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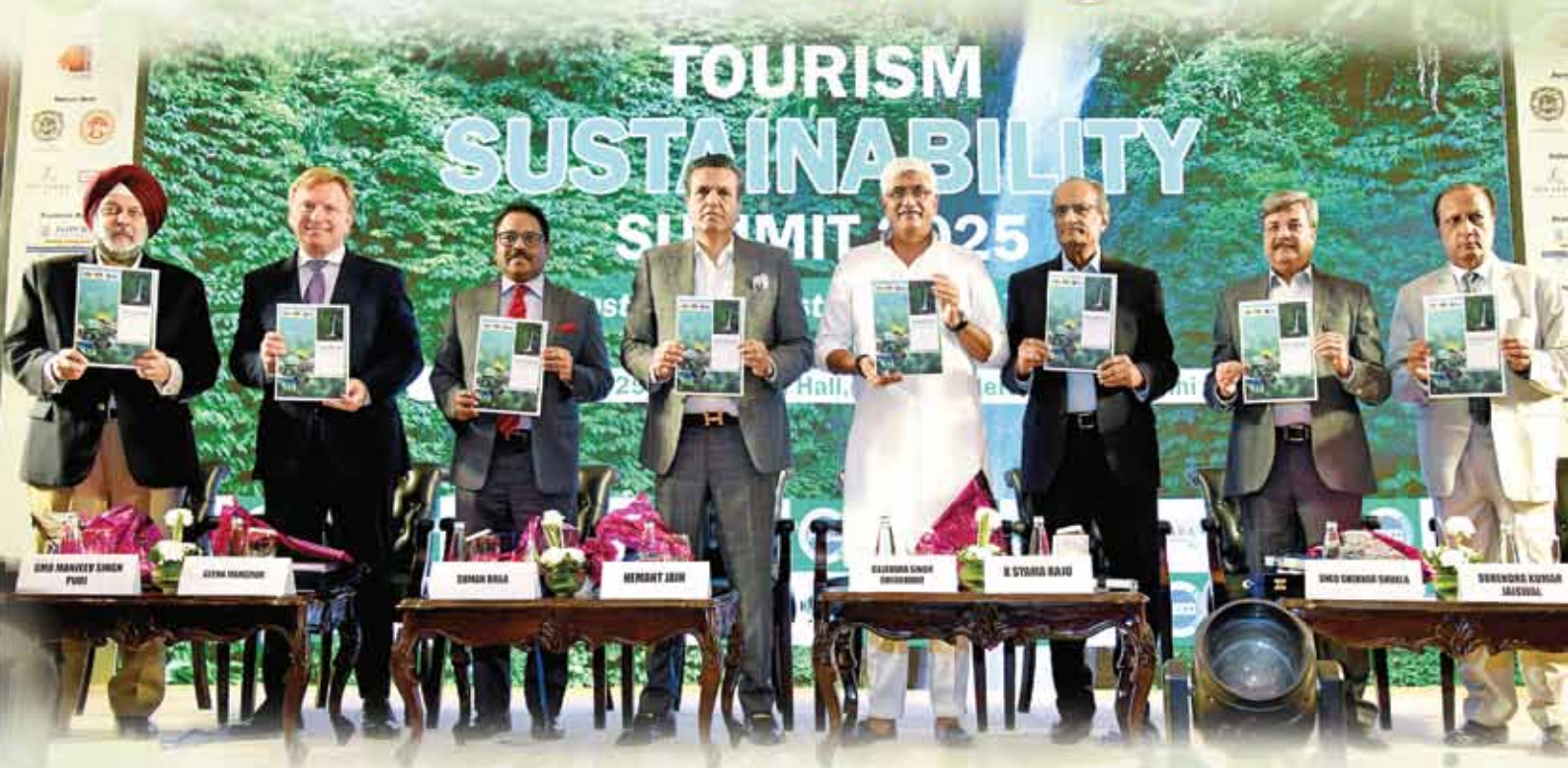
A MONTHLY ON HOSPITALITY TRADE

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ECO-ECONOMIC SYNERGY WINS AT 2nd TOURISM SUSTAINABILITY SUMMIT

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President's Note



Dear Members and Stakeholders,

The tourism sector in India is currently experiencing a period of unprecedented growth, fuelled by a surge in domestic travel, increasing interest in experiential tourism and the rise in disposable income among travellers. Despite global economic headwinds and concerns around an impending tariff war among major economies, India's tourism industry remains resilient and is poised to continue on a strong growth trajectory.

However, the hospitality sector is increasingly concerned about unfair business practices by certain online travel agencies, particularly Agoda. The unilateral changes made by Agoda to agreement terms and commission structures—without consultation or prior notice—have significantly impacted hotel operations. These actions erode trust and transparency within the industry. FHRAI has formally written to Agoda, voicing the industry's serious concerns and urging immediate redressal to prevent further disruption and to uphold fair business practices.

Another pressing issue is the recent judgment by the Hon'ble Delhi High Court, which dismissed FHRAI's petition and upheld the guidelines of the Central Consumer Protection Authority (CCPA) regarding service charges. The ruling held that service charges cannot be levied mandatorily on bills and may only be paid voluntarily by customers, effectively classifying tips as discretionary. While the verdict was not in our favour, FHRAI remains committed to defending the autonomy of hospitality establishments in determining their pricing structures without undue external interference.

Amid these challenges, FHRAI continues to focus on progress and innovation. With this vision, we recently hosted the 2nd Tourism Sustainability Summit in New Delhi, in collaboration with the PHD Chamber of Commerce and Industry. The event was a resounding success, thanks to the enthusiastic participation of industry stakeholders and the steadfast support of our members. We were honoured by the presence of Hon'ble **Gajendra Singh Shekhawat**, Minister for Tourism, Government of

India, who graced the event as Chief Guest, along with distinguished dignitaries including **Suman Billa** (IAS), Additional Secretary, Ministry of Tourism; **Sheo Shekhar Shukla** (IAS), Principal Secretary (Tourism), Government of Madhya Pradesh and other notable leaders from India and abroad.

The summit served as an important platform for industry leaders and policymakers to engage in dialogue on sustainable tourism, future opportunities and actionable strategies for growth. A major highlight was the launch of the *FHRAI Handbook on Best Sustainability Practices in Indian Hospitality*, developed by the FHRAI Centre of Excellence for Research, showcasing the industry's ongoing commitment to responsible and sustainable practices.



“Despite global economic headwinds and concerns around an impending tariff war among major economies, India's tourism industry remains resilient.”

As we look ahead, FHRAI reaffirms its dedication to the growth and well-being of the hospitality sector and its members. We will continue to advocate for an ecosystem that is equitable, transparent and legally compliant. The road ahead may have its share of challenges, but with unity, determination and a shared vision, I am confident that we can build a robust and sustainable future for our industry.

Let us move forward together, with resolve and collaboration, to shape a brighter tomorrow for the Indian hospitality industry.

Warm regards,
K Syama Raju
President, FHRAI



Sustainability: New economic reality

Second edition of 'Tourism Sustainability Summit 2025' united global hospitality leaders and policymakers emphasising 'ecology and economy' as two sides of same coin.



Hospitality stands at a tipping point

From energy guzzlers to energy conservers, hospitality needs to take substantive actions to drive responsible change, notes **Glenn Mandziuk**.



Making the choice: Bigger or Better?

Collective commitment of stakeholders will shape tourism's growth trajectory towards better sustainable future, believes **Suman Billa**.



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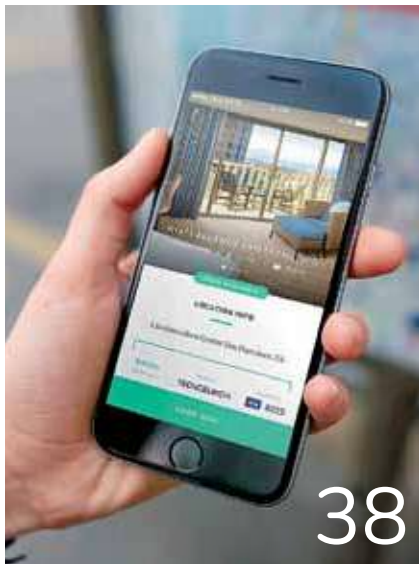
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24

‘Timing could not be better in hospitality’

Puneet Chhatwal on trials and triumphs of his hospitality journey, stressing best time for hotel professionals.



38

Agoda violates commission agreements

Taking toll on its member hotels, FHRAI highlights how Agoda’s unethical commission structure leads to operational issues.



42

Transparency in copyright licences

FHRAI submits proposals to govt’s online portal initiative for copyright licences, which will help address malpractice issues.



50

Hospitality placements jump to 49%

IHM Pusa reaffirmed its stature as powerhouse of next-gen hospitality leaders at its 63rd Annual Day celebration.

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Sustainability

New economic reality

Second edition of Tourism Sustainability Summit 2025 united global hospitality leaders and policymakers emphasising 'ecology and economy' as two sides of same coin.



Lipa Negi

Building on the success of its first edition, the second edition of Tourism Sustainability Summit 2025 brought together global hospitality leaders, policymakers, hoteliers and key stakeholders in the capital, reinforcing sustainability in tourism as a key driver of long-term economic growth. A collaborative effort by FHRAI, PHDCCI and HRANI, the

summit was supported by the Ministry of Tourism, Government of India, with Madhya Pradesh and Gujarat joining as partner states. The event featured four insightful panel discussions on themes such as Reimagining Sustainability, Leveraging Technology for Greener Travel, Sustainable Tourism as a Policy Imperative and Investing in Sustainability.

Industry experts and thought leaders explored innovative strategies to balance economic growth with green finance, environmental stewardship and technological inno-



GAJENDRA SINGH SHEKHAWAT

Minister of Tourism,
Government of India



SUMAN BILLA (IAS)

Additional Secretary
Ministry of Tourism,
Government of India

“Climate change and sustainability are everybody’s business; it is now or never.”

“Tourism not merely an economic activity, it is a shared responsibility.”



vation, emphasising sustainable infrastructure and community-driven tourism initiatives. The summit also marked the inauguration of a knowledge report by PHDCCI and FHRAI, further strengthening the discourse on responsible and resilient tourism.

Collective responsibility

Urging the industry to act now, **Gajendra Singh Shekhawat**, Minister of Tourism, Government of India, said, "The challenge of climate is now knocking on our doors as rain-

fall patterns are changing, glaciers are shrinking and glacier lakes are increasing. If timely action had been taken, the situation could have been better. Climate change and sustainability are everybody's business. It is now or never kind of situation for all of us."

Echoing similar sentiments, **Suman Billa** (IAS), Additional Secretary, Ministry of Tourism, Government of India, emphasised the need to design tourism growth in a mindful manner. He said, "Tourism

is a rapidly growing sector, and the industry is at the beginning of a long-term growth cycle for tourism and hospitality." Urging to focus more on the direction of progress rather than its speed, he added, "Tourism should not be viewed merely as an economic activity but as a shared responsibility. There is a need to rethink the approach by building more resilient, inclusive and future-ready infrastructure."

Billa further shared that the Ministry of Tourism has launched





HEMANT JAIN
President
PHDCCI



AMB MANJEEV SINGH PURI
Chair, India-Nepal Centre, PHDCCI
& Distinguished Fellow, TERI

tourism and the contributions made by the industry alliance. He expressed that it is a highly gratifying moment to organise the second edition of the summit in collaboration with PHDCCI. He further emphasised that while tourism continues to grow, it also presents significant challenges. “Tourism is not just an economic driver but also a catalyst for social change. He called for collective efforts toward a greener and more inclusive future,” he said.

Establishing sustainability as a conscious choice, **Hemant Jain**, President, PHDCCI, said, “Sustainability is no longer a choice or an option. If we do not make our hotels sustainable and more green-compliant today, we will lose a significant part of the market. Initiatives like this and sincere efforts towards sustainability will further strengthen India’s position in this sector. In the future, staying in business will depend on our commitment to sustainability.”

To achieve India’s path to net zero by 2070, **Amb Manjeev Singh Puri**, Chair, India-Nepal Centre, PHDCCI & Distinguished Fellow, TERI, urged everyone to internalise sustainability in their organisations.

“In the future, staying in business depends on our commitment to sustainability.”

sustainability criteria under “Travel for LiFE,” a global movement which promotes a community of green travellers.

“We need to work towards climate-proofing our businesses, become more resilient.”

Building resilient businesses
In his opening speech, **K Syama Raju**, President, FHRAI underlined the importance of sustainability in





“Our lifestyle in India has always been aligned with sustainability, and as we progress in tourism, let us not forget that sustainability is what will keep resources ready for future generations. It is important that everyone to act and work towards climate-proofing our businesses and building resilience.”

Local to Global: Big strides

Mainstreaming sustainability as state’s policies and roadmap for development, **Sheo Shekhar Shukla (IAS)**, Principal Secretary (Tourism) & Managing Director, Madhya Pradesh Tourism Board, Government of Madhya Pradesh, shared, “Madhya Pradesh has a responsible tourism vertical within its state department. It is home to 498 state protected monuments, 290 ASI protected monuments and 14 UNESCO World Heritage Sites, establishing it as a significant historical and cultural destination.” Efforts are underway to develop 50 new destinations and 20 cultural sites to enhance the tourism landscape.” He added that the state has the highest forest cover (25 per cent) in India, 12 national parks, nine tiger reserves and three biosphere reserves, along with being home to Narmada, which comprises five cultural zone.

Glenn Mandziuk, CEO, World Sustainable Hospitality Alliance (UK), a special guest and speaker,

spoke on the lines of sustainable tourism as policy imperative. He said, “Tourism holds great potential and the sustainability revolution is crucial. There need to be legislative changes, shareholder demand, com-

munity interest, consumer demand and employee welfare. Enabling every hotel to operate responsibly and grow sustainably, the Sustainable Hospitality Alliance brings together engaged hospitality companies and



SHEO SHEKHAR SHUKLA (IAS)

Principal Secretary (Tourism) & MD, MP Tourism Board



GLENN MANDZIUK

CEO,
World Sustainable
Hospitality Alliance (UK)

“Madhya Pradesh has the highest forest cover (25 per cent) in India, 12 national parks & three biosphere reserves.”

“There need to be legislative changes, community interest, consumer demand and employee welfare.”



the wider hospitality value chain, along with strategic partners, to address key challenges affecting the planet, people and places around the world."

Hospitality takes the lead

Highlighting FHRAI's role in initiating a dialogue on sustainability with policymakers at the Centre Government, **Pradeep Shetty**, Vice President and former President, FHRAI, said, "Sustainability is not an expensive proposition. It is a beneficial proposition in the long run. This summit plays a role of the catalyst, as an increasing number of large hotels, who are leaders in sustainability, are sharing information and data, which is being further disseminated to other members to adopt and to learn from it. We care for the environment while we want to grow our businesses in a manner which is totally harmless to all stakeholders."

Sustainability is not limited to just a commitment but a way of life. Agreeing to this, **Surendra Kumar Jaiswal**, President, HRANI and Uttar Pradesh's Hotel and Restaurant Association and Vice President, FHRAI, "The hospitality sector has long embraced sustainable practices, taking significant initiatives to reduce its environmental impact. Despite this, we have been wrongly classified under the red category. Through this summit, with the participation of global leaders, we are urging the government to recognise our industry as one of the most sustainable sectors. The dialogue is not just about highlighting challenges but about driving real change for a greener future." □



SURENDRA KUMAR JAISWAL

President, HRANI and Vice President, FHRAI

"Government should recognise our industry's true position as one of the most sustainable sectors."



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Towards green dialogue

Deliberating on tourism's impact on the economy and environment, industry leaders and practitioners call for result-oriented actions toward sustainability.



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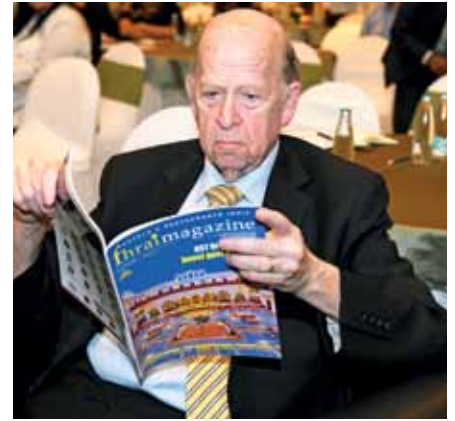
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Hospitality stands at a tipping point

From energy guzzlers to energy conservers, hospitality needs to take substantive actions to drive responsible change, notes **Glenn Mandziuk**.



Lipa Negi

Speaking at the second edition of Tourism Sustainability Summit 2025 in the capital, **Glenn Mandziuk**, CEO, World Sustainable Hospitality Alliance (UK), sounded an alarm on the need to take decisive actions to save both tourism and destinations. He said, "The sector consumes more energy and water than other commercial entities, so it faces an urgent need for significant reductions in resource usage." Therefore, hospitality establishments must adopt innovative strategies to lower their environmental impact while addressing pressing social challenges, such

as modern slavery, which affects 10 per cent of the global workforce in the sector.

Appreciating the collective efforts of FHRAI and PHD Chamber of Commerce and Industry in organising the sustainability summit, he said, "Collaboration at such a scale is vital in catalysing change and setting new benchmarks for responsible hospitality."

Underlining the significance of accountability towards the planet, he said, "The hospitality sector must be seen as a contributor to communities, society and the environment. Embracing the philosophy of 'net positive hospitality,' businesses have a responsibility to give back to the communities in which they oper-



ate. This is an opportunity for the industry to stand out as a guardian of nature and society, ensuring that local communities thrive alongside the industry itself."

He also acknowledged how a growing number of Indian hotel brands are leading sustainability efforts. He said, "ITC Hotels, for instance, has emerged as a shining example of responsible hospitality. However, to drive systemic change, more Indian hospitality brands must join the global conversation on measuring sustainability progress, training employees and implementing best practices in circularity, food waste reduction and energy conservation."

According to him, the momentum behind sustainability efforts is



GLENN MANDZIUK
CEO, World Sustainable
Hospitality Alliance (UK)

“As leaders of the hospitality industry unite to drive change, the future of the industry looks increasingly promising.”

stronger than ever. Five years ago, such proactive engagement was rare, but today, fundamental shifts are taking place. The success of this second annual event underscores the industry’s commitment to sustainable growth and resilience. As hospitality

leaders unite to drive change, the future of the industry looks increasingly promising.

He was excited to see ministerial presence alongside key state representatives, which demonstrates a strong commitment to sustainability at the highest levels. He further said, “Regulation undeniably accelerates progress, and collaboration with governments across India, Europe, the United States, Asia Pacific and China is essential. As an alliance, we actively engage with regulators to inform them about what the industry is doing and what it can achieve. By establishing measurable benchmarks—covering Scope 1, Scope 2 and Scope 3 carbon reporting—we can effectively track and report our sustainability progress.” □



Making the choice: Bigger or Better?

Collective commitment of stakeholders will shape tourism's growth trajectory towards better sustainable future, not just a bigger one, believes **Suman Billa**.



Lipla Negi

Addressing the audience as the Guest of Honour and Speaker at the second edition of the Tourism Sustainability Summit 2025, **Suman Billa** (IAS), Additional Secretary, Ministry of Tourism, Government of India, emphasised that sustainability must go beyond compliance to develop a collective commitment of the hospitality industry. He stated, "Sustainability is not just compliance; it must become every stakeholder's



SUMAN BILLA (IAS)

Additional Secretary, Ministry of
Tourism, Government of India

commitment to bring the kind of change that we are expecting."

Praising the collaborative efforts of FHRAI and PHD Chamber of Commerce and Industry for organising the summit, he expressed, "This is exactly the kind of convergence we need to see to achieve our goals." Highlighting India's rapid growth in tourism, he noted that demand far exceeds supply, creating both opportunities and challenges. He explained, "While adjustments in capital structure and a more entrepreneurial approach from states are needed, the ease of doing business is improving. The key takeaway is that

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India is at the start of a long-term growth cycle in tourism and hospitality—one that is inevitable and set to reshape the industry.”

Growth beyond scale

According to Billa, the industry must focus on responsible growth rather than just expansion. He posed a critical question, “Are we just going to grow bigger, or are we going to grow better? While growth is a given, the real challenge is the direction we take. How do we build a tourism ecosystem that is responsible, inclusive and sustainable?”

He stressed that tourism should be a shared responsibility towards people, places and the planet, rather than merely an economic activity. He cautioned, “If tourism is left unmanaged, it can lead to overconsumption, resource stress and cultural dilution. However, if we design our growth mindfully, tourism can become a regenerative force—reviving heritage, empowering communities and championing sustainability.”

Lifestyle for sustainability

Billa also acknowledged Prime Minister Narendra Modi’s vision for sustainability, particularly through Mission LiFE (Lifestyle for Environment), which promotes a shift from a ‘use-and-discard’ culture to a re-



use-and-respect’ mindset. He urged the tourism sector to internalise the ethos of Mission LiFE, stating, “From mindless consumption to mindful use, the sector should integrate this philosophy into its core values.” He also introduced the Ministry of Tourism’s groundbreaking initiative, ‘Travel for Life,’ which aims to build a community of green travellers. He

elaborated, “Travel for Life is a movement to inspire behavioral change through education, innovation and participation. It urges travellers to choose eco-sensitive experiences.”

Setting sights on becoming a developed India by 2047, he emphasised that India should strive to be not just an incredible destination but also a responsible one. “India aspires



“From mindless consumption to mindful use, the tourism sector should integrate this philosophy into its core values.”

to be among the top three tourism economies in the world by 2047. To achieve this, our approach must be both distinctive and responsible. We must carve our own path, rooted in our ethos, ensuring it benefits our communities and people,” he said. □

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‘The timing could not be better’

Puneet Chhatwal on trials, triumphs and turning points of his hospitality journey, stressing golden hour for hotel professionals is only just beginning.



Lipla Negi

In a candid exchange with students of his alma mater IHM Pusa, **Puneet Chhatwal**, CEO and Managing Director of IHCL, retraced his journey in hospitality, from his first posting to Patna as a manager in 1986 to spearheading IHCL from 2017 onward. The road, he admitted, was far from smooth, but never lacking in opportunity. “Every challenge or crisis comes with an opportunity to outshine,” he reflected. Joining the students for the institute’s Annual Day and awards, he added, “If you have not received an award today, do not think it is the end—maybe the best is yet to come. I never won one until 2012.”

Chhatwal started his career as a management trainee, earning ₹750. But times have changed. With India’s robust economic growth, expanding infrastructure, and a burgeoning middle and upper middle class, he believes there has never been a better moment for hospitality students. “We are just at the beginning of what is going to unfold in the hospitality, tourism, and aviation sectors,” he said. “Today, India boasts one of the highest GDP growth rates among major economies. That means more hotels, more rooms and more professionals to run them. There is an unprecedented willingness within the sector—not just to hire, but to offer better salaries than ever before.”

Calling upon the industry and its senior leadership to take collective responsibility in making hospitality an aspirational career once again, he stated, “As seniors, we carry





ployee engagement and well-being remains unwavering. “From a single brand to a diverse bouquet of offerings, the opportunities for young professionals today are immense,” he said. “Together with our HR team, we have created programmes that can fast-track careers—you could become a general manager within ten years, and with a brand like Ginger, even reach managerial positions in just five years after graduating from a catering college. That was unthinkable in our time.”

Without sugar-coating his words, Chhatwal described the hospitality sector as both fun and demanding. He urged students to remain focussed and not to opt out. “This is a 24x7 industry—you work on Diwali, Christmas and New Year. But the industry is not just about service; it is about creating experiences. Experiences that mark life’s milestones. Those milestones become memories, and it is those memories that bring guests back to your hotels. And when that happens, you succeed too.” □

the responsibility of improving the compensation structure in this sector. And it should not just be about inflationary hikes—we must help young professionals build meaningful careers. The opportunity is now. It is not about what we could have done yesterday or the day before.

years ago—community is not just another stakeholder, it is the very reason for a business to exist.”

Today, with IHCL boasting a portfolio of over 380 properties, Chhatwal is confident of doubling that number by 2030. Yet, even as the brand grows, his passion for em-

“There is an unprecedented willingness within the sector—not just to hire, but to offer better salaries.”

What matters is what we choose to do today.” He further added that the revision of rates was long overdue in India. “Let’s collectively shift the mindset. People willingly pay ten times more in New York or London, without earning ten times more there,” he added.

Reflecting on his journey at IHCL and the enduring philosophy of ‘community first’ championed by Tata Group founder Jamshedji Tata, Chhatwal remarked, “Business performance has never been the sole purpose of Tata Group companies. Jamshedji Tata defined purpose 157





Going beyond bounds: Reshaping hotel landscape

With shifting guest expectations, industry needs to act swiftly to innovate its services, from sustainable practices to high-tech, opines **Rahool Macarius**.



Gone are the days when guest experiences in hotels and restaurants revolved solely around suitable rooms, competitive pricing and decent dining options. Today, the hospitality industry faces a rapidly evolving landscape driven by shifting customer demands and technological advancements. Guest expectations have soared beyond the basics, compelling hotels and restaurants to innovate relentlessly and refine their operational strategies. From personalised services to sustainable practices, the modern hospitality sector is redefining what it means to create memorable experiences. This article explores the best practices and cutting-edge innovations shaping hotel and restaurant operations, helping businesses attract more guests and stand out in a crowded market.

Best practices in hotel and restaurant operations:

Prioritise guest experiences

At the heart of successful hotel operations lies a deep understanding of guests and



RAHOOL MACARIUS

Market Managing Director for Eurasia,
Wyndham Hotels & Resorts

their needs. Anticipating and addressing these needs promptly can transform a good stay into an exceptional one. For example, consider a guest who requests an extra pillow for a specific sleep setup. A well-trained staff, equipped with a streamlined request system, can deliver those pillows within



minutes, leaving the guest feeling valued and cared for. This level of attentiveness not only boosts satisfaction but also encourages repeat visits and positive word-of-mouth.

Sustainability

Eco-consciousness is no longer a niche trend; it is a mainstream expectation. Many guests now actively seek out hotels and restaurants that prioritise sustainability, from reducing waste to sourcing local ingredients. Implementing energy-efficient lighting, water-saving fixtures and recycling programmes can significantly lower a property's environmental footprint. Beyond operational changes, hotels offering reusable water bottles in rooms or farm-to-table menus can resonate with environmentally minded travellers.

Guest feedback management

Guest feedback is a goldmine of insights for hospitality businesses. Online surveys, comment cards or even real-time feedback apps, can help in collecting and analysing these inputs, which allow hoteliers and restaurateurs to fine-tune their operations. For instance, if multiple guests cite slow service at breakfast, management can adjust staffing levels or workflows to address the issue. Responding to feedback promptly is

crucial to demonstrate a commitment to improvement, fostering trust and loyalty.

Seamless staff communication

Smooth communication between front-of-house and back-of-house teams is the backbone of efficient operations. Miscommunication can lead to delays and guest frustration. Modern tools like mobile apps or internal messaging systems ensure that information flows freely and accurately across shifts and departments. For example, a night-shift report can instantly alert the day team to a maintenance issue, preventing any lag in resolution.

Crisis management

The hospitality industry is unpredictable, with incidents ranging from power outages to guest emergencies. A robust crisis management plan, regularly updated and rehearsed, is essential. Staff training is equally critical, and employees should know how to evacuate guests calmly during a fire alarm or handle a medical emergency with confidence.

Data-driven insights

Data is a powerful tool for understanding guest preferences and operational gaps. Analysing booking patterns, dining habits



Leading by example

Rahool Macarius, as Market Managing Director for Eurasia, is responsible for regional operations and driving the growth of Wyndham's diverse portfolio of brands across Eurasia covering India, Nepal, Sri Lanka, Bangladesh, Bhutan and the Maldives. With over 25 years of experience, Macarius expertise lies in financial acumen, operational excellence and stakeholder relationship management, developed through leadership roles at various leading hotel groups.



or feedback trends can reveal opportunities for improvement. For instance, if data shows that guests frequently request late check-outs, a hotel might introduce a flexible check-out policy as a standard offering. This proactive approach ensures that operations align with guest needs, driving satisfaction and revenue.

Boosting staff morale

Happy employees create happy guests. Fostering a positive work environment through teamwork, open communication and recognition can significantly boost staff morale. According to Gallup, highly engaged teams are 23 per cent more profitable than those with poor collaboration skills. Simple gestures like celebrating an employee's work anniversary or acknowledging a job well done can reduce turnover.

Key innovations in hotel and restaurant operations:

AI-driven personalisation

Artificial Intelligence (AI) is revolutionising the hospitality industry by enabling highly personalised services that enhance guest experiences. The AI in hospitality market, valued at US\$16.33 billion in 2023, is projected to soar to US\$70.32 billion by 2031. AI-powered chatbots, for example, can analyse guest preferences and behaviours and suggest tailored recommendations that suit the taste of guests. Imagine a guest chatting with a bot that suggests a farm-to-table restaurant in the hotel or a scenic evening walk nearby based on prior stays. These intuitive interactions enhance satisfaction while freeing up staff for more complex tasks.



time offers with eye-catching visuals. Easily updated in real-time, they eliminate the need for printed menus, saving costs and reducing waste while keeping guests informed and engaged.

“Innovations such as AI-driven personalisation, contactless check-ins and voice-activated technology are pushing the boundaries of what hotels and restaurants can offer.”

Voice-activated technology

Voice assistants are bringing futuristic convenience to hotel rooms. Guests can use voice commands to book a dinner reservation, order room service or adjust room settings like lighting and temperature. For example, saying, “Hey, turn on the TV to channel 5,” or “Reserve a table for two at 7 pm,” simplifies tasks and adds a wow factor to the stay. This technology enhances accessibility and aligns with the growing popularity of smart home devices.

Ride-sharing programmes

Transportation can be a hassle for travellers, but hotels are stepping up with innovative ride-sharing programmes. Guests can opt for a shared ride with others heading to the same destination or book a private ride through the hotel’s app at a discounted rate. Besides being a planet-friendly choice that helps travellers minimise their carbon footprints, this service offers cost savings and convenience, enhancing the overall guest experience.

Tradition meets transformation

The hospitality industry is at a crossroads where tradition meets transformation. Best practices like prioritising guest experiences, embracing sustainability and boosting staff morale lay a solid foundation for operational excellence. Meanwhile, innovations such as AI-driven personalisation, contactless check-ins and voice-activated technology are pushing the boundaries of what hotels and restaurants can offer. In an era where competition is fierce and expectations are high, blending these time-tested practices with forward-thinking innovations is the key to thriving in hotel and restaurant operations. □

Contactless front desk and check-in

Convenience and safety have propelled the rise of contactless technology. Over 60 per cent of hospitality executives worldwide are prioritising fully contactless experiences (including check-in/out via apps, digital room keys and touchless food ordering) within the next three years. Guests can bypass the front desk entirely, using a kiosk or smartphone to access their room. This not only speeds up the process but also appeals to travellers seeking minimal physical interaction, a trend accelerated by the pandemic.

Digital menu boards

In restaurants and hotel dining areas, digital menu boards are transforming how information is shared. These dynamic displays can showcase daily specials, highlight amenities like spa services or promote limited

Farm-to-table collab for economic growth

Emphasising mutually beneficial ecosystem, HRANI Conclave sets stage for insightful discussions, addressing challenges hindering farm-to-table ties.

 **DDP Bureau**

Centred on the theme “Hospitality & Tourism-A Catalyst for Economic Growth,” HRANI successfully hosted its 11th Conclave at Le Méridien, New Delhi, on 26 March 2025. The conclave brought together industry leaders, policymakers and experts for insightful discussions on emerging trends, challenges and opportunities in the hospitality sector.

The event was inaugurated by **Inoshi Sharma**, IRS, Executive Di-

rector, FSSAI, who highlighted the importance of sustainable and quality-driven food supply chains. She remarked, “Ensuring a direct and transparent supply chain between farmers and the hospitality sector is essential for food safety, sustainability and economic upliftment. This initiative is a step towards strengthening the farm-to-table ecosystem.”

One of the most significant sessions of the conclave, “Strengthening farm-to-table collaborations,” focused on bridging the gap between Farmer Producer Organisations (FPOs) and the hospitality sec-

tor. Chaired by Sharma, the session explored the benefits of direct partnerships that ensure the supply of fresh, organic and high-quality produce to hotels and restaurants while empowering farmers by eliminating the engagement of middlemen.

Moderated by **Sourish Bhattacharyya**, Food Writer and Senior Consultant, We The Chefs, the panel included **Ankita Jaiswal**, Chairperson, Sustainable & Responsible Tourism Committee, HRANI & UPHRA; **Chef Davinder Kumar**, President, Indian Culinary Forum & Vice President, F&B (Production), Le Méridien,





New Delhi; **Dr. Nitin Nagrale**, CEO, Quality NZ and Founder & General Secretary, HPMF; **Sanjeev Kumar Gautam**, Director (PDF), Small Farmers' Agri-Business Consortium; **Anuj Arora**, Senior Consultant, Small Farmers' Agri-Business Consortium.

Experts in the session discussed various strategies to facilitate partnerships, including policy frameworks, logistics solutions and technology role in streamlining supply chains. A key highlight of the session was the direct interaction between hospitality stakeholders and FPO representatives, fostering discussions on collaborative solutions.

Sanjeev Kumar Gautam, Director, Small Farmers' Agri-Business Consortium, said, "HRANI's initiative to bridge the gap between FPOs and the hospitality industry is a significant step towards a more sustainable and inclusive supply chain."

Surendra Kumar Jaiswal, President, HRANI & UPHRA, and Vice

"This model not only ensures high-quality farm-fresh produce for the hospitality industry but also enhances farmers' income."

ANKITA JAISWAL, Chairperson, Sustainable & Responsible Tourism Committee, HRANI & UPHRA

President, FHRAI, said, The direct linkage between hotels, restaurants, and FPOs is a game changer for both sectors, creating a win-win situation for all.

The conclave witnessed the presence of prominent dignitaries, including **Garish Oberoi**, Immediate Past President and Treasurer, HRANI; **Vikas Malhotra**, Manag-

ing Committee Member, HRANI and Managing Director, The Landmark Hotel; **Ankit Gupta**, Vice President, HRANI; **Rakesh Roy** and **Vinod Gulati**, Honorary Joint Secretaries; **Meena Bhatia**, Managing Committee Member and Vice President and General Manager, Le Méridien, New Delhi; **IHG**; **Kamal Kant Pant**, Principal, IHM-Pusa; **Renu Thapliyal**, Secretary General, HRANI, etc.

The event concluded with the 'HRANI Culinary Awards of Excellence,' celebrating exceptional talent in hospitality. **Manisha Bhasin**, Corporate Executive Chef, ITC Hotels, won the 'Best Woman Culinary Leader Award' while **Manish Sharma**, Executive Chef, The Oberoi, received the 'Best Culinary Leader Award.' **Nitin Mathur**, Executive Chef, Taj Palace, won the 'Best Food Artist Award.' These awards honoured professionals who have set new benchmarks in innovation and craftsmanship. □



FHRAI pushes for GST reforms to avoid confusion

To pivot GST-related challenges, FHRAI urges govt to recommend suitable measures to GST Council and advocate transparent practices.

 DDP Bureau

To dispel ambiguities and confusion created by the GST Act, FHRAI has written to government authorities for urgent intervention in resolving the challenges of linking GST on food and beverage (F&B) services in restaurants to the room rates charged for accommodation.

Intensifying their demand to provide much-needed relief to the industry, the association approached the following relevant authorities to steer challenges hindering the industry.

- **Ajanta Neog**, Hon'ble Finance Minister, Government of Assam
- **Bhatti Vikramarka Mallu**, Hon'ble Finance Minister, Government of Telangana
- **Ahmed Babu A**, IAS, Chief Commissioner State Tax, Government of Andhra Pradesh

- **Mukesh Kumar Meena**, IAS, Principal Secretary, Department of Revenue (Excise), Government of Andhra Pradesh
- **Sanjay Rathi**, IRS, Chief Commissioner, GST and Customs, Government of Andhra Pradesh
- **Saswata Mishra**, IAS, Principal Secretary to Government, Finance Department, Government of Odisha
- **Syed Ali Murtaza Rizvi**, IAS, Principal Secretary to Govern-

ment, Department of Commercial Taxes & Excise, Government of Telangana, Andhra Pradesh
Seeking to recommend appropriate measures to the GST Council, the association highlighted the following key challenges faced by the industry.

Regularise past GST payment on "as is basis": The hospitality industry has been for a long-time facing issues due to the linking of F&B rates to room charges and the confusion of 'Value of Services Received' and 'Declared Tariff.' These confusions and ambiguity have created another challenges, leading to the the issuance of a huge number of demand notices to hotels across the country by the GST department. Therefore, the government should consider regularising payment of GST during the past period on an "as is basis" which has a precedent in other services.

"The sudden jump in GST from 5 to 18 per cent when room rates exceed ₹7500, creates uncertainty."

Delinking of F&B rates from room tariffs: The sudden jump in GST from 5 to 18 per cent when room rates exceed ₹7500, creates uncertainty and confusion for guests and places hotels at a disadvantage. This discrepancy unfairly impacts restaurants operating in hotels compared to standalone counterparts offering similar high-end experiences and cuisine. The imposition of GST on food services in restaurants based on room rates, even when these services are entirely unrelated to the accommodations provided, presents an issue of unjust linkage. Therefore, an urgent intervention is required to provide immediate relief to the hospitality sector by delinking the F&B rates from the accommodation charges of hotels.



Enhance the threshold limit of hotel room tariff: To bring parity of rates between the rupee and the dollar, raise the threshold limit of hotel room tariff for charging GST at 18

per cent to ₹12500 from ₹7500. While the threshold was fixed at ₹7500 in the year 2017, the exchange rate of dollar per rupee stood at 64, but the same reached at ₹87 per dollar today.

to operational issues and application of GST.

Issuance of frequently asked questions (FAQ): Issue a FAQ relating

FHRAI further stated, “We hope that our request will be considered with utmost earnest to ensure equitable and transparent taxation practices for the hospitality sector.” □





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Uphold 25-30% management quota for private institutes

FHRAI-IHM urges NCHMCT, Noida to reassess admission structure and grant reasonable management quota to private institutes of hotel management.



DDP Bureau

To ensure fairness in the admission process, FHRAI-IHM has written a letter to **V Vidyavathi**, Secretary, Ministry of Tourism, Government of India. The letter highlighted the need for introducing a management quota in the Bachelor of Science in Hospitality and Hotel Administration (B.Sc. H&HA) programme for private institutes of hotel management under NCHMCT, Noida, as per the existing practice in different states.

The letter stated, "The management quota is a tool to ensure reasonable admission in different courses being offered in private institutes. This quota range between 15-50 per cent in different states, but on an average 25-30 per cent of the total seat is allocated to the institute under management quota." The letter further highlighted that the remaining 70-75 per cent of seats are to be filled



VVIDYAVATHI
Secretary, Ministry of Tourism,
Government of India

by joint entrance examination (JEE) and vacant seats."

However, in private IHMs under NCHMCT, Noida, not more than 10-15 per cent seats are filled through JEE and about 20-30 per cent of the seats on an average are filled through subsequent test by NCHMCT. In general, not more than 40 to 45 per cent of admissions are in the Bachelor

Introduce a management quota in B.Sc. H&HA programme as per the existing practice in different states

of Science programme on an average in last four years.

Voicing the same concerns, a delegation of FHRAI under the leadership of **Garish Oberoi**, Hony. Treasurer, FHRAI, recently met **Gajendra Singh Shekhawat**, Minister for Tourism. Urging to relook into the admission policy, FHRAI said, "With the grant of 25-30 per cent seat under management quota in private IHM, NCHMCT, Noida, will help reduce the number of seats available in JEE and also give freedom to private IHM to plan to fill those 30 per cent seats under mgmt. quota." □



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Agoda violates commission agreements

Taking toll on its member hotels, FHRAI highlights how Agoda's unethical commission structure leads to operational and revenue issues.



DDP Bureau

FHRAI has written to **Krishna Rathi**, Senior Country Director, India Subcontinent, MEA and Turkey, Agoda, raising grave concerns about recent changes to Agoda's commission calculation methodology and introduction of new terms and conditions. These changes have adversely impacted its member hotels and establishments. These alterations have led to

operational difficulties, compliance concerns and financial implications for hotel businesses.

The association highlights the following concerns:

Commission calculation discrepancies: The recent update in Agoda's commission structure, which now bases commission calculations on the Sell Exclusive Rate (before GST), is causing discrepancies that were not part of their original agreements. Agoda is charging commission on

the total room rate, including taxes despite the signed agreement that taxes should be excluded. The new term 'Reference Sell Rate (RSR)' included in the new general terms and conditions, allows to calculate commission on a rate that includes taxes, which was not mutually discussed.

Violation of Indian tax laws: Charging commission on the GST amount directly contradicts Indian taxation laws. The contract specifies a 15 per cent commission, however, this prac-

tice led to a commission rate of 17.5 per cent. Agoda is not charging GST on its commission, thus shifting the tax burden onto Indian hotels, leading to significant revenue loss.

Unilateral changes: Agoda's introduction of the 'Reference Sell Rate' term and the hike in commission to 17.5 per cent were implemented unilaterally, without any consultation with members. Additionally, this change is being justified under the guise of aligning with other OTAs, which is not a valid reason to increase commission rates arbitrarily.

Unfair business practices: Agoda is activating discounts such as coupon codes, bed network discounts and weekend sales without prior consent from the hotels. There is no option to deactivate these discounts, which is causing significant disruptions. Payments from Agoda are not being deducted from the Advance Granted Transaction, but are instead being



K SYAMA RAJU
President
FHRAI

processed as current transactions, which adds an extra cost. Other issues faced by hotels include advance transactions, delay in payment and discrepancies in rate plan.

FHRAI underscored that these practices are not only unfair but also in violation of the original agreements and Indian tax laws. There-

“Charging commission on the GST amount directly contradicts Indian taxation laws.”

fore, FHRAI urged Agoda to take immediate action to address the issues. The association suggested the following corrective measures:

- Revert to the original commission calculation where commission is calculated excluding taxes
- Review and revise the new 'Reference Sell Rate' clause to ensure it aligns with existing contracts
- Ensure compliance with Indian GST laws, including charging GST on commission and addressing revenue leakage
- Improve communication channels with hotel partners to ensure effective resolution of issues

Celebrating cultural diversity at FHRAI-IHM's annual day



FHRAI-IHM observes its 4th annual day with theme inspired by India's cultural diversity, honouring talents and achievements of students.



DDP Bureau

Marked by a spirit of fun and enthusiasm, the fourth annual day of FHRAI Institute of Hospitality Management (FHRAI-IHM), Greater Noida, was recently celebrated. The event brought together students, faculty and parents on one platform, where the students showcased their professional skills by organising cultural shows and preparing cuisine dishes in a well-crafted menu.

Based on the theme, "Visualising the Cultural Diversity of India,"



AK SINGH
Director
FHRAI-IHM

"Around 22 hotel groups, restaurants and related organisations have visited the institute for job opportunities"

the event exhibited various dance shows, skits and songs focussing on the regional diversity of India. It also featured several vibrant cultural and sports competitions, which displayed team spirit and camaraderie. Besides, the institute presented certificates and awards to the winners, runner-up teams and individuals who participated in the sports and cultural competitions.

The institute also gave the 'Best Students for the Year' award to **Tanishq Thapa** and **Aditya Raju Chougale**, who are the students of the final year of Bachelor of Science programme.

At the event, **AK Singh**, Director, FHRAI-IHM, presented the annual report for the year 2024-25. He announced that most of the students of last year batch has secured jobs in leading hotel brands, restaurants and other organisations.

Singh added that for the current year's placement, about 22 hotel groups and other associated organisations have already visited the institute to scout best talents of the institute and offer jobs. □



The Legacy Lives On

A Tribute to Shriji Arvind Singh Mewar



Shriji Arvind Singh Mewar was not merely a custodian of history—he was its most passionate storyteller. A descendant of the legendary House of Mewar, he carried forward a lineage that had safeguarded Rajasthan’s heritage for centuries. Yet, his vision extended beyond preservation; he sought to redefine how the world experienced India’s regal past. As Chairman of HRH Group of Hotels, he orchestrated a remarkable transformation, breathing new life into ancestral palaces and elevating heritage tourism to an unparalleled standard of excellence.

His journey was one of intellect, experience, and unwavering dedication. Educated in the United Kingdom and the United States, Shriji immersed himself in the nuances of international hospitality. From working at the grassroots level to mastering the intricacies of luxury hotel management, he understood that true excellence was not merely about opulence—it was about authenticity, storytelling and the seamless fusion of past and present.

Returning to Udaipur, he envisioned a future where Rajasthan’s historic landmarks were not just remnants of a bygone era but thriving embodiments of living heritage. Under his stewardship, the City Palace became more than a symbol of royal grandeur; it became a destination where history unfolded with every detailed painting, every shimmering chandelier and every breathtaking view of Lake Pichola. The palaces he restored were not mere monuments—they were experiences, inviting the world to step into a realm where tradition and luxury coexisted in perfect harmony.

Yet, Shriji’s contribution was not limited to the world of hospitality. He championed the cause of sustainable tourism and cultural preservation long before they became global imperatives. Through his initiatives, Rajasthan’s artisans found a renewed platform, centuries-old crafts were revived, and the soul of Mewar remained as vibrant as ever. For him, heritage was not static—it was a living, evolving legacy that demanded respect, innovation and a deep sense of responsibility.

Shriji Arvind Singh Mewar’s indelible mark on the world of heritage tourism extends far beyond the grand structures he restored. His influence lives on in the corridors of his palaces, in the traditions he safeguarded, and in the countless travellers who leave Rajasthan with a profound appreciation for its cultural richness. He did not merely preserve history—he redefined it, ensuring that the splendour of India’s past continues to inspire generations to come.

Transparency in copyright licences

FHRAI puts forward proposals to govt's online portal initiative for copyright licences, which will improve efficiency and avoid malpractices.



DDP Bureau

FHRAI has written a letter to **Simrat Kaur**, Director, Copyrights Department for Promotion of Industry and Internal Trade, Ministry of Commerce, Government of India, expressing support for the online portal initiative, which will become a central platform for all copyright works. It will ensure that the right of each body is available online, allowing the payment of licence fees and the acquisition of licences at a fixed, non-discretionary rate. This will bring in transparency and efficiency.

Here are the suggestions put forth by the FHRAI:

- All the registered societies should



This will ensure the proper administration of copyright licenses, benefiting both users and copyright owners

- be listed on the government portal. They should provide on the portal a repertoire of works available with them, along with the tariff plan and a link to pay licensee fee and obtain the license online.
- Any copyright owner who wish to grant a separate license to any person under Section 30 of the

Act, may also be required to compulsorily be listed/registered on the portal along with their tariff and the charges.

- No other body apart from those on the portal may be permitted to collect the license fee..
- There should be a provision for modifying the licences and making payments within 48 hours from the time of the event.
- The portal should be available for the actual 'users' who are the guests of a hotel or event management companies to purchase license directly or for those who want to take license.

The portal will ensure the proper administration of copyright licences, benefiting both users as well as copyright owners. ❑



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Leading charge for hospitality growth

In strong push for hospitality and tourism growth in South India, SIHRA actively engaged with key stakeholders and bureaucrats to address industry concerns.



K Syama Raju, President, FHRAI and SIHRA, met **Rajnath Singh**, Minister for Defence, Government of India, along with **Vijayeswari Cherukuri**, MD, Ramoji Rao Film City, Hyderabad.

K Syama Raju, President, FHRAI and SIHRA, met with the Chief Minister of Andhra Pradesh, **Shri N Chandrababu Naidu**, to discuss key initiatives for the promotion of tourism and hospitality in the state. During the meeting, the chief minister expressed his strong support for the hospitality sector and highlighted the crucial role of private stakeholders in advancing tourism in Andhra Pradesh.



K Syama Raju, President, FHRAI and SIHRA, addressed an interactive meeting with hoteliers and government officials from Andhra Pradesh.



Dr G Lakshmisha, IAS, Collector and District Magistrate, Vijayawada, participated in an interactive meeting with hoteliers organised by SIHRA.



K Syama Raju, President, FHRAI and SIHRA, along with EC members, engaged in discussions with senior officials of the Andhra Pradesh Government to explore opportunities for collaboration in hospitality & tourism development.



Kandula Durgesh, Minister of Tourism and Cultural Affairs, Government of Andhra Pradesh, addressed the hoteliers in an interactive meeting organised by SIHRA.



K Syama Raju, President, FHRAI and SIHRA, honouring **Krishna Teja Mylavaram**, IAS, Joint Secretary to the Deputy Chief Minister of Andhra Pradesh.



Ajay Jain, IAS, Special Chief Secretary to the Government, Youth Advancement, Tourism, and Cultural Department, Government of Andhra Pradesh, participated in the SIHRA EC Meeting in Vijayawada.



K Syama Raju, President, FHRAI and SIHRA; **T Natarajan**, Hon Secretary, SIHRA and **Swamy**, President, AP Hotels Association, addressed the press meeting held at Hyatt Place, Vijayawada.

Bolstering food safety measures

With 30 hospitality professionals in attendance, HRAWI and FSSAI conduct FoSTaC session, imparting best practices and strategies for ensuring food safety.

 DDP Bureau

HRAWI conducted FSSAI's latest Food Safety Supervisor Training in Advance Catering (FoSTaC) on 26 March 2025 at the Radisson Hotel, Goa. The programme was attended by 39 hospital-

ity professionals, providing insights into food safety protocols, sanitation practices and sustainable waste management to elevate operational standards. The session was inaugurated by **Dr Pasupathy V**, Trainer, Parikshan; **Supriya Gawas**, Cluster

HR Manager; **Sarvesh G Sawant**, Assistant L&D Manager, Radisson Hotel Goa Candolim; **Suberna Chhetri**, Demi Chef De Partie, Grand Hyatt Goa and **Ajinkya Eknath Shettye**, Executive Sous Chef, Goa Marriott Resort & Spa. ❑

“With this latest edition, HRAWI has now certified 3,376 professionals through its FoSTaC initiatives.”



Hyatt Regency Pune lifts PHAPL's trophy

With more than 42 teams and 630 players, cricket event PHAPL 7.0 culminates with roaring success, reflecting essence of camaraderie.

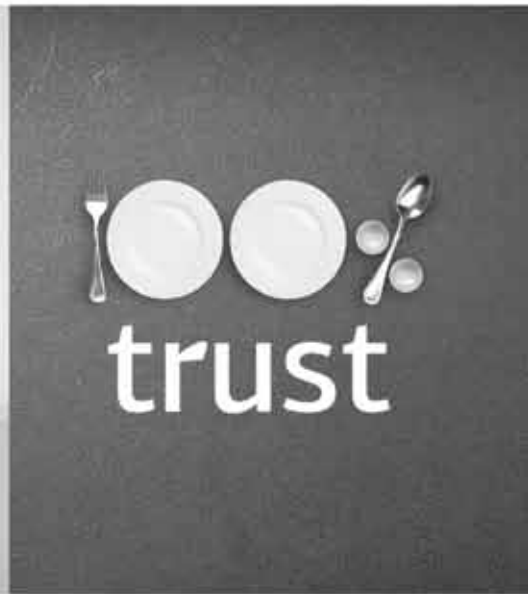
 DDP Bureau

Hosted by the Poona Hoteliers Association (PHA), the 7th edition of the Poona Hoteliers Association Premier League (PHAPL 7.0) concluded on 21 March 2025. The five-day inter-hotel cricket tournament saw the participation of 42 teams and 630 players from hotels and hotel management institutes, with over 1,000 spectators. “The 7th edition of PHAPL is truly special as it coincides with the 25th anniversary of the Poona Hoteliers Association and the 75th year of HRAWI. This tournament is not just about cricket; it embodies the spirit of unity,” said **Jimmy Shaw**, President, HRAWI. The grand finale

“This tournament is not just about cricket; it embodies the spirit of unity.”

saw Hyatt Regency, Pune, lifting the trophy after beating Novotel, Pune; Royal Orchid, Pune and Courtyard by Marriot, Chakan. ❑





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Rectify excise norms to boost Kerala's tourism appeal

FHRAI appeals Kerala govt to review current excise policy to ease operational setbacks caused by enforcement of irrelevant regulations.



DDP Bureau

Terming it as discriminatory provisions, FHRAI has written to **MB Rajesh**, Minister for Local Self Government, Excise and Parliamentary Affairs, Government of Kerala, highlighting certain provisions in the Kerala State Excise Policy affecting the state's hospitality industry.

The association sought intervention to provide much-needed relief to the challenges faced by the sector. The concerns are as follows:

Monthly dry day on the 1st day of month: It disrupts the hospitality industry, particularly MICE (Meetings, Incentives, Conferences, and Exhibitions) events, weddings and tourism-related activities. Eliminating it would help alleviate unnecessary constraints and enhance the appeal of Kerala as a premier tourism destination.

Discrepancies in bar operating hours: The current regulations mandate differing bar closing times. In Specially Notified Areas, bars must close by 12 am and in other areas, bars are required to close by 10:30 pm. This policy results in unfair trade practices, as establishments across the state pay identical license fees but are subjected to varying operating hours based on their location.

Linkage of star classification to bar license renewal: A recent circular from the Kerala State Excise Department stipulates bar licenses for the upcoming fiscal year will only be granted upon submission of a valid

The current regulations mandate differing bar closing times, resulting in unfair trade practices

hotel star classification certificate. Delays in the classification and reclassification processes have left many hotels unable to obtain reclassification after their previous certifications expired. Therefore, the industry urges to delink the hotel star classification from the bar license renewal process or allow bar licenses to be issued with a provision to submit the Star Classification Certificate within the financial year. □

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Hospitality placements jump from 20% to 49%

With rising industry placements, IHM Pusa reaffirmed its stature as powerhouse of next-gen hospitality leaders at its 63rd Annual Day celebration.



Lipla Negi

The Institute of Hotel Management, Catering & Nutrition, Pusa (IHM Pusa) celebrated its 63rd Annual Day, 'Aarohan 2025,' with an award distribution ceremony at the Dr. Ambedkar International Centre in New Delhi, recognising achievements of its students and alumni. The grand celebration brought together hospitality stalwarts, alumni, industry partners and students to

commemorate another year of progress and excellence.

Welcoming the audience, **Kamal Kant Pant**, Principal, IHM Pusa, expressed heartfelt gratitude to the distinguished guests, including Chief Guest **Puneet Chhatwal**, MD and CEO, Indian Hotels Company Limited. Describing him as 'the brightest shining star in the galaxy of hospitality,' he lauded Chhatwal's visionary leadership and his ongoing contributions to the industry.

This year, the institute made significant strides in academic offerings,

Collaborations with top hotels enable students to get hands-on training in core operational areas

launching new diploma programmes in housekeeping and strengthening its flagship Bachelor of Science and Master's programmes. "Hands-on training through collaborations with top hotels such as Le Meridien and Jaypee Group ensures that students gain real-time exposure in core operational areas," Kant stated.

A major highlight was the surge in core hospitality job placements—a leap from 20 to 49 percent, signalling stronger student alignment with sector-specific careers.

The event also commemorated IHM Pusa's national and international accolades, including students winning gold medals in a culinary competition in Croatia and bronze at the WorldSkills event in Lyon, France. These achievements were complemented by strong financial performance and impactful MOUs with leading hospitality groups.

The celebration concluded with an award distribution ceremony, pledging to uphold excellence in hospitality education, backed by industry support. □





Regenerative tourism: Powerful force for positive change

Transcending conventional sustainable goals, regenerative tourism revitalises local economies and ecosystems while preserving cultural and natural values.

Regenerative tourism is beyond compliance: SIHRA



K SYAMA RAJU

President
SIHRA

“

We advocate for hospitality to act as storytellers — curating authentic local experiences.”

Tourism, at its best, can be a force for good—empowering communities, preserving cultures and conserving nature. However, the rising concerns of overtourism have made it imperative to rethink our approach. Regenerative tourism goes beyond sustainability; it seeks not just to minimise damage but to leave a place better than we found it. This philosophy aligns perfectly with the values we must uphold in South India. To effectively promote regenerative tourism, awareness is key. We need collaborative efforts between government bodies, tourism boards, local communities and private stakeholders. Policies must encourage the dispersal of tourists across lesser known but equally enchanting destinations, thereby reduc-

ing the burden on hotspots. This calls for smart marketing strategies and infrastructure development in tier-II and rural regions. Tourists should be engaged not just as visitors but as participants—through eco-volunteering, community-based experiences and responsible travel education.

The hospitality sector plays a central role in this mission. As one of the first touchpoints for travellers, hotels and restaurants are uniquely positioned to inspire sustainable choices. By adopting eco-friendly practices—energy efficiency, waste reduction, sourcing local produce and promoting zero-mile food—we can lead by example. Moreover, properties must collaborate with local artisans and farmers to create inclusive tourism that channels economic benefits.

SIHRA encourages its members to go beyond compliance and become custodians of the destinations they serve. We also advocate for hospitality to act as storytellers—curating authentic local experiences that educate guests on the cultural and ecological significance of the places they visit.

Regenerative tourism is not just a trend—it is a responsibility. South India has long embraced the ethos of living in harmony with nature. By weaving this wisdom into tourism through responsible hospitality, we can ensure that our natural and cultural heritage thrives for generations to come. □

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Restore & revitalise destinations: HRANI

“

Regenerative tourism goes beyond traditional sustainability practices.”



SURENDRA KUMAR JAISWAL

President
HRANI

Tourism has the power to enrich destinations, support local communities and foster cultural exchange. When approached thoughtfully, it can serve as a catalyst for environmental restoration and economic growth. As travel continues to evolve, regenerative tourism is emerging as a key strategy to ensure that destinations are not only preserved but actively revitalised for future generations.

Regenerative tourism goes beyond traditional sustainability practices. While sustainable tourism aims to reduce negative impacts, regenerative tourism seeks to enhance and heal the very places that attract visitors. It focuses on fostering a deeper connection between travellers and the environment by promoting practices that restore ecosystems, support biodiversity and empower local communities. This approach not only benefits the environment but also creates richer, more meaningful travel experiences for visitors.

The growing popularity of many destinations has led to challenges such as overcrowding and resource depletion, often referred to as overtourism. Regenerative tourism offers a way to shift the focus from mass consumption of destinations to one of healing and nurturing the land, culture and people. By embracing this new model, the industry can help protect the world's most precious ecosystems and cultural sites while offering travellers a more immersive and impactful experience.

The hospitality sector is uniquely positioned to drive

the shift toward regenerative tourism. Hotels, resorts and restaurants can play an essential role by integrating sustainable practices into their operations, such as using local, eco-friendly materials, conserving water and energy and reducing waste. Beyond these practices, the hospitality sector can serve as a platform for educating guests about the importance of regeneration. By encouraging responsible travel behaviours, such as supporting conservation projects or engaging with local communities, the sector can inspire travellers to become active participants in preserving the destinations they visit.

Furthermore, the hospitality industry can foster collaboration with local communities, ensuring that tourism benefits them directly. This can be achieved by promoting fair trade, supporting local artisans and prioritising community-driven projects. When local communities thrive alongside tourism, it creates a more balanced and sustainable model that protects both people and places.

Regenerative tourism presents a forward-thinking solution to the challenges posed by overtourism. By embracing this approach, the hospitality sector can help revitalise the destinations we cherish, protect the environment and provide travellers with experiences that contribute to the restoration and preservation of the world's most iconic locations. The future of tourism lies in regeneration, and it is a path that benefits us all. ▣





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Driving positive legacy: HRAEI



“Create a tourism model that benefits both visitors and local communities.”



SUDESH PODDAR

President
HRAEI

Today, sustainability has become the guiding principle of the travel and tourism industry. As the world faces increasing environmental and social challenges, the conversation is shifting towards a more profound and impactful concept: regenerative travel.

Regenerative travel is not just about minimising harm, it aims to actively improve and revitalise tourist destinations. Sustainability focuses on maintaining the status quo, regenerative travel seeks to restore and rejuvenate ecosystems, communities and economies. The new approach is rooted in a deep respect for natural and cultural heritage, ensuring that tourism leaves a positive legacy.

In the context of India, a country which is rich in biodiversity, history and culture, regenerative travel offers an opportunity to create a tourism model that benefits both visitors and local communities. By adopting regenerative principles, India can address some of its pressing environmental and social issues while enhancing the tourism experience.

Last year Goa became India's first state to launch 'Regenerative Tourism.' It focuses on enhancing ecosystems, communities and cultures, going beyond mere sustainability. This approach aims to make a positive difference by building resilience and improving well-being at destinations. It involves community empowerment, cultural preservation and environmental restoration through initiatives like the 'Ekadasha Teertha' campaign in Goa, which involves local communities in exploring and promoting their culture and history.

Key aspects of the Goa model that can be adopted in other regions of India, especially the biodiversity hot spots of Eastern India like Arunachal Pradesh, Manipur, Assam, Odisha (Western side) and West Bengal (Sunderbans, Terai and Himalayan foothills).

Community empowerment: Regenerative tourism prioritises local participation in decision-making processes,

encourages entrepreneurship and ensures tourism revenue is reinvested in community development.

Cultural preservation: It involves protecting and promoting India's diverse cultural heritage and traditions, including integrating local cultural festivals into tourism circuits. **Environmental restoration:** Regenerative tourism actively works to enhance and restore ecosystems, moving beyond simply mitigating negative impacts.

The four pillars: Goa's model uses spirituality, indigeneity, civilisational and cultural nationalism, and conscious tourism as key pillars.

Beyond sustainability: Regenerative tourism aims to create a positive impact, going beyond simply minimising harm and actively contributing to the well-being of destinations and their communities.

Goa as a model: Goa is the first state in India to launch a regenerative tourism programme, highlighting its commitment to sustainable and community-driven tourism.

The programme emphasises green tourism practices, cultural preservation and community-driven initiatives that benefit both tourists and locals. Goa aims to offer a wider range of experiences beyond its beach reputation, including luxury stays, wellness retreats and cultural tourism. Lessons of Goa can be localised and translated in various regions of the country. □



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Integrate regenerative values into tourism: HRAWI



JIMMY SHAW

President
HRAWI

“Beyond environmental impact, regenerative tourism emphasises community engagement.”

The global tourism industry stands at a critical crossroads. While travel fuels economies and cultural exchange, over-tourism has emerged as a silent predator that is eroding ecosystems, overwhelming communities and diluting the authenticity of destinations. As custodians of hospitality, we must pivot from mere sustainability to regenerative tourism, a paradigm that does not just mitigate harm but actively heals and enriches destinations.

Regenerative tourism transcends the “do no harm” ethos of sustainability. It seeks to leave destinations better than we find them – restoring ecosystems, preserving cultural heritage and empowering local economies. Unlike traditional models that prioritise volume, regenerative tourism emphasises value, focusing on quality experiences that benefit both travellers and host communities. For instance, Goa’s innovative Regenerative Tourism Circuit, featuring eleven lesser-known places of worship, exemplifies this shift. By diverting visitors from overcrowded beaches to cultural gems, it promotes sustainable pilgrimage tourism while safeguarding Goa’s spiritual legacy.

Over-tourism is not merely an inconvenience; it is a threat. From litter-strewn Himalayan trails to water-scarce coastal villages, the strain on resources is palpable. Iconic sites like Goa’s beaches or Jaipur’s forts risk becoming victims of their own popularity, with overcrowding degrading ecosystems and alienating locals. Regenerative tourism counters this by redistributing footfall to underserved regions, reviving local crafts and investing in conservation.

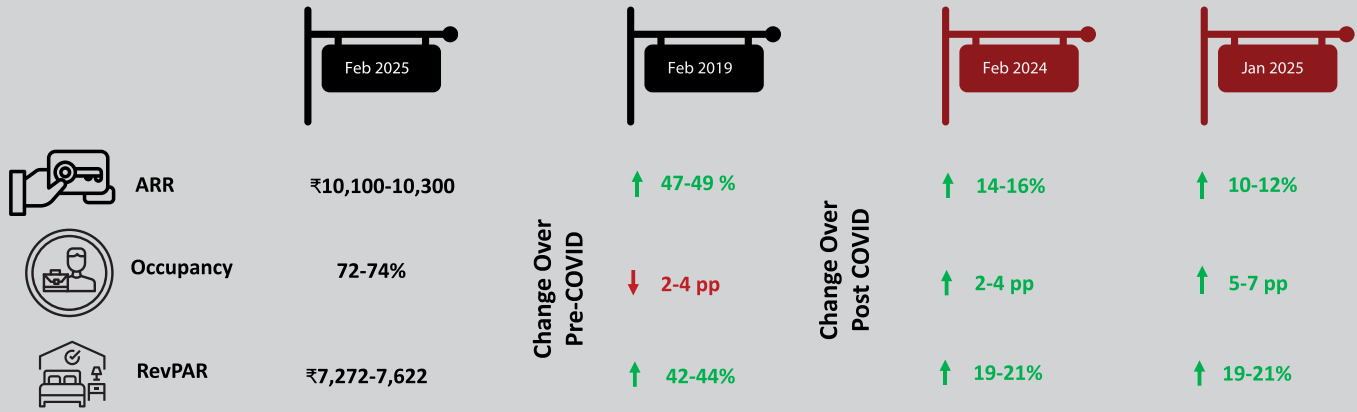
The hospitality sector plays a crucial role as a catalyst for regenerative tourism. Hotels, resorts and restaurants can adopt green practices such as energy conservation, waste reduction and the use of sustainable materials. Implementing

water-saving technologies, reducing single-use plastics and sourcing ingredients locally are just a few ways hospitality businesses can lessen their ecological footprint while promoting responsible tourism.

Beyond environmental impact, regenerative tourism emphasises community engagement. Hospitality businesses can support local artisans, hire from within communities and curate authentic cultural experiences that preserve heritage while providing economic opportunities. Encouraging tourists to explore lesser-known destinations not only alleviates pressure on over-visited locations but also diversifies economic benefits. Hotels can design eco-tourism packages, partner with conservation organisations and educate guests on sustainable travel habits.

Governments, businesses and travellers must collaborate to embed regenerative principles into tourism models. Hospitality businesses should integrate sustainability into operations, while travellers should opt for experiences that give back more than they take. Awareness campaigns, incentives for sustainable accommodations and regulations encouraging responsible tourism can further drive this shift. As the tourism landscape evolves, the industry must lead the way in making travel truly regenerative. By encouraging sustainability, cultural preservation and environmental stewardship, we can transform tourism into a force that revitalises, rather than exploits, our world. The time to act is now, so that future generations inherit thriving destinations, not depleted ones. ▣





Source: HVS Research; Data for Calendar Year
Cover Image Courtesy: Vivanta Jammu City Center

Mumbai emerges as top performer in hotel occupancy

India hospitality industry experiences occupancy growth across key market, increasing by 2-4 pp, while Ahmedabad records slight dip in February.



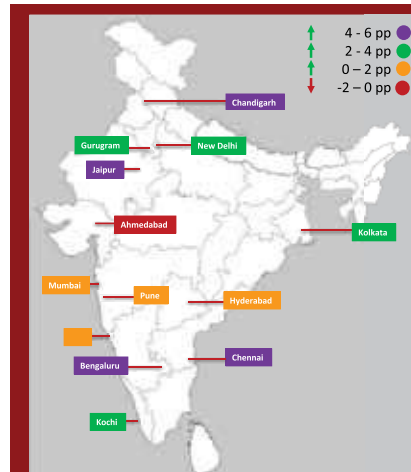
According to the hotel trends report by HVS Anarock for February 2025, the Indian hotel sector continued its strong momentum, with occupancy rising by 2-4 percentage points (pp) compared to the corresponding month last year.

It witnessed continued occupancy growth across most major Indian hotel markets, with Chandigarh, Jaipur, Bengaluru and Chennai leading the year-on-year (y-o-y) gains. In metro markets like Mumbai, the occupancy

New Delhi and Mumbai lead average room rate in the country, driven by the strong demand of corporate, MICE and live events.

Occupancy Trends Across Key Indian Markets

(Year -on- Year Growth: February 2025)



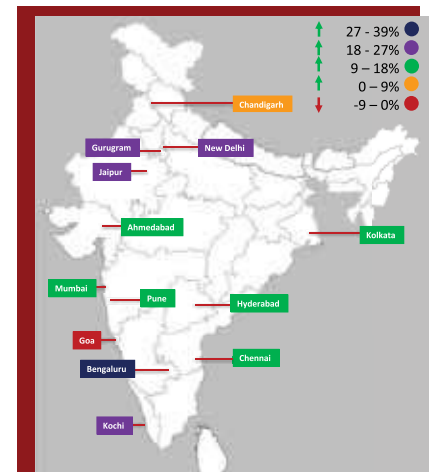
Source: HVS Research; Data for Calendar Year

rate continued to cross over 85 per cent, registering the highest occupancy in the country, closely followed by New Delhi with 83-85 per cent.

Jaipur recorded the highest annual growth of over 5 pp, followed by Bengaluru and Chandigarh. Ahmedabad was the only market to experience a marginal decline in occupancy.

ARR Trends Across Key Indian Markets

(Year -on- Year Growth: February 2025)



Source: HVS Research; Data for Calendar Year

The nationwide average room rates (ARR) of hotels surged by 14-16 per cent y-o-y, crossing the ₹10,000 mark. As a result, RevPAR saw a notable 19-21 per cent y-o-y increase. New Delhi and Mumbai commanded the highest average rate in the country, exceeding ₹15,000, supported by the strong corporate, MICE and live events demand. □

Small steps big wins

To reap long-term gains, hotels must strike balance between responsibility and luxury through ethical practices, aver panellists at Tourism Sustainability Summit 2025.

 Somya Deep

To inspire action towards sustainable tourism, the first panel discussion at the Tourism Sustainability Summit 2025 focused on the theme, 'Reimagining Tourism: Towards a Regenerative and Sustainable Future.' Moderated by **Ankita Jaiswal**, Chairperson, Sustainable Tourism Committee, HRANI and UPHRA, it delved into actionable strategies to foster responsible tourism.

Cost-effective sustainability

Quoting American author and educator Helen Keller, 'It is a terrible thing to see and have no vision,' **Niranjan Khatri**, Founder, iSambhav, started the discussion with an emphatic call for sustainable practices. Narrating how sustainable practices were integrated into their businesses, Katri said, "A few years back, I decided to appeal and awaken the good sense of tourists for the sake of environment. We started with a small sticker on lunch boxes that read, 'Please do not litter the island, bring it back to the

hotel for disposal.' This way, we got involved into environmental, social and governance (ESG) frameworks. ESG is a mandate for companies across the world."

He added, "We started to examine our resource consumption, and eliminated a lot of our products which were not required or repurposed them. On a meagre turnover, we saved 10 per cent without any external help." He stressed that the need of the hour is to ensure and provide empathetic and mindful services in our hotel.





NIRANJAN KHATRI

Founder
iSambhav

“The need of the hour is to ensure and provide empathetic and mindful services in our hotel.”



Responsible luxury

Without compromising ethical practices, luxury and sustainability must co-exist to pave the path towards a more responsible future. **Vikram Cotah**, CEO, GRT Hotels, expressed, “In our industry, people come to hotels seeking luxury. We focus on luxury that is responsible. There can be a fine balance between luxury and responsibility, which we need today. The first step is eradicating single-use plastics. At GRT Hotels, we have eliminated single-use plastics by 100 per cent.”

To inculcate eco-friendly practices in daily routine, Cotah shared that GRT Hotels employ and engage people from local communities. “Being in our hotel, they learn about sustainability and incorporate them in their daily lives. This way a sustainable community gets developed.” He further emphasised that the brand guarantees an air quality index (AQI) of 25 to 35 by adding more green patches and areas. He also encour-



VIKRAM COTAH

CEO
GRT Hotels

“There can be a fine balance between luxury and responsibility, which we need today.”

aged younger minds to incorporate sustainable practices in their hotels.

With the growing demand for eco-friendly materials and energy-efficient hotels, sustainability has emerged as a key differentiator in businesses. Pitching in his perspective on the importance of sustainability, Jaiswal added, "Sustainability is luxury at present. Today, luxury for us is food that is free of pesticides, clear air and enough water to sustain consumption. This is what is important, which is luxury today."

Key challenges

Shedding light on the grim reality faced by the industry, **Anupam Dasgupta**, Area Vice President, North India, The Leela Palaces, Hotels and Resorts, said, "The first hurdle that comes into play is capital expenditure (CAPEX) and return on investment (ROI). The ROI associated with large or small CAPEX brings cash-flow issues. However, the long-term benefits outweigh these short-term cashflow challenges. With respect to operations, balancing sustainability

and luxury essentially through sustainable sourcing becomes a challenge. Therefore, mindful sourcing is important."

Dasgupta also highlighted that sustainability and luxury are closely connected, and the more we split them, the worse the problem becomes. It is essential for both to coexist in today's reality.

Eco-friendly solutions

To champion sustainability, Cotah emphasised a traditional approach



With increasing demand for eco-friendly materials, sustainable practices have become a key differentiator for businesses

to cooking, such as a farm-to-table menu, millet-based menu and slow cooking, which can bring about a tangible change to sustainability. Jaiswal added, "It is not challenging to adopt traditional food practices, and they are powerfully sustainable. These practices are more sustainable and use much less water. For example, cooking millets uses less water than rice and is also more nutritious."

The supply chain is another important aspect that can be managed efficiently to achieve sustainability goals. Khatri highlighted that many hotels have their own supply chains, but they tend to neglect them. These supply chains use water or energy wastefully. He suggested, "We should make small changes and encourage our suppliers to bring clean and sustainable processes in place. Encourage suppliers to inculcate good practices, be it cleaning the units or workstations or regulating the energy consumption based on requirements. These small inputs are largely impactful and can bring quality to our offerings." □

Tech innovation key to drive green practices

Industry leaders assert that digital solutions can augment sustainability and improve overall operational efficiency with less resources, driving revenue growth.

 Somya Deep

The second panel discussion touched upon the theme, 'Smart Tourism & Sustainability: Leveraging Technology for a Greener Travel.' **Phani Penumarti**, Director, KPMG, who was the moderator of the event, set the tone for the discussion. He stressed that the tourism industry is shifting towards digital solutions to enhance

green practices. He explained, "In the last two decades, we have moved from hard copy tickets to paperless digital tickets. Tickets are the first touchpoint of a traveller's experience, and it has significantly evolved over time. The traveller experience has changed from traditional tickets to QR codes and from traditional tourist information banners to digital formats. This indicates a positive move towards sustainability, but there is still much more to cover."

Tech steering sustainable change

Today, most hotels are cutting down on paper and have moved to digital format. Highlighting how digital innovation helps in reducing energy consumption, **Satyen Jain**, CEO, The Pride Hotels, shared, "Hotels employ AI-based systems to digitally monitor water and energy consumption. Digital monitoring helps us know when to take action in case of leakage, which saves a lot of energy." He elaborated on how The Pride Hotels





“Paperless billing provides more convenience and cost saving.”



“We conduct events to educate the fraternity about the benefits that sustainability can provide.”

contributes to sustainable practices with their AI-based app. The app captures all standard operating procedures (SOPs) that help employees to learn new things as well as address their doubts.

Besides reducing energy and costs significantly, automation augments operational efficiency. According to **Rajesh Chopra**, Head, Hospitality Business, Ingram Micro India, sustainability means improving the overall efficiency with less resources and enhancing guest experience. He said, “We have invested heavily in IoT-based solutions and reduced carbon footprint by effectively recycling e-waste. We have a proposition called IT Asset Disposition (ITAD), wherein old IT assets are taken back and Ingram, as a recycler of e-waste, recycles these assets and gives a notional value to the hotel owners. We have probably made a big contribution towards sustainability for the industry.”

Push for digital innovation

Governments need to come up with more initiatives and encourage hotels

to harness barcodes, virtual reality and augmented reality at tourist sites to give information about the place. He suggested, “There can be voice activated announcements instead of giving brochures and maps. Digital maps can be introduced since almost everybody has a smartphone. A lot of initiatives need to be taken by the government, hotels and tourism boards together to give today’s travellers an experience of a holiday which is truly on a low carbon footprint.”

Sankalp Goel, Founder & CEO, DJUBO.com, said, “Technology is a big facilitator. We do not require complex systems or fancy elements to implement in our properties. For example, most of us have property management systems. A cloud-based system as an alternative consumes 88 per cent less energy per compute than an on-premises system. 88 per cent less energy is a huge difference. This is one positive step migrating to a cloud technology.” However, hoteliers in the industry are yet to pick up the pace in adopting newer technology platforms.

Highlighting the reluctance to transition to digital infrastructure in full-fledged, Goel explained, "Airlines got away with the paper printout of tickets in 2008 but even in 2025, 90 per cent of the hotels would be printing a GRC form at the front office."

He added that paperless billing provides more convenience and cost saving and is easier on the planet earth. Moreover, they are practical and doable. He strongly vouched for tech adoption that can make a world of difference.

Sustainability and profitability

Considering the benefits of sustainable practices, the hospitality indus-



try must ramp up its awareness efforts to educate stakeholders. While acknowledging organisations like FHRAI playing a big role, Chopra shed light on the contributions of Ingram Micro to raise awareness about sustainability's advantages.

He said, "We conduct events to educate the fraternity about the benefits that sustainability can provide. The acceptance of sustainability has to take place from the top. Therefore, education of hotel owners and consultants can play a major role to create an impact. It is significant to build partnerships within the ecosystem, and focussing on educating people and taking it forward." Chopra added that even one small initiative can lead to success and inspire further initiatives. For example, a small technology like an occupancy sensor incorporated in bathrooms or corridor areas can reduce power consumption by three units. This can save up to 33 rupees per day, which is a direct saving.

Sharing his perspective on the importance of prioritising sustainability, **Ankit Choudhary**, CEO, Champions Group, emphasised, "Working towards sustainability and regenerative tourism is very profitable in the first place. This does not only apply to monetary gains but to other aspects as well. It is 100 per cent profitable. There is no doubt about it." □



Sustainability at heart of luxury

Leading by example in eco-innovation, Aahana embraces strategies from rewilding to afforestation to reinforce responsible luxury, says **Kamal Tripathi**.

 DDP Bureau

Sustainability is not just a practice; it is a seamless part of the guest experience. It allows to craft an experience where nature, comfort and conscious living exist in perfect harmony. While the world debates between luxury and sustainability, Aahana has woven them together so effortlessly that they have become inseparable.

Sustaining every drop

Water is not just conserved at Aahana—it is nurtured. The Root Zone Sewage Treatment Plant (STP), the largest of its kind in Asia, recycles 1.5 crore litres of water annually, ensuring that every drop finds a purpose. Rainwater harvesting contributes another 5 to 7 lakh litres back into the groundwater table, replenishing what Aahana resort borrows from nature. This silent yet powerful system supports lush gardens, cooling pathways and our restored forest.

Beyond zero waste

The waste does not just disappear—it transforms. Every year, 50,951 kg of organic waste is composted, enriching the very soil that grows Aahana's produce. The surplus compost is shared with nearby farmers, creating a cycle of abundance. Our waste fund, which generated ₹2 lakh last year, is reinvested into the Employee Welfare Fund, making sustainability a shared victory. Employees do not just participate in waste management—they lead it, learning, inno-



“Luxury does not have to fight against nature but flows effortlessly with it.”

like an invisible hand that enhances, rather than limits, comfort. It is not about saving energy—it is about using it wisely, allowing nature to do what it does best.

Rewilding: Restoring balance

Over the years, the Aahana family has planted thousands of trees, restoring the soil, attracting wildlife and bringing back balance. Once a barren land, today, Aahana is home to over 4,500 trees, 180 bird species and 50 species of butterflies, making it as much a sanctuary for nature as it is for their guests.

Nature-friendly design

Every brick at Aahana respects the land it stands on. The architecture

embraces passive cooling, natural materials and open spaces that breathe, ensuring that luxury does not have to fight against nature but flows effortlessly with it.

Even the swimming pool is a testament to sustainable luxury. Using UV filtration, energy-efficient pumps and solar heating, it set a new standard where indulgence and responsibility swim side by side.

Pioneering a greener future

Aahana’s sustainability is not just confined within the walls. From cleanliness drives with local children to afforestation projects, the resort believes in leaving Corbett better than they found it. It all started with **Ayu Tripathi**, Director, Aahana, who led the first cleanup drive. Her passion has now sparked a movement, proving that small actions, when sustained, create real change.

Aahana does not just offer a stay—they offer a future, seamlessly wrapped in comfort, care and the quiet power of sustainability. Because when nature wins, we all do. □

vating and earning through a system that rewards responsibility.

Harnessing energy for comfort

Aahana’s energy systems are not about sacrifice; they are about intelligence. Solar heating, natural ventilation and LED lighting work behind the scenes to ensure a seamless experience—where sustainability feels



KAMAL TRIPATHI

Owner
Aahana Resort



Amritsar's timeless heirloom

Beyond conventional hotel amenities, Ranjit's SVAASA Heritage infuses rich history, wellness and sustainable elements, offering deeper sense of connection.



Inder Raj Ahluwalia

A haven of sustainable and earth-friendly efforts that infuse wellness and a holistic lifestyle for every guest, Ranjit's SVAASA Heritage Boutique Spa Haveli has established itself as a favoured address in Amritsar.

According to proprietor **Rama Ranjit Mehra**, Ranjit's SVAASA, their heirloom of ancestral lineage preserved within the walls of this 200-year-old *haveli*, follows the ethos of wellness and life, offering personalised service beyond the stereotypical hotel code of conduct. The heritage boutique property offers 15 spacious rooms and suites, each with its own character and design. They feature breather walls, chemical-free paints and cotton tapestry.

Offering a 'farm to fork' concept, guests get to savour fine dining comprised of unrefined preparations and organic produce, freshly prepared from scratch. The cafe's menu includes home-made cuisine.

The in-house authentic spa uses traditionally prepared therapeutic oils and natural garden products, offers a vast range of therapies. The

As living museums of history and culture, heritage hotels possess special charms

breather walls of the spa rooms are housed where once stood the cowshed and horse stable.

Passed down from the ancestors to the generations today, SVAASA, true to its meaning of 'breath of life,' shapes its functioning. It is self-sustainable with rainwater harvesting systems, multiple dry wells, solar thermal panels and organic home-made jams and pickles.

Mehra feels heritage hotels exude special charms and are living museums of history and culture. Built artistically on the foundations of Vaastu science, the elements of nature are incorporated into their essence, making them perfect examples of green living practices.

Do heritage hotels have a bright future? Mehra expresses they are our past that enriches the present, walking boldly and gloriously into the future. □

Products & Services



◀ Vibrant hues

Le Creuset's unveiled its latest advancement in colourful cookware, 'Flamme Dorée.' Translated to 'golden flame,' the limited edition celebrates flame, the brand's iconic original hue. Balancing between rich tradition and modern innovation, the product is coated with light-catching minerals and a third layer of enamel coating for a golden shimmer finish.

Artistic expression ▶

Luxe Loft, the brainchild of **Akarsh** and **Shreya Loomba**, crafts and curates pieces using precious and semi-precious natural stones like jade and onyx. Moving away from traditional materials, their products highlight the timeless appeal of stone artistry with a contemporary edge. No two works are alike—with subtle differences in the veining, pattern or colour.



◀ Nature-inspired wallpapers

Chitrakaari's latest collection of wallpapers, *Petals, Palms and Pixels*, exudes the charm of the natural world. Featuring 13 designs, each with its own distinct mystical quality, the series offers an immersive escape into nature's tranquillity. "We wanted to bring nature into homes—to create the feeling that you are in a rainforest or a jungle, detached from everything around you," shared **Surbhi N Bagla**, Founder, Chitrakaari. Every inch of the canvases is laden with visual detail, making them an immersive and interactive piece of art. ◻

Movements



Vineet Mishra
Vice President of Operations,
India and South Asia, Accor

Accor has appointed Vineet Mishra as the Vice President of Operations, India and South Asia. Mishra will oversee Accor's operational strategies across its diverse portfolio. Besides, his expertise in fostering guest-centric experiences will strengthen the brand's position as a leading force in the region.



Anurag Jain
Executive VP, APMEA, RateGain
Travel Technologies

RateGain Travel Technologies (RateGain) has appointed Anurag Jain as Executive Vice President for the Asia Pacific, Middle East and Africa (APMEA) region. In this strategic role, Jain will lead the company's growth strategies, strengthen partnerships and expand its footprint across the APMEA region.



Aasif Malik Baig
Assistant Director,
Sales and Marketing, Courtyard

Courtyard by Marriott Ranchi Hotel has appointed Aasif Malik Baig as the new Assistant Director of Sales and Marketing. From revenue reports to marketing strategies, Baig will also oversee operational functions, including sales and strategy planning, revenue optimisation and budget management.



Preeti Makhija
General Manager
The Leela Palace New Delhi

The Leela Palaces, Hotels and Resorts has appointed Preeti Makhija as the General Manager of The Leela Palace New Delhi. On her appointment, Makhija said, "Stepping into this role as the General Manager of The Leela Palace New Delhi is not just a professional milestone, but a deeply personal one."



Varun Mehrotra
Assistant Vice President of Sales
and Marketing, MAYFAIR Hotels

MAYFAIR Hotels & Resorts has appointed Varun Mehrotra as the Assistant Vice President of Sales and Marketing at its corporate office. Mehrotra brings a wealth of expertise that will play a crucial role in strengthening the brand's market presence, accelerating revenue growth and driving impactful sales.



Samvedna Suman
MarCom Manager, Crowne Plaza
Today New Delhi

Samvedna Suman has joined Crowne Plaza Today New Delhi Okhla as the new Marketing and Communication Manager. A digital marketer with 13 years of experience, she specialises in brand marketing, public relations and social media strategy. Suman has previously worked with leading advertising agencies. □

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