and we have



a comprehensive plan in place to address extreme weather situations in advance, especially owing to properties in locations like Odisha, which is naturally a cyclone-prone zone. We have five properties that are exposed to the sea, so we have already developed an effective SoP that effectively works at times of exigency with the help of our cordial staff in trying situations. Our trained team has done an outstanding job in the past during several incidents, including devastating cyclones such as Phailin, Hudhud, and Fani. We have a modest budget for controlling on-site hazards because of these crisis areas.

**Landscaping – how does this make your properties different?**

Implementing sustainable landscaping practices can benefit the environment, reduce energy costs and provide aesthetically beautiful spaces for guests. At Mayfair Hotels & Resorts, we are proactive in creating a unique and eco-friendly environment by cultivating plants that are native to the region and reducing pollution levels by releasing more oxygen into the atmosphere. Plants such as Terminalia catappa, Hamelia paten, Pluberia alba, Lantana camara, Hibiscus indica and Plumeria optusa, among others are grown as the key focus plants in the local garden of

Mayfair Lagoon, Bhubaneshwar. We have also developed a green belt in our periphery by planting Samanea saman and indigenous bamboo plants, which block dust and sound. In addition, eco-friendly tiles are being incorporated into the property instead of chemically toxic paints and laticrete materials are used in the upkeep of resort buildings instead of cement.

**Travellers of Generations Y and Z are significantly changing their way of thinking to become more environmentally responsible**

**How does your brand tackle the problem of lack of skilled workforce?**

We tackled the problem of a lack of skilled workforce by giving preference to the locals and providing them with a well-equipped training programme that qualifies them for the hospitality industry. By implementing the Aspire training programme, which has a full-fledged team working towards excellence in training, Mayfair Hotels and Resorts combats the shortage of trained workers. Through a variety of employee welfare initiatives such as monthly town hall meetings for

periodic acknowledgment of top performers, we keep our staff members feeling valued and motivated. Our company promotes a positive and encouraging work environment by valuing the commitment and diligence of our employees.

**How is the mindset of new age travellers changing towards eco-conscious travel?**

Travellers of Generations Y and Z are significantly changing their way of thinking to become more environmentally responsible. People are searching for experiences that let them connect with nature as they become more aware of how important it is to preserve it. We have seen changes in their preferences and demands at Mayfair Hotels and Resorts. This change is reflected in our slogan, which works as our USP: Stay with us, Stay with nature, as we provide lodging that blends in with the surrounding area's breathtaking scenery. Travellers increasingly place a high value on disconnecting from technology and appreciating the essentials of life while immersing themselves in the tranquility and simplicity of nature. We have incorporated sustainable practices and nature-focused offerings, like spa and wellness programmes amidst the greenery of tea gardens, the abode of mountains, and the peace of a lakeside. □



# F&B & events Hyatt's top priority



Nisha Verma

Hyatt Regency Delhi is marking its 40 years in India by hosting numerous events, including the G20 & SCO summits, in addition to introducing new foods & flavours.

Hyatt Regency Delhi recently hosted an exclusive Mediterranean lunch at its specialty restaurant, Syrah, curated by Chef Kassem and Chef Karim. The hotel has been organizing special events around F&B to celebrate its 40 years in India. Speaking on the same, **Barun Gupta**, Director, Sales & Marketing, Hyatt Regency Delhi, said, "Hyatt Regency Delhi is one of the iconic hotels in India, celebrating 40 years. This is a big milestone for the hotel this year. In fact, the entire year's celebration, which has just started, has some unique dining options,

that are coming in. We just finished with Michelin Star Chef Gaggan Anand's residency, which was the talk of the town. Syrah, which is the new addition in terms of our F&B space, is one of the fine dining Middle Eastern restaurant, that has come up. I would request everyone to come and explore the food from Chef Kassim."

## Travel trade

While F&B is very popular at the Hyatt Regency Delhi, the hotel is leaving no stone unturned to boost its business in other ways too. When asked about the relationship with the travel trade, Gupta claimed, "The travel trade is one of our most integral arms. In terms of our cus-



### G20 events: A blessing

Claiming that the G20 is an international event, which would boost business for Indian hotels, he said, “The delegates are coming from across the world. The latest addition at Hyatt Regency is the Grand Presidential Suite, which we are opening for the heads of state for the G20. This is a brand-new suite spanning almost 5,500 sq ft. Along with that, we have already



**Barun Gupta**  
Director, Sales & Marketing,  
Hyatt Regency Delhi

started refurbishments for all our banqueting segments, to cater to the G20 delegates. Our F&B outlets are well-versed to cater to any of the country’s delegates during the G20 period.”

“It is not only the G20, but also Shanghai Cooperation Organisation (SCO), which has boosted the business for the hotels, if I look at the revenue, that has come into the hospitality indus-

try across India. The govt has touched every city in India in terms of G20 and the govt has portrayed India as a great tourism destination while handling the G20 delegates in different parts of India, whether it is Siliguri, Srinagar, Leh, Rann of Kutch, Delhi, Mangalore or Bengaluru, and because of G20, the hospitality industry has got a lot of benefits and a big amount of business too,” said Gupta.

### What is new?

At Hyatt, Gupta explained, “In the next six months, our Presidential Suite will be a new addition and we will be looking at a lot of collaborations in terms of our food & beverage space.”

**Our F&B outlets are well-versed to cater to any of the country’s delegates during the G20 period**

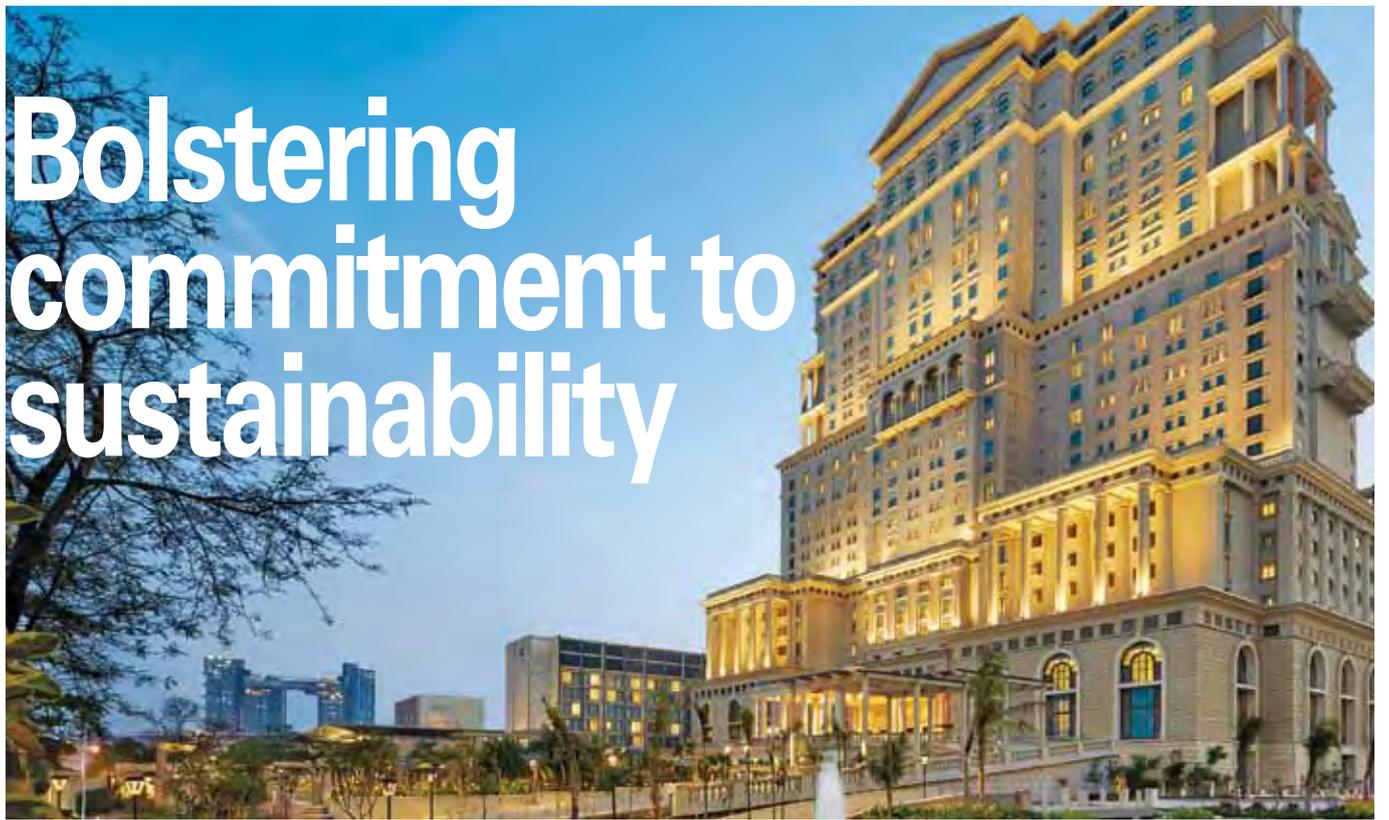
### India Travel Awards

Talking about the upcoming India Travel Awards, Gupta said, “This year, we are hosting the India Travel Awards at Hyatt Regency Delhi. We are very excited and proud to have them at the Regency Ballroom and look forward to great awards and nominations.” □

tomor relationships, they are one of the biggest contributors to our revenue. As a hotel, we are supporting each other and looking forward to 2024 as a great year for inbound, where I see the recovery starting to happen now.”



# Bolstering commitment to sustainability



ITC Hotels accords sustainability the highest priority. As a result, USGBC has granted LEED Platinum Certification to 22 of its properties, avers **Gaurav Soneja**.

 **Nisha Verma**

Planet positive experiences are at the heart of ITC Royal Bengal and ITC Sonar. Through ongoing sustainable initiatives, ITC Hotels endeavour to contribute to a future that enhances the health and wellbeing of guests, associates and the surrounding community.

## Sustainable goals

With sustainability being the bedrock of all operations, ITC Hotels is the largest hotel chain in the world, with 22 of its hotels being awarded LEED Platinum Certification by the USGBC. 12 ITC Hotels have achieved the world's First LEED Zero Carbon Certification (Net Zero Carbon Status). ITC Mughal and ITC Sonar are the World's First Two Hotels to achieve LEED Zero Water Certification. Harnessing renewable energy, recycling water, treating solid waste, sourcing consumables locally, and adopting eco-sensitive architecture and design protocols are the measures in the journey for a brighter tomorrow.

Beginning at the design stage, ITC Hotels adheres to the highest global and national green building standards to ensure

that energy, water and solid waste efficiencies are maximized. From optimizing the use of natural light to meeting electrical demand through wind and solar energy,



**Gaurav Soneja**  
General Manager,  
ITC Royal Bengal

conserving water through harvesting rain-water and treating and recycling water, reducing, reusing and recycling the solid waste generated, every effort is made to preserve the ecosystem around the hotel.

## F&B segment

"It gives us great joy when guests acknowledge ITC Hotels Kolkata as the new entertainment destination in the city

with three bars offering live entertainment. Our elegant rooftop bar Skypoint, offers breathtaking views of Kolkata skyline with retro classics, while The Brass Room hosts new-age bands which plays jazz, blues and western music. Located at ITC Sonar, Highland Nectar's avant garde design combined with woody appeal and thematic décor offers an unmatched ambience with English classics and live pop music. The three bars pay homage to Kolkata's heritage to live music in a manner unlike any other. We will continue to showcase local artists and musi-

**ITC Hotels has been byword for sustainability. It pioneered the concept of "Responsible Luxury"—delivering luxury experiences with planet positive experiences**

cians and invite noted bands and vocalists from across the country as well as invite international artists visiting India," said **Gaurav Soneja**, General Manager, ITC Royal Bengal. □

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# Timeless allure of heritage hotels

Leading in luxury travel segment, heritage hotels enjoy a rich fanbase of niche, well-heeled travellers who are willing to spend more on one-of-a-kind experiences transcending time & space.

 **Lipla Negi**

In a country where history, heritage and hospitality thrive in co-existence, heritage hotels offer immense business potential for the owners as well as leading hotel chains. Driving growth in the luxury segment, heritage hotels attract a niche segment of travellers who seek a luxurious escape into the bygone era or holiday with a difference. With rising income and a desire to explore new places and unique experiences, people are willing to spend on high-end, exclusive stays at these heritage properties. So, what sets them apart? **Dr. Lakshyaraj Singh Mewar**, Executive Director, HRH Group of Hotels, Udaipur answers, “The fact that they are heritage/historical, sets them apart from new builds. We are promoting a slice of history and important facets of a certain era that guests are drawn to. The art of storytelling is enhanced and gains



currency when you are not working with fiction. There are multiple layers that allow for enriching experiences that make a holiday eventful and exciting.”



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

When it comes to brand image and value, most hotel chains aim to add heritage properties to their brand portfolio. It is a strategic collaboration or acquisition that earns them both a reputation and a fair share of nice travellers with deep pockets. From British era bungalows to centuries old palaces, forts and havelis, India offers an eclectic array of heritage properties. Offering a slice of history, these properties are also symbolic of the country’s rich culture. On a wider scale, these properties are cornerstones of cultural and heritage tours in India, which is why tucking one into its stable becomes a matter of pride for any hotel chain. “The inclusion of iconic buildings in a hotel chain’s portfolio offers numerous advantages, including heightened brand image, increased customer interest, higher room rates, and a competitive edge in the market,” said **Chander K Baljee**, Chairman and Managing Director, Regenta & Royal Orchid Hotels.

### **Bolstering brand recognition**

No less than a match made in heaven, heritage and hospitality is often considered a successful formula for brand expansion. This month, Atmosphere Hotels & Resorts announced the glorious addition of Sadar Manzil—priorly

**“We are promoting a slice of history, and important facets of a certain era that guests are drawn to**

the erstwhile Darbar Hall of the last regent (Begum) of Bhopal—to its brand portfolio. “These magnificent houses of Kings, Queens, Maharajas and Nizams come with myriad stories of valour, love, enchantment, exclusivity and mystique. Luxury hotel brands find this alchemy



**Chander K Baljee**  
Chairman & MD,  
Regenta & Royal Orchid Hotels

of nostalgia and eminence a sound business proposition and these types of properties are not easy to come by. When suitably restored, these becomes jewels in the crown. Post-renovation and refurbishment of this beautiful property, I

am sure we will bring back the previous glory of Sadar Manzil to the worthy traveller,” believed **Souvagya Mohapatra**, Managing Director, Atmosphere Hotels & Resorts for India, Nepal, Bhutan and Sri Lanka Operation.

Recently, Renest Hotels and Resorts recently acquired the historic Dunsvirik Court in Mussoorie. A boutique luxury hotel perched atop a hill, Renest Dunsvirik Court Mussoorie offers guests the highest elevation in Mussoorie at 7,200 ft coupled with old-world British charm. There are multiple reasons why hotel brands seek to include historic and heritage properties in their portfolios. They have a unique selling point, even in the age of social media. Explained **Vishal Lonkar**, GM, Business Development, Renest Hotels & Resorts, “These properties offer prestige, enhance brand image, provide a luxurious and differentiated experience, offer artistic and cultural associations and serve as unique venues for destination weddings, movie filming, exclusive events and PR and marketing opportunities. By having

**“The limited availability and exclusivity of heritage hotels further contribute to premium pricing**

historic and heritage, brands can attract media attention and showcase their commitment to culture, preservation, sustainability and experiential stays. This differentiation helps them stand out from competitors and other sub-brands within their portfolio, ultimately enhancing their brand value in the eyes of consumers and within the industry.”

## Costly yet class apart

The one-of-a-kind cultural and historical experience gives heritage hotels an upper hand while deciding the room price. Their unique selling point lends them an advantage over their competition within the luxury segment. The average room rate at a good heritage property starts at 10,000/night and could go up to 10-12 lakhs/night. So, why do these properties command such a high price? The answer lies in the spectacular structure and vintage value of these buildings. “The higher



**Souvagya Mohapatra**  
MD, Atmosphere Hotels  
& Resorts, India, Nepal,  
Bhutan & Sri Lanka

room rates due to their rich historical and cultural significance, resulting in a unique and immersive experience for discerning travellers. The preservation and maintenance of these properties necessitate substantial investments in restoration, specialized staff, and upkeep, contributing



to higher operational costs. Additionally, their limited availability and exclusivity further contribute to premium pricing,” explained Baljee.

**Our investor has acquired Sadar Manzil Bhopal at an opportune time and in a very good condition structurally**

Renovation and upkeep on a yearly basis takes the major share of expense in case of heritage hotels. “Once you cross being a 100 or 200 years old property, preservation becomes crucial,” shared **Akshita M Bhanj Deo**, Co-owner, The Belgadia Palace, Odisha. This 18th cen-

tury royal palace in the Eastern India state of Odisha is now a boutique hotel, offering a rare opportunity to stay where the royals still live. “Whether it is your furniture or flooring, in the climate prone areas like Eastern India, we need those price points,” she added. Limited number of rooms coupled with vintage experience that these icons of the bygone era evoke are also reasons behind a higher price. “Historic and heritage properties’ maintenance and upkeep costs are



**Akshita M Bhanj Deo**  
Co-owner, The Belgadia  
Palace, Odisha

higher, as these establishments usually offer lavish rooms and open spaces. Such properties are typically full-service hotels in the upper midscale and above range. The clientele understands the value of their money when indulging in an

**Our marketing strategy involves more personalized visual content along with long form storytelling pieces**

experiential stay and is willing to pay a higher price. As a result, these properties naturally attract an exclusive clientele



due to their elevated price positioning,” said Lonkar.

For heritage hotels, delivering curated, immersive and one-of-a-kind experiences remains the unique selling point as well as major focus area. Today, the vintage décor



**Amaan Kidwai**  
Area Manager,  
Welcomhotels North & GM,  
Sheraton New Delhi

is complemented by modern amenities to cater to the modern, tech-savvy travellers. Conserving the timeless appeal of the building during renovation, however, remains a top priority to create an authentic experience. As a result, the value of the whole experience goes up. “Our investor has acquired Sadar Manzil Bhopal at an opportune time and in a very good condition structurally. It is now our duty and endeavour to guide the investor ensure that the property is renovated well while retaining its original flavour and structure. Lot of emphasis has been put forward to procure heritage style furniture, artwork, artifacts, chandeliers, among others, which is authentic in style to the building and its origins, while making the place more interesting and vibrant. Our operations team is also moving ahead with planning unique service styles, food and beverage offerings and amenities for the hotel, with our aim to lend a touch of royalty to each guest experience at the hotel,” said Mohapatra.

### Mindful marketing

While heritage hotels have always ruled the travel itinerary of its well-heeled travellers, the brands and individual owners of heritage properties, today, rely on curated marketing strategies to reach out to discerning travellers. “The marketing strategies and our operations are different because our experiences are catered to be much more curated, intimate and bespoke. So, we are targeting a much more niche audience,” said Bhanj Deo. The guests are offered customized itiner-

aries where culture, craft and cuisine get main focus, “We make sure that our guests get a very hands-on, immersive experience during their stay. Our visual content is personalized and we use long form storytelling pieces to promote a much more academic understanding of our property and heritage,” she continued.

India holds a unique selling point for experiencing grand architecture and rich

**The old-world charm and timeless elegance of our heritage properties generates enduring memories that linger long beyond departure**

heritage. With heritage and cultural tourism gaining popularity, the demand for heritage properties is seeing an uptick.

Amritsar, vintage architecture meets contemporary luxury. With origins tracing back to the early 1900s, this colonnaded mansion—the erstwhile Sandhanwalia Haveli—has been carefully restored with all modern comforts, while preserving the ethos, culture and architectural nuances of a splendid era. Similarly, with its old-world charm and timeless elegance for more than a century, Welcomhotel The Savoy Mussoorie generates enduring memories that linger long beyond departure,” shared **Amaan Kidwai**, Area Manager Welcomhotels North & General Manager, Sheraton New Delhi. Clearly, the inclusion of an iconic building adds prestige, allure and cultural significance to the brand, positioning it as a symbol of luxury, sophistication, and exclusivity. For travellers, the experience comes with an unique opportunity to transcend the boundaries of time and space.



Travellers are seeking new, unique experiences and such properties tick all the boxes for a memorable time. “The patrons are often adventure seekers who are eager to explore off-the-beaten-path destinations and prefer staying in properties that reflect the local culture and traditions. These younger travellers value authenticity, cultural immersion, and a sense of history in their accommodations,” said Lonkar.

Exclusivity and higher guest engagement works as key factors in attracting niche clientele. “At Welcomhotel

However, for the custodian of this rich heritage, it is not just about a revenue churning business blueprint. They also aim to add longevity to legacy. “It is not just about the architecture or the heritage of a building. It is important to know who built them, lived in them and the life they led, and all the traditions and customs and stories therein. Our philosophy is based on a living heritage that is timeless in its records and experiences. Our constant endeavour is to sustain our legacy in multiple ways,” concluded Singh. □



# *Aesthetic* excellence commands the spotlight

 Sakshi Singh

The hotel architecture must complement the surrounding nature, draw inspiration from the region's distinct history and convey a certain mood to entice the discerning visitors.

The design of structures like hotels and shopping centres has always been influenced by classical architectural forms. It would not be difficult to find hotels with certain elements borrowed from Baroque architecture, which is characterised by extremely detailed forms, marble, bright colours and tinted glasses. Similarly, art-deco, which originated in early twentieth-century France, is another popular design for hotels all over the world. In India, the dominant architectural style for heritage hotels is the Indo-Islamic style, primarily characterised by intricate stonework, domes and traditional motifs. Indian architectural elements have played an important role in attracting domestic as well as foreign tourists.

Most people instinctively find historical structures fascinating. The myths and tales associated with historic sites interest visitors and make their experience better. When a few ambitious royal family members opened the doors of their centuries-old hunting lodges, palaces, and forts for discriminating guests, the Indian hospitality business realised the appeal of historic designs, tales and experiences.

Indian hotels inspired by traditional heritage architecture embody the rich cultural heritage and architectural styles that have shaped the country for centuries. These hotels often draw inspiration from diverse regional architectural traditions such as Rajput, Mughal, Kerala, or colonial influences. Incorporating elements such as ornate carvings, intricate detailing, vibrant colors and courtyards, these hotels create a captivating and immersive experience for guests.



The popularity of palaces converted to hotels gave rise to a new segment of buildings that are built from scratch, integrating heritage designs, aesthetics and services. Palaces and forts that have been built before 1950 and have been converted into hotels are classified as heritage hotels by the Government of India; however, hotels that have incorporated traditional design elements do not get the heritage tag.

Traditional architecture is important for hotels in India as it connects visitors to the country's history, art and culture. It showcases the distinct regional identities and craftsmanship of different Indian communities. By incorporating traditional architectural elements, hotels pay homage to the country's heritage and offer guests a unique and authentic experience that reflects the essence of India's architectural legacy. Moreover, traditional architecture often blends harmoniously with the natural surroundings, promoting sustainable practices and creating a sense of harmony between the built environment and nature.

While conceptualising a heritage-inspired hotel, designers and planners have to go beyond the physical design of the building and integrate the local culture, people, practices and materials into the development of the property. In the case of heritage properties, the design should be in consonance with the local landscape, taking cues from the unique history of the area and evoking a specific atmosphere.

These hotels, born out of a desire to offer guests an authentic experience, understand that the design itself serves as the initial gateway into the world of heritage. "Creating a harmonious structure requires an architect to conduct a thorough study and have in-depth knowledge of the location where the hotel is to be built. This includes understanding the unique characteristics and cultural aspects of the surroundings. With this comprehensive understanding, the architect can effortlessly integrate the architectural design with the intended branding," said **Rajiv Kapoor**, General Manager, Fairmont Jaipur.



**Rajiv Kapoor**  
General Manager,  
Fairmont Jaipur

Even though the design remains of paramount importance, it alone is not enough to create a sense of belonging. Without accompanying food and services that are firmly rooted in the local culture, the hotel risks feeling disconnected and detached from its surroundings.

Discerning guests seek an all-encompassing heritage encounter—one that includes not only stunning architecture but also a myriad of activities and interactions with local people, fostering a genuine connection to the essence of the place.

"It adds a sense of authenticity to the hotel experience, showcasing the unique character and identity of Indian art and culture. This can create an immersive experience for guests, allowing them to feel more connected to the country and its culture," said **Gautam Khanna**, Director, Operations, Raffles Udaipur. "By creating a unique and attractive visual language

**Creating a harmonious structure requires a thorough study and in-depth knowledge of the location where the hotel is to be built**

and personality, hotels can stand out from the crowd," Khanna added.

Building a heritage hotel or converting a palace or fort is not an easy task. It requires deep study into the architectural style prevalent at the time of the construction of the original building. A special focus has to be given to the building practices and materials of the era for an authentic experience. While converting an existing building, it is imperative to keep the original structure intact as much as possible. The perfect fusion of modernity and tradition is a challenge that an



increasing number of hotel planners are preparing to tackle.

The trend is especially prominent in Rajasthan and Goa, two states that attract a large number of international and domestic tourists. MansionHaus in Goa is a prime example of an independent



**Gautam Khanna**  
Director, Operations,  
Raffles Udaipur

property that has been carefully restored and converted into a hotel. The 300-year-old property had been unoccupied for over five years when the owner decided to convert it into a heritage hotel. “It was our endeavour to maintain the buildings’ structural form and character while carving out a meaningful guest journey. This involved spatial planning within the confines of the infrastructure already laid out centuries ago,” said **Kezya de Braganca**, Founder, MansionHaus.

Braganca further added that the team at MansionHaus aimed to capture the intricate evolution of Goan architecture and its cultural expressions over centu-

ries. The colourful façades of traditional Goan homes, painted with natural dyes, showcased vibrant hues. “Our intentionally white façade symbolizes purity, which is unique for Goan-inspired homes. The design features a Balcao, a Goan veran-

**“By creating a unique and attractive visual language and personality, hotels can stand out from the crowd**

dah, and a porch, along with ornate columns and architraves inspired by Baroque, Italian and Portuguese styles. The communal courtyard, surrounded by arches and pillars, provides ample light and air,” she added.

The MansionHaus design emphasizes symmetry, with the entrance leading to the traditional Balcao and the Sala, the central entertaining room. Each bedroom has been preserved in its original form. “While revitalizing these traditional elements, we have incorporated modern touches to cater to the contemporary traveller. The property aims to provide a discreet and homely experience, reflected in its absence of any insignia,” she pointed out.

The rise of heritage-inspired hotels represents a compelling fusion of architecture, culture and authentic experiences. These properties have captivated

both established hospitality players and independent owners, as they offer guests a gateway to immerse themselves in the



**Kezya de Braganca**  
Founder,  
MansionHaus

captivating world of Indian culture and tradition. By carefully integrating local materials and design elements, these hotels create a harmonious atmosphere that evokes the essence of the place. As the

**“It was our endeavour to maintain the buildings’ structural form and character while carving out a meaningful guest journey**

demand for unique experiences continues to grow, heritage hotels stand out by providing an all-encompassing journey that fosters a genuine connection to history, culture and the spirit of a destination. □





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# Maximising returns with Big Data

By leveraging Google Analytics, hotels can enhance their online presence, optimize marketing campaigns and stay ahead, writes **Harish Chandra**.

In today's digital age, hotels have a wealth of data at their fingertips that can be harnessed to enhance their online presence and drive success. One powerful tool that hotels can use is Google Analytics. This web analytics tool, provided by Google, offers valuable insights into a hotel's website performance and visitor behaviour. By leveraging the capabilities of Google Analytics, hotels can make data-driven decisions, optimize their online strategies and ultimately improve their overall guest experience. Here are some key ways in which hotels can make the most of Google Analytics.

**Google Analytics enables hotels to identify whether visitors are coming from organic search, social media, or referral websites**

**Website traffic analysis:** One of the primary benefits of Google Analytics is its ability to track and analyze website traffic. Hotels can gain valuable insights into the number of visitors their website receives, identify popular pages and understand

how users navigate through the site. By examining these trends, hotels can optimize their website's layout, content, and user experience to ensure visitors find what they are looking for and are more likely to convert.

**Conversion tracking:** Conversion tracking is a crucial aspect of any hotel's online strategy. Google Analytics allows hotels to set up conversion goals such as reservations, newsletter subscriptions, or inquiries and track specific actions taken by visitors. This helps hotels measure the effectiveness of their marketing campaigns,

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identify any conversion bottlenecks and optimize their booking process to increase conversions.

**User demographics and interests:** Understanding the demographics and interests of website visitors is vital for hotels to tailor their marketing efforts and content. Google Analytics provides valuable demographic and interest data, allowing hotels to gain insights into the age, gender and preferences of their audience. Armed with this information, hotels can craft targeted marketing campaigns and create personalized experiences that resonate with different customer segments.

**Referral sources and campaign tracking:** By tracking referral sources, hotels can determine which channels are driving the most traffic to their website. Google Analytics enables hotels to identify whether visitors are coming from organic search, paid search, social media, or referral websites. This information is invaluable in evaluating the performance of marketing campaigns, identifying effective channels, and optimizing resource allocation for maximum impact.

**Mobile and device analytics:** With the increasing use of mobile devices for travel research and bookings, hotels must optimize their websites for a seamless mobile experience. Google Analytics offers insights into the devices and platforms used by visitors. Hotels can assess the mobile-friendliness of their website, identify potential issues, and optimize the user experience for different devices and screen sizes.

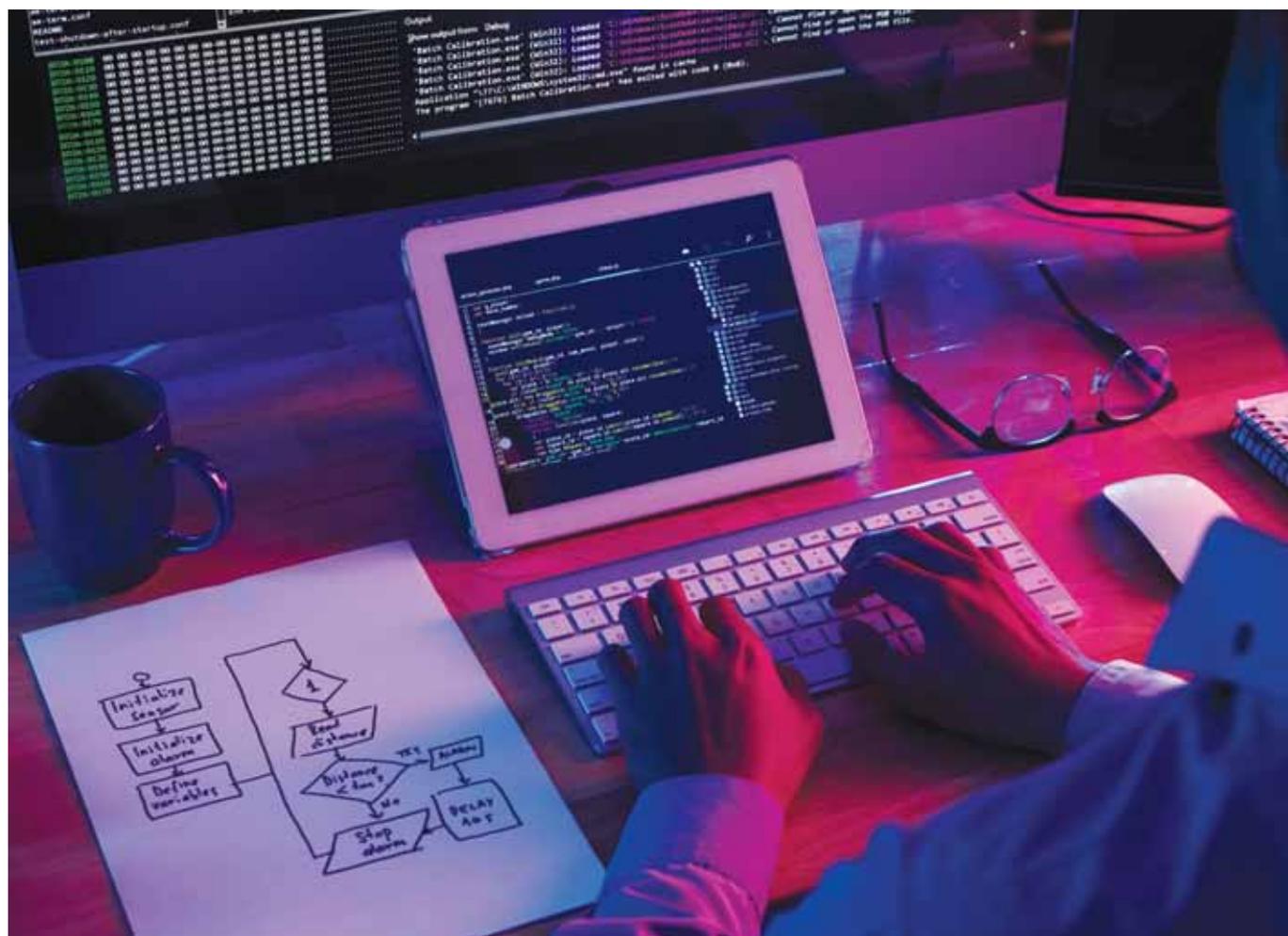
**By tracking referral sources, hotels can determine which channels are driving the most traffic to their website**

**E-commerce tracking:** For hotels with online booking engines, integrating Google Analytics with the booking system can provide powerful e-commerce tracking capabilities. Hotels can analyze booking patterns, measure the effectiveness of promotional campaigns and identify

opportunities for revenue optimization. By tracking revenue, average booking value and other e-commerce metrics, hotels can make informed decisions to drive revenue growth.

In conclusion, Google Analytics is a powerful tool that hotels can leverage to gain comprehensive insights into their website's performance, visitor behaviour and marketing effectiveness. By harnessing the capabilities of Google Analytics, hotels can make data-driven decisions, enhance the guest experience and optimize their online presence. From website traffic analysis to conversion tracking, user demographics to referral sources, and mobile analytics to e-commerce tracking, the possibilities are vast. Embracing Google Analytics empowers hotels to thrive in the digital landscape and stay ahead in an ever-evolving industry. Data is the key and Google Analytics unlocks the door to success in the digital world of hospitality. □

*– The author is a seasoned digital leader with extensive experience in digital marketing, technology and driving digital transformation.*



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# Boosting revenue growth with personalization

By recognizing unique tastes & crafting custom experiences, personalization greatly raises customer happiness in hospitality sector, reckon hospitality heads.

## Personalization enables targeted marketing campaigns

Personalization allows hotels to deliver a more personalized and memorable experience to guests. By understanding their preferences such as room temperature, pillow options, or favorite amenities, hotels can create a customized stay that exceeds guest expectations. Satisfied guests are more likely to leave positive reviews, recommend the hotel to others and become loyal customers, leading to increased revenue through repeat bookings and referrals. Powered by Marriott's technological advantage (GXP, Guest Voice), our global guest's preferences remain the centre of our hotel operations with both qualitative and quantitative metrics in place to measure guest satisfaction to effectively and continuously evolve the personalization.

## Cross-selling opportunities

Personalization enables hotels to identify and offer relevant upselling and cross-selling opportunities to guests. By analyzing guest data and preferences, hotels can provide personalized recommendations for room upgrades, spa services, dining options, or local experiences. Tailored offers increase the chances of guests accepting these additional ser-

vices, resulting in higher revenue per guest.

## Marketing campaigns

Personalization allows hotels to segment their customer base and deliver targeted marketing campaigns. By analyzing guest data and preferences, hotels can create personalized promotions, offers and packages that appeal to specific segments of their customer base.



**Rahul Sharma**  
General Manager,  
Le Meridien Jaipur Resort  
and Spa

## Customized event packages

Le Meridien Jaipur Resort focusses on creating customized event packages with a dedicated event planning team that caters to the unique needs of different MICE/

wedding clients. This may involve offering flexible meeting spaces, personalized catering options, audio-visual equipment and other amenities based on the event's nature and size. Our event team serves as a single point of contact, assisting clients with event logistics, coordinating with different hotel departments and ensuring that all requirements are met which helps the resort to take personalization to the next level.

**Personalization is the bridge that connects guests to extraordinary experiences, creating a lasting impression**

## Cultural emphasis

Start by creating a culture of guest personalization within the hotel. Emphasize the importance of understanding guest needs and preferences and how personalized service can lead to increased guest satisfaction and loyalty. This requires a consistent training approach in review/understanding of guest profiles, communication skills, empathy and anticipation towards guests, guest feedback, and review sessions propelled by understanding and usage of technology in hand.

## Hospitality is changing as a result of personalization

In the fast-paced digital landscape, businesses are constantly seeking innovative strategies to drive revenue growth and cultivate customer loyalty.

Personalization is revolutionizing the hospitality game, transforming the way hotels and accommodations engage with their guests. Through advanced technology and data analytics, hotels can now tailor every aspect of the guest experience, from personalized room preferences to curated recommendations and targeted offers. By understanding individual preferences and behaviors, hotels can create unique and memorable stays, exceeding guest expectations. Personalization fosters a deeper emotional connection, leading to enhanced guest satisfaction, loyalty and positive word-of-mouth. From personalized check-ins to tailored amenities and customized itineraries, the hospitality industry is embracing personalization as a powerful tool to deliver exceptional guest experiences, stand out in a competitive market and drive revenue growth.

Personalization plays a pivotal role in ensuring guest satisfaction in the hospitality industry. By understanding individual preferences, hotels can create bespoke experiences that exceed expectations. Personalization can be enumerated with perspicacity at every touch point to galvanize the experiences. Personalization allows for seamless communication and anticipates guest needs, resulting in enhanced satisfaction and memorable stays. By investing in personalized guest experiences, hotels foster long-term loyalty, positive reviews, and recommendations, ultimately driving guest satisfaction and contributing to overall success in the competitive hospitality landscape.

Personalization is a gamechanger for the Meetings, Incentives, Conferences and Events (MICE) business in hotels. By tailoring offerings to the specific needs and preferences of corporate clients, hotels can create exceptional experiences that amplify the success of their events. From personalized event planning and customized meeting spaces to curated menus and tailored services, personalization enhances client satisfaction and elevates the overall event experience. By going the extra mile to understand and fulfill the unique requirements of MICE clients, hotels can differentiate themselves, attract repeat business and estab-

lish a reputation as a premier destination for corporate events.

At Hyatt Regency Lucknow, personalization is at the core of our guest experience. We strive to understand the unique preferences and needs of each guest, offering tailored amenities, customized



**Roshan Mendonsa**  
General Manager,  
Hyatt Regency Lucknow

services and curated recommendations. By going above and beyond to create personalized experiences, we aim to exceed expectations and ensure memorable stays for every guest.

Our associates undergo comprehensive training to deliver personalized

experiences to guests. They are equipped with in-depth knowledge about our guests' preferences, effective communication skills and the ability to anticipate and exceed expectations. With a focus on attentive service and attention to detail, our associate ensures that each guest receives a personalized and memorable stay.

Personalization is undeniably one of the top hospitality trends. With guests seeking unique and tailored experiences, hotels are leveraging technology, data analytics and personalized service to meet these expectations. By embracing personalization, hotels can stand out in a com-

**“By understanding individual preferences, hotels can create bespoke experiences that exceed expectations”**

petitive market and provide unforgettable guest experiences, driving customer loyalty and revenue growth.



## Personalization enables targeted marketing campaigns

In today's fast-paced world, personalization has emerged as a gamechanger in the hospitality industry. As guests seek unique and tailored experiences, the power of personalization cannot be underestimated. At Novotel Hyderabad Convention Centre and Hyderabad International Convention Centre, we recognize the significance of personalization in ensuring guest satisfaction, amplifying our M!CE business and staying ahead in the competitive hospitality landscape.

Personalization has revolutionized the way we engage with our guests. By understanding their preferences, needs and expectations, we can curate experiences that resonate on a deeper level. From customized welcome amenities to personalized room configurations, our focus is to create an environment where every guest feels valued and at home.

In the context of guest satisfaction, personalization plays a vital role. We believe that the key to delivering exceptional service lies in anticipating and fulfilling our guests' desires before they even express them. By leveraging data and technology, we gather insights into guests' preferences, allowing us to tailor their stay accordingly. Whether it is a specific room temperature, dietary requirements, or even a preferred pillow type, our attention to detail ensures a truly personalized experience that exceeds expectations.

Furthermore, personalization has become instrumental in amping up our M!CE business. We understand that every event is unique and catering to the specific needs of our corporate clients is crucial. Our team works closely with event planners to create bespoke packages that align with their objectives. From personalized event branding and themed decorations to tailored menus and audio-visual setups, our goal



**Rubin Cherian**

GM, Novotel Hyderabad Convention Centre and Hyderabad International Convention Centre

is to create an immersive and memorable experience for attendees, ultimately driving repeat business and word-of-mouth referrals.

At our hotels, personalization is deeply ingrained in our culture. We believe that delivering exceptional personalized experiences starts with our team. We invest heavily in training programmes that emphasize the importance of guest

engagement, active listening and problem-solving. By empowering our staff to anticipate guests' needs and go the extra mile, we create a culture of excellence and build lasting relationships with our guests.

The significance of personalization cannot be understated, as it has quickly become one of the top hospitality trends. Today's guests crave individuality and by incorporating personalization strategies, we stay relevant and ensure a competitive edge. In future, from leveraging artificial intelligence and machine learning to capture guest preferences, to utilizing data analytics to anticipate needs, personalization enables hospitality to deliver exceptional services to set them apart.

**By incorporating personalization strategies, we stay relevant & ensure competitive edge**

In conclusion, personalization is a driving force behind revenue growth in the hospitality industry. At Novotel Hyderabad Convention Centre and Hyderabad International Convention Centre, we embrace this trend wholeheartedly. By understanding our guests on a deeper level, training our staff to deliver personalized experiences and customizing every aspect of their stay, we elevate the hospitality game and create lasting memories for our valued guests.



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## Personalization boosts loyalty, repeat bookings & guest revenue

As travellers seek unforgettable experiences that resonate with their individuality, the hospitality industry has embraced the transformative power of personalization. In an era where tailored experiences reign supreme, hotels and resorts have recognized that one-size-fits-all approaches no longer suffice. The ability to curate unique, immersive experiences tailored to each guest's preferences has become the new benchmark for success.

Gone are the days when a standard approach sufficed for hotels to thrive. Today, guests seek personalized, curated experiences that resonate with their unique preferences and desires. They long for a sense of connection and the feeling of being truly understood. This is where personalization steps in, transcending traditional hospitality boundaries to deliver tailored offerings that ignite the senses and create lasting memories.

Personalization unlocks the potential for hotels to enhance revenue streams by leveraging a deep understanding of their guests. By collecting and analyzing guest data, hotels can gain valuable insights into individual preferences, allowing them to offer targeted upselling opportunities and create customized packages. Whether it is an upgrade to a preferred room category, personalized dining experiences, or exclusive amenities, the ability to anticipate and fulfill guests' desires not only fosters loyalty and repeat bookings but also boosts revenue per guest.

Personalization fuels guest loyalty, which in turn drives revenue growth. When guests feel valued and recognized as individuals, they develop a deeper connection with the

hotel brand. This emotional bond not only leads to repeat bookings but also inspires guests to become brand advocates, spreading positive word-of-mouth recommendations and driving new business.

Technology plays a pivotal role in enabling personalization at scale. Hotels are leveraging advanced guest profiling systems, data analytics and artificial intelligence to capture and interpret guest preferences in real-time. This allows for seamless integration of personalization across all touchpoints, from pre-arrival interactions to on-site experiences and post-stay engagement. The result is a cohesive and personalized guest journey that leaves an indelible mark, driving guest satisfaction and revenue growth.



**Rahul Joshi**  
General Manager,  
Taj Hotel & Convention  
Centre

However, as hotels embrace the power of personalization, it is crucial to strike the right balance between technology-driven personalization and genuine human interaction. The human touch is what truly elevates the guest experience, adding warmth, empathy and personalized attention that cannot be replicated by technology alone. The training and empowering of staff to deliver personalized service that

goes above and beyond guest expectations is the core of personalization. For instance, the philosophy of Tajness by Taj Hotels that celebrates each guest's uniqueness, by going above and beyond to anticipate their needs and exceeds expectations. Imagine arriving at a Taj property and being greeted by name, with the staff already aware of your preferences. Your room is adorned with personalized touches such as your favourite flowers and a curated selection of snacks. Moreover, surprising you with thoughtful gestures like a handwritten note from the hotel's chef, offering a specially crafted menu tailored to your dietary preferences, among others. Such experiences have helped the brand to curate #MyTajMoment for uncountable guests.

In conclusion, personalization has become the linchpin for revenue growth in the dynamic hospitality industry. By harnessing the power of guest data, leveraging technology and nurturing genuine human connections, hotels can create

**Personalization unlocks the potential for hotels to enhance revenue streams by leveraging a deep understanding of their guests**

tailored experiences that drive revenue, foster guest loyalty and establish themselves as leaders in the ever-evolving hospitality landscape. The time is now for hotels to embrace personalization as a strategic imperative, unlocking new realms of revenue growth and delivering unparalleled experiences that will leave an indelible mark on the hearts of their guests. □



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# What's turning away the talent?

Hotel management graduates are staying away from the industry. Govt. should take corrective action to address this problem, including updating facilities at hospitality colleges.

 **Ananya Kukreja**

The Indian hospitality industry is currently facing a two-fold challenge. Firstly, there has been a decline in hotel bookings due to the immediate impact of COVID. Secondly, there is a shortage of trained workers in the hospitality sector. Although there has been a gradual recovery in the number of hotel bookings, a concerning trend has emerged. Hotel management graduates are choosing to pursue careers in other industries, actively avoiding the hospitality sector. This trend has resulted in a scarcity of skilled workforce within the industry, which is a wasted opportunity. This trend is surprising, considering the significant size of the hospitality industry in India, which contributes approximately 7 per cent to the GDP. **Nithil Baskar**, Director, Operations, JW Marriott Mumbai Sahar, advised, "With the amount of money, hospitality and tourism pump into our GDP, we must have a government regulated body to certify hospitality insti-

tutes much like we have for medical and engineering."

Therefore, it is important to assess and discuss factors leading to such a migration and non-adoption of hospitality jobs. Remedial measures can follow. According to **Vimal Kumar**, Principal, The Lalit



**Nisheeth Srivastava**  
Principal,  
IHM Mumbai

Suri Hospitality School, "There are two major factors that are leading to this situation: low pay-outs to fresh joiners for long hours and a lack of certainty in career progression. These issues are inter-connected

and lead to freshers dropping out of the field that has deleterious impact on the hospitality industry."

## Low pay for new graduates

There has been a clear stagnation in the salaries offered to fresh graduates in the hospitality industry. Many newcomers are being offered salaries that fall short of covering the basic expenses required for a graduate to sustain themselves. This issue is particularly acute in metropolitan cities where the cost of living, including rent, food and health-

**Due to union pressures, untrained staff members are often paid higher wages, which demotivates fresh graduates**

care, is higher compared to other cities. **Nisheeth Srivastava**, Principal, IHM Mumbai, highlights that the hospitality industry is not even meeting the



minimum wage requirements for graduates. Ironically, due to union pressures, untrained staff members are often paid higher wages, which demotivates fresh graduates and prompts them to explore alternative options within the service sector. This situation leads to the demoralization of hotel management graduates who have dedicated significant time to studying and training. The mismatch of skilled workers earning less than unskilled workers creates a negative growth trend.



**A K Singh**  
Director, FHRAI Institute of Hospitality Management

The current generation has a wide range of career avenues and changing careers has become easier than ever before. In fact, other related fields offer higher starting salaries compared to the hospitality industry. For instance, jobs on cruise ships, in event management, the airline industry and mall management often provide more attractive compensation packages. **M K Dash**, Principal, IHM Lucknow, said, “Whereas the retail sectors and other allied sectors pay a bit higher, which reflects in the young minds—the peer pressure, the family pressure and the societal pressure for a high package soon after the course is normally desired for a job at the beginning. Ultimately, the candidate either goes for higher studies or changes their mind about joining the hospitality industry. Thus, the brain drains.”

The retail and allied sectors have realized that hospitality graduates are equipped with a defined set of client handling skills, decent communication abilities and empathy, which are crucial to their businesses. The costs incurred to train a fresh graduate from other domains is reduced and incorporated into packages offered to hospitality students. The idea of waiting patiently for five to seven years to reach a supervisory position after having started at entry-levels has gone for a toss.

Fresh graduates realize that the cost-benefit analysis is skewed against them, giving them even more reasons to leave the industry and pursue a career switch.

### Hazy growth trajectory

Another significant issue is the lack of clear growth pathways for hotel management trainees in contrast to professions such as consultants, doctors, or bankers. The expectations placed on fresh graduates in entry-level hospitality jobs are often inconsistent and dictated by immediate superiors. Work hours are frequently irregular and disorganized. **A K Singh**, Director, FHRAI Institute of Hospitality Management, commented, “The working hours need to be strictly regulated to 8-9 hours only, and in metro cities, one off in a week is not appropriate and candidates are looking for two offs in a week. Few hotels in the metro have started this to retain existing officers, supervisors and entry-level staff.”

Furthermore, fresh hospitality management graduates often face a skills mismatch. This is attributed to outdated syllabi in institutes that fail to address the specialized skills required

**Working hours need to be strictly regulated to 8-9 hours only, and in metro cities, one off in a week is not appropriate**

for entry-level positions in the industry. According to Kumar, “The final years of academics should provide a profound understanding of an entrepreneurial mindset, opportunities to plan and execute events and clarity in choosing a career path that is not influenced solely by mentors.”

### Way ahead

The need of the hour is for policy intervention by the government to boost the growth of the hospitality industry while enabling the skilling of workers that may otherwise be out of the workforce. Secondly, the central government should also improve upon the infrastructure in existing hospitality institutes so that the technology access of students is on par with their global competitors in other nations. This will help hospitality graduates access better opportunities both in India and abroad. □

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# MOVEMENTS



**DIPTI RANJAN PATNAIK**

**Chairman,  
Atmosphere Hospitality**

★ Dipti Ranjan Patnaik has been appointed as the Chairman of Atmosphere Hospitality. Patnaik has had a career spanning over 40 years during which he has set-up and successfully run various enterprises. Besides his strong presence in the mining industry, Patnaik is also dedicated to elevating the hospitality and tourism industry in India through his focused and innovative vision. He has already made significant contributions to the industry by setting up exceptional hotels and resorts in Bhubaneswar, Kalimpong and Kolkata.



**K P SINGH**

**General Manager,  
Le Meridien Amritsar**

★ Le Meridien Amritsar has appointed K P Singh as the General Manager. Singh, who has over two decades of expertise in the premium and luxury hotel businesses will oversee the senior management and operations teams strategically to strengthen the hotel's revenue pillars. Singh held multiple leading positions at premium five-star hotels in Bali, Sanya, Beijing, Shanghai, Dubai and Riyadh, among others. He has handled both operational and strategic responsibilities during the span of his career.



**VIKAS KAUSHIK**

**Director, Sales,  
The Westin Gurgaon, New Delhi**

★ Vikas Kaushik has been appointed as the Director, Sales, The Westin Gurgaon, New Delhi. Kaushik comes with a wealth of experience in the hospitality industry, having worked with IHG Hotels & Resorts, Hyatt Hotels & Resorts, The Leela Palaces, Hotels & Resorts, among others where he was focused on implementing strategic plans along with managing sales and brand visibility. With over 12 years of experience in hospitality sales, Kaushik brings with him a blend of sales expertise, passion and a proven track record of excellence.



**MUKUL AGNIHOTRI**

**Director, Sales (Corporate),  
Eros Hotel New Delhi**

★ Mukul Agnihotri has joined Eros Hotel New Delhi as Director, Sales (Corporate). As Director, Sales (Corporate), Agnihotri will oversee the Corporate Sales operations for the hotel, leveraging his extensive experience in the hospitality industry to drive growth and success. Agnihotri brings a wealth of knowledge and expertise, having held prominent positions at Hyatt Regency Delhi, Leela Hotels & Palaces, Crowe Plaza Greater Noida and Aman Resorts New Delhi. Prior to joining Eros Hotel New Delhi, Agnihotri served as Associate Director, Sales at Hyatt Regency Delhi.



**ISHITA GANGULY**

**Director, Sales & Marketing,  
Crowne Plaza Greater Noida**

★ Ishita Ganguly has joined as Director, Sales and Marketing, Crowne Plaza Greater Noida. She will be responsible for optimizing the hotel revenue performances and business development verticals and strategizing very closely with the food & beverage team to enhance their visibility and drive the reputation of the hotel. With over 12 years of experience in the industry with Hyatt and Accor across various roles, Ganguly brings a wealth of knowledge and expertise to the hotel. She has a proven track record of successfully developing and implementing sales strategies.



**MANISH YADAV**

**General Manager,  
The Wyndham at Chandigarh Mohali**

★ The Wyndham at Chandigarh Mohali has appointed Manish Yadav as General Manager. In his new role, Yadav will be responsible for managing the entire operations of the hotel, including general property performance, sales and marketing strategy, profitability and revenue. He will also be overseeing the implementation of the brand service strategy and brand initiatives with the objective of meeting or exceeding guest expectations. Previously, Yadav served as General Manager for ITC Fortune supervising the guest experiences, meeting budgets and entire hotel operations.

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**ITW INDIA PVT LTD**

**Delhi NCR Head office**

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Gurugram-122001  
info@itwfeg.in  
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**Bangalore Branch office**

Site No. 120/a, 121/1 Shiv Bhavan  
Airport Bellary Road, Yelahanka  
Bengaluru - 560064  
Email ID: info@itwfeg.in  
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