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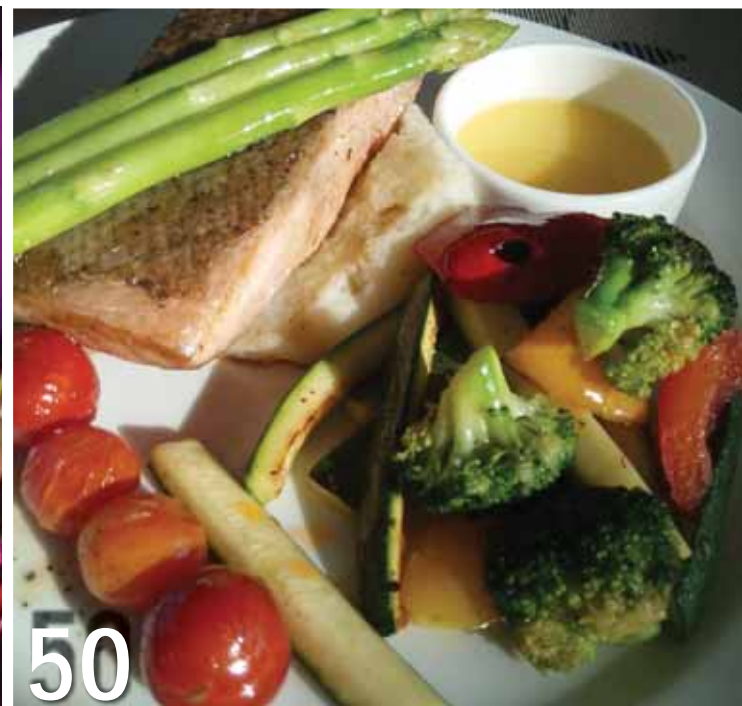
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Radisson Blu Paschim Vihar New Delhi achieves 5-star certification

Radisson Blu Paschim Vihar has been recognised as a '5-star Hotel' by The Ministry of Tourism, Government of India. It now fulfills the criterion required for 5-star certification for features like size of the room, service portfolio, F&B facilities, and the amenities provided by the hotel and it is the only 5-star hotel in West Delhi.



Oaks Bodhgaya to open in late 2016

Minor Hotel Group has announced the development of Oaks Bodhgaya in India, in partnership with GP Group and Top Travel & Tours. The overall project investment is US\$ 6.7m. The first phase of the property will have a total of 78 keys, in addition to a restaurant, a conference hall, a terrace with meditation area and landscaped gardens. A second phase is also under development which will add a further 60 keys and will bring the total to 138 keys.



Go Organic @ Chutney, Bar + Tandoor, The Metropolitan Hotel & Spa, New Delhi

The Metropolitan Hotel & Spa is launching "Organic Food Festival". One can enjoy starters like Mushroom Ki Shammi, Macchi Tikka, Shakarkandi Ke Kebab. Or can relish a variety of organic main courses like Dal Moong Makkhan Daar, Brown Rice, Tofu Ki Bhurji and many more. For dessert, there is Kacche Kele Ka Angoori Halwa, adequately sweet and super delectable.



'Cycle-on 2016' organised by The Lalit Resort & Spa, Bekal

As part of its 'Developing Destinations' initiative to promote tourism, environmental friendliness, public participation and healthy living, The Lalit Suri Hospitality Group in association with District Sports Council and Cycling Association organised a cycle rally-'The Lalit Cycle-on' in April. Approximately 500 bicycle riders, which included both male and female participants in the age group of 14-years and above, took part in the race on their own bicycles.

Atmantan Wellness Centre, Pune-Mulshi is now open

Atmantan, the exclusive wellness centre located in the verdant region of Mulshi-Pune is now open to welcome guests. Promoted by Sparsh Infratech. Atmantan is a wellness destination that integrates the traditional Indian healing practices with international therapies. The 106-room retreat-only wellness centre offers eight scientifically researched and customised all-inclusive wellness programmes. The first phase of Atmantan is launched with 73 rooms including a single bedroom villa.





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ITC renews partnership with Starwood Hotels & Resort

ITC Limited and Starwood Hotels & Resorts has announced that agreements have been signed to extend their existing partnership for 11 ITC Luxury Collection hotels and one hotel under the Sheraton brand. Further strengthening their partnership, the two also announced three upcoming ITC hotels under The Luxury Collection brand in India. The addition of the ITC Kohinoor in Hyderabad, ITC Narmada in Ahmedabad and ITC Royal Bengal in Kolkata will take the inventory up to 15 hotels, over the next four years.



Vivanta by Taj-Connemara to undergo renovation

Vivanta by Taj – Connemara will be undergoing significant restoration and will remain closed for guests from 10th May 2016. Built in 1854, the hotel, when fully renovated, will ensure that the discerning traveler finds all modern amenities and conveniences discreetly placed beneath the hotel's old world charm, colonial legacy and heritage for which it has been admired for over a century. The iconic Vivanta by Taj-Connemara has been a silent witness of the transformation of Chennai earlier known as Madras.



Neo Capricorn to terminate the operating contract for Courtyard By Marriott Pune

Neo Capricorn announced that they have mutually agreed with Marriott International to terminate the operating contract for the Courtyard by Marriott City Centre in Pune, effective from June 10, 2016. Neo Capricorn, the owners of the Courtyard by Marriott hotel in Pune, has also assured stakeholders that the transition will not impact any commitments made by them to customers, staff and other associated partners.

OYO Rooms ties up with Biotique

OYO Rooms has announced a tie-up with Biotique, the leading made-in-India brand for high-quality personal care products. Biotique products will now be stocked at over 65,000 rooms in OYO's network, spanning over 170 cities in India.



Lords Hotels & Resorts signs up luxury boutique resort in Thrissur, Kerala

Lords Hotel & Resorts has announced the signing up of luxury boutique resort Cheruthuruthy Eco Garden in Thrissur, Kerala. Spread in 20 acres and situated at a distance of 30 km from Thrissur town, this 57-room luxury resort offers a stunning view of the river. Underlying its luxury quotient, the property boasts of butterfly farms, two swimming pools and specially built Couple Spa.



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Starwood Hotels and Resorts hosts 10th Annual Starwood India Expo

Starwood Hotels and Resorts crossed another milestone when it hosted the 10th edition of the Starwood India Expo 2016 across four cities. In its 10th year, the expo was held across Bengaluru, Mumbai, Kolkata and Gurgaon and showcased 107 hotels from across Asia Pacific, Europe, Africa and Middle East and North America.



Discover the wild side of Nepal with Taj Safaris Meghauri Serai

Taj Safaris has announced the opening of its first lodge outside India: Meghauri Serai at UNESCO World Heritage listed Chitwan National Park, Nepal. From its 13 well-appointed rooms that offer elevated views over the jungle-scape to the 16 independent villas each with their own private plunge pools and the plush Rapti Mahal presidential suite, the lodge takes local traditions to a luxurious setting.

Hyatt Regency Chandigarh opens its doors

Hyatt Hotels & Resorts announced the opening of Hyatt Regency Chandigarh in Northern India. Located 153 miles (246 km) from Delhi, Hyatt Regency Chandigarh is the first Hyatt-branded hotel to open in Chandigarh, the city planned by renowned Swiss-French architect and planner Le Corbusier. The hotel is a 20-minute drive from Chandigarh International Airport and eight minutes to the Chandigarh Junction railway station.



Jaypee Vasant Continental provides 1 lakh litre treated water to SDMC

In an effort to contribute to the environment, Jaypee Vasant Continental Hotel, Vasant Vihar (5-star deluxe hotel) would be providing one lakh litres of treated water, free of cost to South Delhi Municipal Council (SDMC) daily. The event was inaugurated by Venkaiah Naidu, Union Minister of Urban Development, Housing and Urban Poverty Alleviation.



Mercure debuts in Hyderabad with 128 rooms

AccorHotels has announced the opening of Mercure Hyderabad KCP, marking the group's fourth property and its first mid-scale brand hotel in the city of Nizams. Located in the heart of Hyderabad's shopping, historic and business district, Mercure Hyderabad KCP offers guests global standards of service and accommodation infused with authentic local touches.

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St. Regis comes to Langkawi, Malaysia

St. Regis Hotels & Resorts has announced the arrival of the iconic luxury brand into Langkawi, UNESCO's First World Geopark, with The St. Regis Langkawi. Owned by Integrated Nautical Resort Sdn Bhd (INR), the resort is a joint venture between Rajawali Group and the Government of Malaysia's Ministry of Finance.

AccorHotels opens Veranda Resort Pattaya, MGallery by Sofitel

AccorHotels announced the opening of Veranda Resort Pattaya, MGallery by Sofitel. Fronting on Na Jomtien beach, famed for its natural beauty and fishing heritage, this boutique hotel combines a stylish modern design with a sense of seafaring life. The hotel features 145 rooms and suites, including the Seascape King, Seascape Double Queen, Sea Breeze, Ocean Front, Family Pool Suite and Sky Pool Villa.



Starwood's 10th brand arrives in Quebec City

Tribute Portfolio has announced its debut in Canada with the signing of Hotel PUR Quebec owned by Hotel PUR Quebec LP and managed by Crescent Hotels and Resorts Canada Company. Located in the burgeoning Saint Roch neighbourhood in Quebec City, Hotel PUR Quebec will undergo a full renovation of all 242 guestrooms and suites before joining the Tribute Portfolio system in early 2017.

Marriott to leverage online solutions

Revinate, a San Francisco-based technology company that is reinventing the hotel guest's experience, announced the adoption of Revinate Reputation by Marriott International's APAC portfolio, spanning nine brands.

Le Meridien Hotels & Resorts to debut in Fort Lauderdale

Starwood Hotels & Resorts has announced its Parisian-born Le Méridien brand will open in Dania Beach, Fort Lauderdale, in partnership with owner and prominent U.S. real estate developer Charles S. Cohen. Le Méridien Fort Lauderdale Airport will debut in 2017, following a comprehensive \$30 million renovation and conversion of the hotel.



Balance Wellness Centre in Qatar

Banana Island Resort Doha by Anantara announced the opening of the first Balance Wellness Centre in a resort in the Middle East. The centre features stunning surroundings and a wide range of services designed to complement the grandeur of the island. Spanning more than 342 sqm for both male and female sections, this health and wellness destination offers guests a collection of unique treatments and personalised services.



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More Dealers are solicited all over Country.

Mandarin Oriental, Milan unveils new speciality suites

Mandarin Oriental, Milan is now offering guests two suites inspired by Milanese design masters, Piero Fornasetti and Gio Ponti. The new Milano Suite and Premier Suite complete the hotel, which opened in July 2015 and is characterised by eye-catching interiors that include the monochrome, geometrically designed Mandarin Bar; and stylish, Michelin-starred restaurant, Seta.



Grand Hyatt Rio de Janeiro is now open

Hyatt Hotels Corporation announced the opening of Grand Hyatt Rio de Janeiro in Brazil. Grand Hyatt Rio de Janeiro combines the brand's luxury experience with a Brazilian design and hospitality in an urban resort setting. Guests can enjoy the prime beachfront location in the exclusive Barra da Tijuca neighbourhood and access to world-class shopping, dining, cultural and outdoor activities.



St. Regis to debut in Serbia's capital city in 2019

Starwood Hotels & Resorts Worldwide has announced the signing of The St. Regis Belgrade and the Residences at the St. Regis Belgrade, a development project slated to open in 2019. Owned by Belgrade Waterfront LLC, the 125-room hotel will additionally feature 220 St. Regis branded residences in Kula Belgrade.

One&Only Ocean Club launches retail experience

One&Only Ocean Club has introduced a new retail experience for its fashion forward guests, Carlo Milano for One&Only. This boutique, along with a new Ocean Pool Cabana pop-up, are the latest additions to the resort, following the recent multi-million dollar renovation showcasing a complete redesign of the Hartford Wing and the introduction of the ultimate beachfront experience, the new infinity-edge Ocean Pool and Ocean Pool Grill.



AccorHotels unveils bold new CSR commitments

AccorHotels has unveiled the results of PLANET 21, its sustainable development programme, and renews its commitments looking to 2020. Sébastien Bazin, the Group's Chairman and CEO, stated, "We want to scale up our ambitions by banking on innovation and accountability. Planet 21 Season 2 must enable us to create wealth sustainably and curb our negative impacts through the mobilisation of our employees, guests, partners and local communities."

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Bringing loft-inspired design and vibrant social scenes to India's Silicon Valley, Aloft Bengaluru Cessna Business Park is an uber cool destination for the young, tech savvy and Gen Y travellers. Always abuzz with 'Live@Aloft' performances, the hotel's vibrant social vibe makes it a true destination sensation. Playful open spaces make it Different by design, both for business as well as for pleasure.



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“Looking at 170 hotels by 2020”

Sandy Russell, Vice President-Commercial, Carlson Rezidor Hotel Group, Asia Pacific, talks about how Carlson in India is evolving with the ever changing nature of tourism in the country.

HT Bureau



Sandy Russell

“We launched the Radisson Red brand in India with the signing of a hotel in Mohali

Talking about the group's plan, Sandy Russell says, “Last December, we were the first international hotel operator to sign seven hotels with the Mushtaq Group across the main gateway markets throughout Jammu and Kashmir. The first hotel is expected to open in the fourth quarter of 2016 in Srinagar. We launched the Radisson Red brand in India with the signing of a 157-key hotel in Mohali, Punjab, last year. This hotel is scheduled to open in 2018. In the years ahead, we are expecting to sign 12-14 new agreements and open seven or eight hotels.”

Carlson has always had a strong commitment towards India, she adds. “We were one of the first international hospitality groups to enter the Indian market more than 15 years ago. Currently, we have 75 hotels in operation and 45 are under development, across 45 Indian cities, including 14 state capitals. In 2020, we are looking to have 170 hotels in operation and pipeline in India.”

Carlson has various brands under its umbrella. On the brand which brings the highest revenue, Russell specifies, “The Radisson Blu brand is very strong in India and has

great brand recall. While rates are associated with the brand, we will also need to be mindful of the market dynamics where demand and supply is concerned as this impacts rate potential.”

Talking about the future of the hospitality and the tourism sector in the country, Russell says, “The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. The government has taken several measures with plans to double the tourist flow into the country in the next five years. There are many positive factors that instill confidence in India's growth story—growing Special Economic Zones, improved connectivity, push for urbanisation and an emerging class of millennial travellers. These create a strong platform for travel and hospitality.”

Adding to this, she says, “Tourism in India has registered significant growth over the years. This has been led by growth both in business and leisure travel. Indian tourism industry today is on the threshold of big change for large economic gains with increasing affordability, growing aspiration and increasing globalisation.”



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Sustainable pull for TOURISM

Nakul Anand, Executive Director, ITC Hotels shares how India has huge potential as a 365-day destination but is relatively unexplored. Sustainable tourism is one way of boosting economic growth and giving an inimitable identity to the country.

Anupriya Bishnoi



Nakul Anand

Tourism provides unquestionable value to India, believes Nakul Anand. "Despite this, tourism in India is perceived as an elitist activity rather than an economic one. Not only does tourism make the economy stronger and sustainable, it also imparts an inimitable identity to the country. Tourism is best described in one word—sustainability. Sustainable development being a national mandate, tourism befits this agenda best. It's time that we transform the push into a pull and create a pull for tourism." Given the fast pace of environment degradation, the entire world is adversely affected. "Energy and food consumption will grow by 50 per cent by 2030 and water requirement by 30 per cent.

All this has come at a price and those are climate change, water scarcity, population growth, urbanisation and deforestation," he quipped. Anand said that the problem is acuter in Asia than other parts of the world. "Asia comprises 35 per cent of global emission which led to 2015 being the hottest year ever in the recorded history." He added that by 2030 the arctic would be ice-free in the summer. In the last 25 years the world's forests have shrunk by 1.3 million sq km and wildlife has declined by 52 per cent in the last 40 years.

Quoting Mahatma Gandhi, he said, "The earth has enough resources for our need, but not for our greed."



And went on to cite some staggering figures such as 82 per cent of people in the villages lack proper drinking water: "Around 80 per cent of the diseases in developing countries are due to unpurified water and bad sanitation conditions. The latest analysis by the United Nations shows that 98.6 million people have been affected by disaster since 2015, of which 16.5 million were from India as a result of floods, cloud bursts, high volume snowfalls, cyclones, draught. More than a 1,000 people lost their lives due to respiratory infections in the last 15 years in India."

Talking more about the grave situation of India, he said, "Around 70 per cent of the arable land is prone to draught, 12 per cent to floods and eight per cent to cyclones. The water security in India is one, the worst as assessed on the scale of 1-5."

Speaking more on how tourism is the re-distributor of income, Anand added, "One in every 11 jobs is in tourism which is five times more than in chemical manufacturing, four times more than in mining and two times more than in communication. The global economies have to create five million jobs each month, over the next 10 years simply to keep pace with the projected number of youth."

Emphasising on the numbers, Anand elucidated, "In the last 10 years, tourism has added US\$ 120 billion to the foreign exchange reserves. Tourism will provide US\$2 trillion to the Indian economy by 2030. An investment of one million creates 78 jobs in tourism and 45 in agriculture and 18 in the manufacturing sector. India is ranked 52nd out of 141 countries in the travel and tourism competitive report for 2015. And this is where we see an opportunity. There has been a substantial opportunity to move to the seventh or eighth position, leveraging through our diverse offerings. India has an opportunity like no other country to leverage tourism for redistributing income. The focus of the industry



should be on how to create demand and not how to create supply for the next two to three years."

Citing the example of East Asia where the region is drawing 150 billion tourists, Anand said, "If we get even 10 per cent of what East Asia gets, we could add 15 billion to India's foreign exchange. All that India needs to do is to shift its focus to East Asia and compare its fares, taxes, products and policies with them."

Talking about the country's natural beauty and geography, he concluded, "Almost 70 per cent of the Himalayan range is in India. Our strategy should be to make India a 365-day destination. Opportunities for growth are opening every day, be it through the 'Make in India' programme, regulatory framework 'Digital India', identification of smart cities or the automobile sector. In fact it is possible that India can deliver two-third of the world's growth in the next four years amidst global challenges. India's time is now!"

Excerpts from the keynote address at HICSA

“
Tourism in India
is perceived as an
elitist activity
rather than an
economic one
”



(L-R) Achin Khanna, Kurt Straub, Neeraj Govil, Raj Rana, Rajiv Kaul, Shantha de Silva

THE EVOLVING GM

The changing dynamics of hospitality and the competitive scenario have escalated the role of the General Managers (GM) to that of a superman. From customer service to financials and guest expectations, the GMs need to fulfill all these. At a panel discussion at Hotel Operations Summit India (HOSI) 2016 moderated by Achin Khanna, MRICS, Managing Director Consulting and Valuation-South Asia, HVS, leading hoteliers share their opinion on the evolving role of GM.

Kanchan Nath



“GM is the day-to-day leader at the hotel. All the strength of the brand comes to the fore because of the leadership of the GM. Interpersonal skills are extremely important

Raj Rana



Shantha de Silva, Head-South West Asia, InterContinental Hotels Group, said that the GM's role gives an individual a lot of opportunity to excel. He has three important roles, "The primary expectation of a GM is that he should be the brand manager, the guardian of the brand, to ensure the brand comes to life and the customer experiences are consistent across the hotel. At the end of the day, we are delivering an experience to our guests that are manifested through the brand. The GM is the guardian to ensure that asset is upto brand expectations. The services we deliver through our colleagues are consistent with the brand's expectations. Secondly the GM is also an Asset Manager for the hotel, carrying the responsibility to manage the asset, in keeping with the brand's expectations and thirdly he should be a people developer, a leader with the responsibility to not only to attract and retain but also to develop talent, give them growth opportunity and be a mentor to boost their career and give them growth, inside and outside the hotel."

Neeraj Govil, Market Vice President-South Asia, Marriott International, said, "It is a challenging role today. The GM needs to be able to ensure that the company culture is alive and well in the hotel. You can tell whether the company culture is alive in the hotel the moment you walk into a hotel, engage with the associates and spend some time in the heart of the hotel. Where the culture is alive, operations are found to be on track.

The GM's role is complex today. The GMs need to be able to manage owner relations, be brand custodians, balance core card, and manage social media, communication in real time."

Raj Rana, Chief Executive Officer -South Asia, Carlson Rezidor Hotel Group, said, "We hire managers but promote leaders. GM is the day-to-day leader at the hotel. All the strength of the brand comes to the fore because of the leadership of the GM. Interpersonal skills are extremely important, above and beyond all technical expertise, since the GM needs to be able to engage with the various stakeholders."

Kurt Straub, Vice President Operations, Hyatt Hotels Corporation, talking about the role of asset managers and asset management firms called them 'friends of the hotel'. "I think it's learning for both sides. It's important to have open and clear communication channels. It's important to establish the rule of engagement, who does what and when. We can tap into their knowledge and plan to what can be done to move forward. They have to give whatever is needed for the operation."

Rajiv Kaul, President, The Leela Palaces, Hotels and Resorts said, "The GM is in a position to exert so much influence on so many factors. They need to try and create value and endearing value. That would remain three to four years after they are gone."



Vimal Singh



“We are **moderately increasing** our rates”

Vimal Singh, Managing Director of Golden Tulip Hotels South Asia believes that the growth for the group lies in the domestic market.

HT Bureau

What is the portfolio of Golden Tulip?

We have 22 hotels operating at this stage. We will open another six hotels by the end of this year. We are widely spread in tier II and III cities. I think, we will continue to be that way but we also have plans to open in Delhi-NCR. We are also expanding in Bangladesh and Sri Lanka.

The chain has 3- and 5-star properties in major metros and tier II cities in India, ranging from 3-star Tulip Inn, 4-star Golden Tulip and 5-star Royal Tulip. Part of an international legacy, the Golden Tulip Hotels in India (South Asia) have not only retained the charm and traditions of the local regions but are also an aesthetic blend of modern amenities, international standards and latest technology.

What are you doing to increase your ARR?

I think that's directly related to when the supply is not growing but the market is growing. Once that balance changes, ARR will grow. We are

moderately increasing our rates. We all know cost of operation is going up; input costs have gone up, so we cannot hold our rates at that level.

How important is the Indian market for your group?

India is an important market for the group after China. It still constitutes half the market for our brands. It's a tough market to build, to develop hotels. However you can still see growth. All the big hotel brands are coming. Look at the numbers at which rooms in the country are growing. Delhi has 13,000-14,000 rooms. But the market has to grow. In Las Vegas, one lane will have 13,000 rooms.

How long will that take?

It will take some time. The maturity has yet to come in. The demand has to increase corresponding to the supply. People were worried when Aerocity opened. Everyone was thinking whether this hospitality hub will ever get noticed. Look at the

place now and the number of hotels and rooms it has given to Delhi-NCR.

Are you focusing on inbound tourism?

We are more focussed on domestic tourism. In our resorts, our leisure hotels will be catering to the domestic clients. Foreigners come to Jaipur which is great but we have a strategy which primarily caters to the guy coming from Mumbai, Ahmedabad rather than the inbound. Domestic number is 20 times of what the inbound tourism is, at different price points. Despite several measures taken, we still have stronger domestic market than the inbound.

How the hospitality industry looks like in India for 2016?

I think we are turning that corner. We see strengthening of occupancies. We see a moderate growth in rates which are good signs. In fact, you see values going up. We just need some support from the banking sector for lower interest rates.

THE ASSET MANAGERS

In current times, the role of a General Manager (GM) has evolved from just managing the staff to taking care of each department. But are they now becoming asset managers as well? **HospitalityTalk** asks some GMs how to be successful asset managers.

Anupriya Bishnoi



SANJAY KAUSHIK

General Manager
Crowne Plaza Kochi

A GM is the custodian of assets, profitability, people and reputation of the hotel. Assets always carry emotional and investment value for the owners. GMs have at their disposal some measurable, time-bound processes which will help in keeping the assets in good shape.

- Perpetual Preventive maintenance—Rooms and Heart of the House
- Refurbishment—Rooms and Public areas
- Annual Maintenance Contract—Machines and Equipment



MANISH DAYYA

Area General Manager
Accor Hotels—Lavasa Hotels & Convention Centre

The role of an Asset Manager includes financial reporting, developing and monitoring strategies, risk management, team performance, manage and liaise with financial institutions and partners, project implementation and updates, implementing corrective measures from time to time, analyse and report on monthly, quarterly and yearly basis. The GM is the person who actually operates the hotel and implements the owner's and management's vision; achieves the goals, nurtures and sustains the hotel's human resources and is also the person who must take ultimate responsibility for the success or failure of the asset in all forms and ensure minimum risk on the investment.

As a General Manager and the key decision maker the role very much couples as an Asset Manager to quickly analyse and execute all the functionalities. This synergy can create and allow a "win-win" for the investors and the partners.



KUNAL SHANKER

General Manager
Holiday Inn Cochin

General Manager is the custodian of assets and loss prevention, thereby also being a responsible Asset Manager. Knowing the business and forecasting future trends and purchasing and replacing new capital assets as per the requirements and needs of the business is one of the very good qualities that a GM can have as a part of his skill set to be a good asset manager.

As hotels age, it is important that timely soft refurbishment, replacement of furniture and fixtures, full refurbishment, plant and machinery changes is done. The General Manager as a good asset manager should be able to have the effective influencing and communication skills and able to convince the owners by presenting the factual ROI on capital investments to achieve the overall goals of the hotel and ownership.



PANKAJ DUBEY

General Manager
Golden Tulip Goa Candolim

GMs have to act as bridges between the owners and the management companies in order to maximise asset value and align the operations of a hotel with the owner's investment and management company business goals. The GMs have to analyse strategic issues and make operating recommendations intended to improve the value of their hotels assets. In simple terms, they have to concentrate on two key areas: maximisation of GOPs and RevPar for Value creation for the owners and management companies. Earlier, owners were quite dormant and inactive in the operations of the hotel, as hotels were taken merely for investment purposes. That has changed now and owners understand that their investments sell perishable resources (rooms/banquets/spas) and that this business is very dynamic in nature, attracting them to involve themselves in trying to maximise sale of these perishable resources/ investments. They want maximum ROI for their assets. This is where the GMs have a crucial role to play. They have to constantly look at maximising the value for the hotel by using tools like Revenue Management, Reputation Management, PR Management, Sales and Marketing Management, Resource Management apart from managing the cash flows and fund flow within reasonably acceptable parameters.



HARI HARA SUDHAN

General Manager
The Capital-Trivandrum

If one looks into the two broad aspects of hotel value, namely hotel operations and asset management, you would find that the former is proportionate to the latter. In the guarded responsibility of maximising revenue whilst efficiently monitoring expenses, a GM's decision directly affects the overall maintenance of the working capital. Therefore GMs can execute the role of asset managers through the following means:

- Asset Management starts well before the asset is purchased. In terms of movable assets, one should always give preference to items that have proven track record in terms of quality, maintenance and durability.
- Purchase assets that are needed and can be utilised to their full potential, therefore productivity directly becomes the ROI.
- Once owned, the asset should be maintained as per the manufacturer's norms and has to be handled by professionals.
- Frequent supervision of the assets through AMCs and monitoring their working condition will ensure durability and prolong the need for purchase of a new asset.
- A comprehensive preventive maintenance programme and scheduled deep cleaning activities will ensure upkeep of the property which is the face of the business and also leads to high re-sale value.
- Frequent operational audits and attending/resolving even small repairs at the right time will save us huge costs by avoiding major repairs.



SANTANU GUHA ROY

General Manager
Radisson Blu Resort & Spa Alibaug

Any service of the hotel that helps to generate revenue is an asset, like rooms, F&B outlets, and spa. And this is the key for all the stakeholders—owners, staff, business partners. The GM being the custodian of the hotel assets plays a vital role in managing the assets of the hotel—Product, Profitability and Human Resources. Our Asset Management Strategies are tailored to achieve organisational goals, budgets and to exceed the expectations of the guests at the same time. The GMs, through their experience and expertise, are the Asset Managers and contribute to enhance revenue generation, improve Net Promoter Score and maintain Employee Value Proposition.



FIROZ JANGARIA

Hotel Manager
ibis Bengaluru City Centre

Asset Managers essentially perform the balancing act of cost containment on one end while generating revenue on the other. But contrary to popular perception, they aren't always wielding trimming shears, looking over the GM's shoulder and into the hotel books. They often work in partnership with GMs to mine business opportunities for the hotel, providing GMs with benchmarking data to better manage costs. GMs on the other hand have access to "from the trenches" information which is crucial to develop new tactical and strategic moves. Whether GMs can take on the role of Asset Managers depends on how well they can keep an eye on the bottom line, managing costs and ensuring compliance. They should be able to look beyond the day-to-day operations, ensuring that meaningful planning and forecasting regimes exist and then successfully manage and measure them against the market. Finally, it all boils down to how well the owner's interests are aligned with the operators. If the two parties are in agreement, GMs can successfully serve as the critical link between the vision of the owners and its interpretation by the management company.



Catering to the NEXT GEN

As the number of young travellers has been increasing, hotels have started to cater to their changing needs. Aiana Hotels & Resorts is one such brand, spearheaded by **Amruda Nair** which caters to the tastes and preferences of the next generation traveller.

HT Bureau

Being a third generation hotelier, hospitality is a part of Nair's legacy. She believes that her latest venture to create a new hotel management company was a natural evolution. "My grandfather will always be a source of inspiration. He started this hotel business at the age of 65! Both my parents are also hoteliers and they attended the same hotel school as I did at Cornell University," she says.

Talking about the USP of the new resort, Aiana Munnar— A Moonriver Resort, she adds, "This resort solidifies our commitment to offer locally relevant

design and authentic, immersive experiences. Aiana Munnar is a niche all-suite villa resort spread across 20 acres of lush greenery. The resort is set amongst natural springs, scenic views and will feature authentic dining experiences and an extensive Ayurveda-inspired spa. Each suite in the resort offers a private, heated plunge pool overlooking the rolling hills of Munnar."

The hotel is scheduled to open in the last quarter of 2016 and Nair says they already are working closely with the travel agents on the launch of the hotel.

Also, Nair believes that given the unique leisure setting and the upscale design of the hotel Aiana Munnar will appeal to both domestic and international travellers. Nair adds, "The Middle East will be a key source market for Munnar as well, given the quick access to the hotel from Cochin International Airport which is extremely well connected."

“Aiana Munnar is a niche all-suite villa resort spread across 20 acres of greenery”

Amruda Nair

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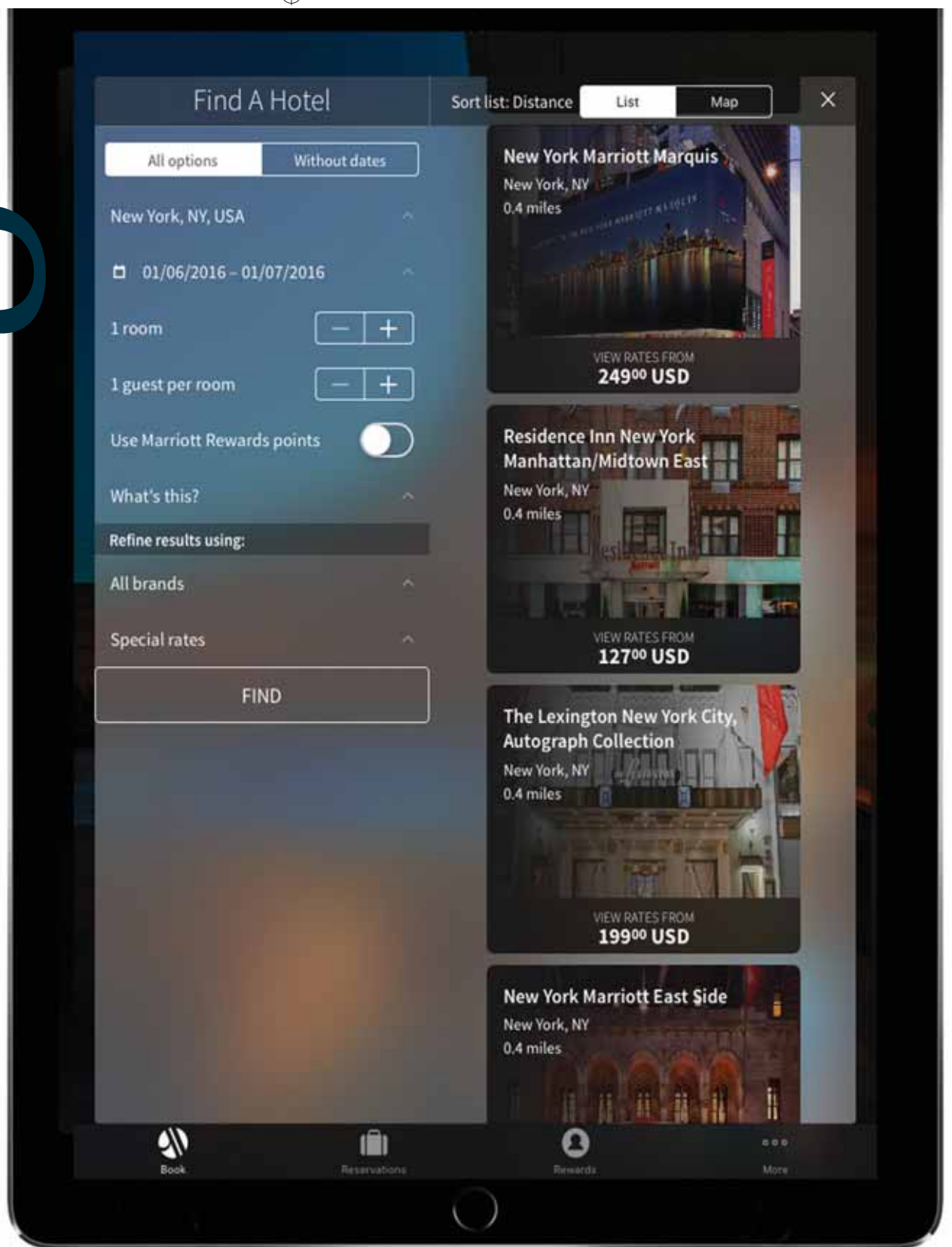
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'APP'ening industry



Hotels have been experimenting with different channels to sell their inventory and mobile application is one such channel. Five hoteliers talk about how this is changing the game.

Hazel Jain



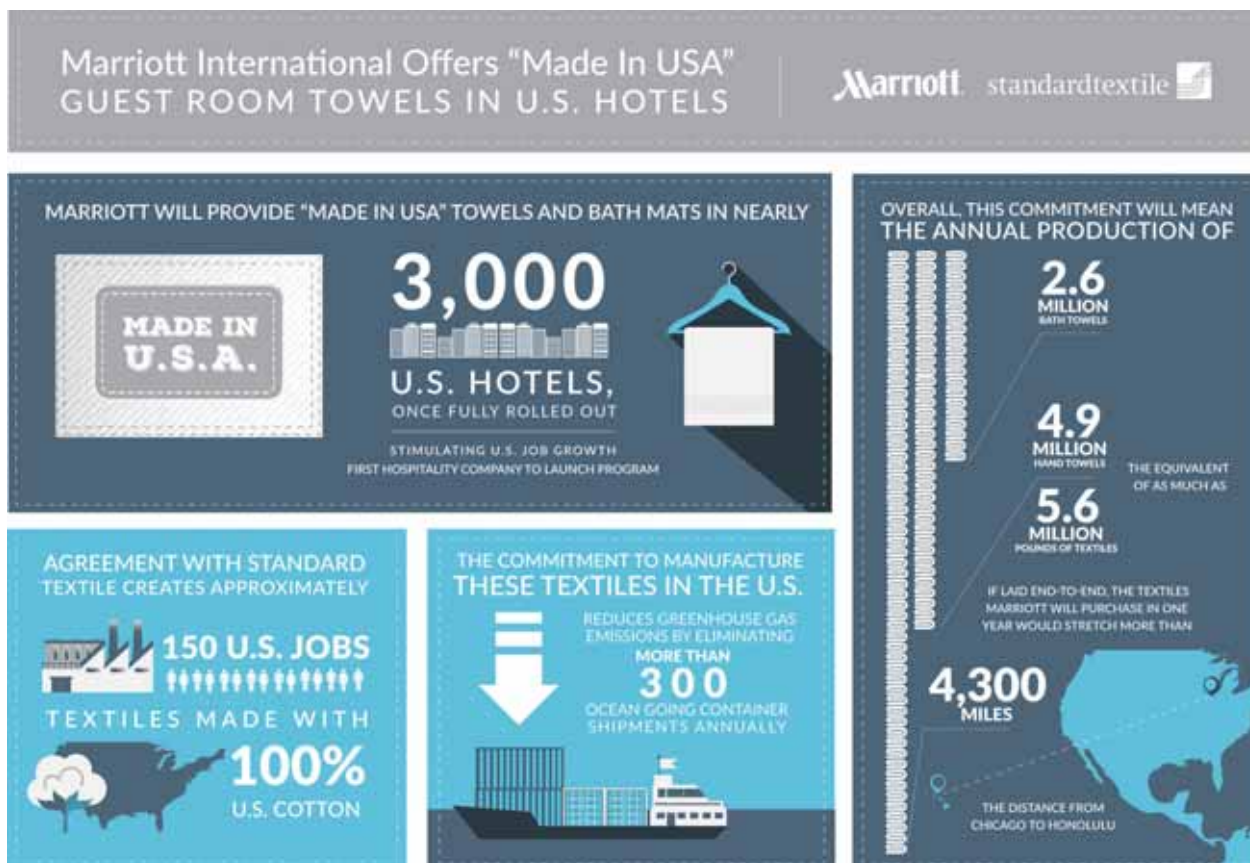
Jean-Michel Casse

How to sell rooms as quickly as possible? This is a question that has plagued many a hotelier at any given point of time. Starting from offline channels of distribution, hotels branched out to using their own website for selling rooms. Increasing their dependence on technology, hotels have now started experimenting with various third-party websites and even mobile apps—mostly to sell inventory to last-minute travellers.

Different hotels use varied apps depending on their requirements. Some have even created their own. AccorHotels has recently launched a new version of its own mobile application which features all its hotels and resorts. It includes 14 brands, 3,700 hotels in 92 countries

and is available on Android and iOS. The app allows one to check-in online a day before arrival, check their membership points and view hotels bookings. The brands include Sofitel Legend, So Sofitel, Sofitel Luxury Hotels, M gallery, Pullman, Adagio Premium, Grand Mercure, The Sebel, Novotel, Suite Novotel, Mercure, Mama Shelter, Adagio aparthotel, Ibis, Ibis styles, Adagio Access, Ibis Budget, Hotel Formule I, Hotel FI, Thalassa, Orbis Hotels and more.

Jean-Michel Casse, Senior VP, Operations, AccorHotels, India says, "We aim to have the top three travel apps in the next five years and have had 1.8 million downloads till September 2015. The focus on the app has been to increase usage frequency by providing advanced features



Kamlesh Barot



Amit Agarwal



Gaurav Wattal

The focus on the app has been to increase usage frequency by providing advanced features such as city guides, seamless booking engines and other tech integrations



Manoj Gursahani

such as city guides, seamless booking engines and other tech integrations. This year we aim to drive room nights and revenue through the application."

The Marriott Mobile app helps guests book in more than 3,800 hotels and manage their reservation and Marriott rewards account through it. The app helps travellers to book their stay in the nearest Marriott hotel using their location. It also helps guests browse hotel photos, maps, amenities and city guides. It comes handy as one can view/cancel upcoming reservations and add reservations directly to the calendar.

Gaurav Wattal, Director of Operations, JW Marriott Mumbai Juhu, feels that the tech-savvy Next Gen especially Gen Y and Millennials, Experience Seekers who are multicultural citizens with a new mindset and altered expectations of hotels demand such innovations: "With this app our guests can also save a lot of time and get to their room faster and skip the front desk as they can check in and check out through this app. Requests for services and amenities also become easier through this app as an associate is available 24x7. The app is now available in iTunes, GooglePlay, Windows Phone Store as well as the Amazon App Store and can be accessed in

English, German, French, Spanish as well as Simplified Chinese," he says.

Industry veterans like **Kamlesh Barot** have also put their faith in technology. The Director of MIE Hospitality who is also the past president of HRAWI and FHRAI, uses an app to sell inventory of rooms (out of Mumbai) as well as restaurant and bar covers. "We use a lot of technology to run our back-end operations as well in all our eight properties in some way or the other. We use Dishco app for our promotions and selling our inventory and the TeamViewer app to log on to our eight outlet PCs through our mobile phones," he says.

Hotels.com brand that comes under Expedia has an Expedia Partner Central (EPC) app for hoteliers for iPhone and Android to help them manage their Expedia business and solve everyday problems via mobile devices. **Amit Agarwal**, Senior Marketing Manager (India & SEA) for Hotels.com, says, "EPC provides real-time feedback, analysis and adjustments to help hoteliers optimise their revenue management strategy. We have data which we can analyse together, plan ahead for future bookings, test different pricing strategies and learn from the

results. We recently launched new features on EPC platform. One of them is SellTonight that makes it faster and simpler for hoteliers to push out same day rates and availability to travellers and quickly promote last-minute inventory. The EPC mobile app provides hoteliers with a look at market intelligence and production and inventory information right from their mobile phone."

One of the latest entrants in this field is hotel booking app called Last Minute Keys (LMK)—a start-up company in the online hospitality domain for last minute hotel reservations. LMK allows hotels to sell their unsold inventories at the last minute and help customers book hotel rooms at cheaper rates. LMK has been initially launched with 100 hotels in two metro cities and has plans to expand to 1,500 hotels across 20 cities. The app is currently available on Android platform and is expected to be launched on iOS soon.

Manoj Gursahani, CEO of LMK, says, "The app features functions such 'hidden gems', map view, location search, etc. LMK is targeting the SME segment and last minute travellers, and will currently display only rates of rooms for check-in within the next 48 hours."



Le Meridien Gurgaon

MAKING HOTELS

As hotels are potential targets for terrorists and other criminal activities, few hoteliers talk about the measures they are adopting to make it a safe and secure stay for their guests.

HT Bureau



Kuldeep Chauhan

KULDEEP CHAUHAN
Human Resource & Security Head
The Metropolitan Hotel & Spa

ALL IN PLACE

The impact of terror attacks on the hotel industry is enormous. But my security team and I assure everyone that any such terror attack does not affect our esteemed guests and our hotel staff. To combat these, we must have all sorts of safety measures which shall help us all to exit safely.

All vehicles entering the premises are checked using inverted mirror and physically opening the bonnet, dickey and doors. A duress alarm system is installed

at the entry gate. The hotel has concertina coil laid atop boundary wall along the perimeter to discourage intruders. The entire perimeter area has sufficient flood lights for proper illumination. A boom barrier at the entry gate stops any forced entry. Egress and ingress points are manned round the clock. An x-ray baggage scanner is installed in the main porch. Door frame metal detectors are put at strategic locations for screening. There are hand-held metal detectors. CCTV cameras are installed at strategic locations each with a recording facility of 30 days with provision of monitoring through security control room. Security staff is provided with walkie/talkie sets and mobile phones for instant communication with all posts.



Le Meridien Gurgaon

SAFE FOR GUESTS

Covert and overt surveillance is conducted regularly. A Crisis Management Plan and an Evacuation Plan are rehearsed on a regular basis. Training on Fire & Safety, Bomb Threat, Evacuation Plan and other contingency plans is imparted to the security and other department staff regularly so that they can respond swiftly to any such crisis. Emergency light/Self luminescent marking provided at all the strategic points like emergency exits/routes/staircases and these are kept free from obstruction. All the vital areas like AHU, Electrical Switch Room, Generators Room and Oil and Gas storage are away from the guest areas and not accessible to visitors. The public address system located in the engineering control room to announce message during emergency.

Sufficient numbers of security staff are positioned in and around the premises to ensure proper access control and checking and frisking of visitors. Emergency

procedure and emergency evacuation plans are in place in all rooms and lobbies to evacuate guest/staff in case of emergency. All policy like Visitors' Entry, Weapon Depositing Procedure and others are followed as per prescribed format. CMT Members/Fire Fighting Team consists of key members of the hotel who will deal with the problem in case of an emergency.

Also an effective hotel security check programme enables the hotel to avoid avertable incidents and react quickly in an appropriate manner.

SURAJ KUMAR JHA
General Manager, Holiday Inn Mumbai
International Airport, Sakinaka, Andheri
CRISIS MANAGEMENT

We have developed a number of SOPs pertaining to a particular threat to the guest to ensure that the



Suraj Kumar Jha

Hotel security: A concern



Sanjeev Pahwa

“

All the international companies ensure that we have strict SOPs and these are followed and adhered to. There are audits that are happening as far as security is concerned. We need to involve the government and also agencies which specialise in security and who can assist us at our hotels. They can charge us a certain amount of fee and we can work with them. We make sure that we, the security agency and the government of that state are in sync and we do what they would like us to do while keeping in mind that we do not inconvenience the people staying with us.”

SANJEEV PAHWA
Senior Vice President, Operations-South Asia
Carlson Rezidor Hotel Group

”

“

As hoteliers we need to merge hospitality with security and it's becoming tougher. It's an expectation if we have to continue to cater to the needs of our clients. Safety provided by hospitality has become a number two priority versus many other things.”

KANIKA HASRAT
General Manager
Courtyard by Marriott, Gurgaon

”



Kanika Hasrat

“

We live in a period where there is a lot of terrorism activity in the world. So the way we look at this is that even our guests appreciate higher level of security. And we don't think we give security as much importance as we should. There are examples of how time and again hotels have generally become targets. Also, there is a need for more investment as far as the security element in hotels is concerned.”

DILIP PURI
Managing Director India and Regional Vice President
South Asia, Starwood Hotels & Resorts

”



Dilip Puri



Harish Chandra

sense of safety and security is felt by the guests to the maximum. These SOPs have been developed by the hotel through filtering down each aspect of the possible risk which threatens the safety of the guests. These aspects of risk are been identified and assessed through a proper documented Risk Assessment which is always revised thoroughly at short and standardised intervals.

In addition to this, the hotel has developed a Crisis Manual which consists of almost all different situations through rigorous study of the society and the global threats and the way to mitigate the same in form

of flow diagrams. Also, the hotel has a number of FLS systems and equipment installed to prevent and mitigate any possible risk.

Also, the above mentioned measures would be only effective if security consciousness is injected to the employees through regular training. This is also a major source helping the cause of the safety and security of the guests in order to get the hotel staff to actually take action in various situations.

Holiday Inn Mumbai International Airport has developed effective measures of security checks at



Holiday Inn Mumbai International Airport



Holiday Inn Mumbai International Airport

both of the gates, that is Guest Gate and Staff Gate and also at the hotel building entrances which provide ingress to the hotel lobby and the time office.

Hotels have procured a number of essential security equipment to diminish the possible threats arising by the commotion of guests, staff, visitors and the vendors. These include DFMD, HHMD, Boom Barriers and Mechanical Metal Gates manned by trained and skilled security guard. All these areas are always under surveillance round the clock including the hotel surroundings through security patrols.

HARISH CHANDRA
GM - Information Technology, Sarovar Hotels
NUMEROUS INITIATIVES

After the Mumbai terror attack a lot of hotels have taken numerous initiatives to make sure

that guests are safe. Today everyone has to pass through Door Frame Metal Detector (DFMD). Now the perception has changed. All the hotels have X-ray machines and guests have to put their baggage and laptops in the X-ray machines and go through the security check. Most of the state governments have passed notifications to the hotels that all the important entry points should have CCTV recording of one month.

Use of electronic security and physical barriers and rise bollards is common. All the hotels are using technology in terms of software and hardware. They are using IP CCTVs to do analytics. Analog Cameras technology has become outdated as IP-based Video Surveillance Products and Cameras are of more utility today. It is wise to invest in IP-camera systems. After the 2008 Taj Terror attack, most of the domestic and international hotel chains have hired Fire-Life-Safety Consultant.



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CONNAUGHT PLACE

A FOOD HUB?

As food courts flourish across Delhi-NCR, the heart of the city has also seen a distinct shift. From being merely a commercial and shopping centre, it is now host to many speciality restaurants.

Anupriya Bishnoi



Akshay Anand
Owner, Hotmess Kitchen & Bar and Townhouse Cafe

“

CP has become a favourite as it is the only place in Delhi which has anything and everything. Right from shopping in Janpath to having food at the best eateries, CP has it all

”

THE EVOLUTION

Delhi's iconic landmark, Connaught Place (CP) is where tourists and locals come together. Better known as the heart of the capital, Connaught Place has been the centre of commercial activity. It is a hub for many international and domestic business houses and the well-laid out and efficient metro link connects the satellite cities well.

Akshay Anand, Owner, HotMess Kitchen & Bar and Townhouse Cafe says, "CP has become the current favourite as it is the only place in Delhi which has anything and everything. Right from shopping in Janpath to having food at the best eateries, CP has it all."

According to **Priyank Sukhija**, Owner of Teddy Boy, Warehouse Cafe, Open House Cafe, Lord of the Drinks and Hybrid, says that Connaught Place has the most organised infrastructure in Delhi. "With well managed blocks and lanes that take you to outer, middle and inner circles, it is closer to government offices. It brings together the offices, shopping complexes, 5-star hotels, metro connectivity in one zone which makes it central and the most preferred location," he elaborates.

Umang Tewari, Owner of The Vault Cafe, Junkyard Cafe, Garam Dharam and Cafe OMG, adds, "Connaught Place is Delhi's colonial heart that brings the best of Delhi forward making it the city's most unique and preferred place. I like CP for its space and looks."

Zorawar Kalra, Founder & MD, Massive Restaurants says, "The explosion of CP as a dining and entertainment hub has come about only in the past year or so, post the completion of the mammoth restructuring programme undertaken which has given the entire area a complete and truly international makeover, keeping its legacy intact."

THE APPROVALS

This is the tricky part. According to the hoteliers and restaurateurs, if one is through getting this bit sorted, half the work is done. Anand says, "It took us little under than two months to fetch all five licences (health, eating house, fire, tourism



Hotmess Kitchen & Bar



Hotmess Kitchen & Bar



Garam Dharam



Umang Tewari
Owner of The Vault Cafe,
Junkyard Cafe, Garam Dharam
and Cafe OMG



Connaught Place is Delhi's colonial heart that brings the best of Delhi forward, making it the city's most unique and preferred place



Junkyard Cafe

and excise). Seeking licenses is a little difficult in Connaught Place than other locations as it is under NDMC and other locations are under MCD department. So both have different norms to apply and procure the license."

Sukhija says, "Licensing in CP is surely a tedious job as compared to other locations of Delhi. It's just that route of going via officials takes more time in CP. Other than licensing, Connaught Place also has issues that keep cropping like terrace, music timings. CP gets footfall on the first day of business if your product is good."

Tewari has a similar opinion where he says it is difficult to get licenses in CP as compared to other locations in Delhi.

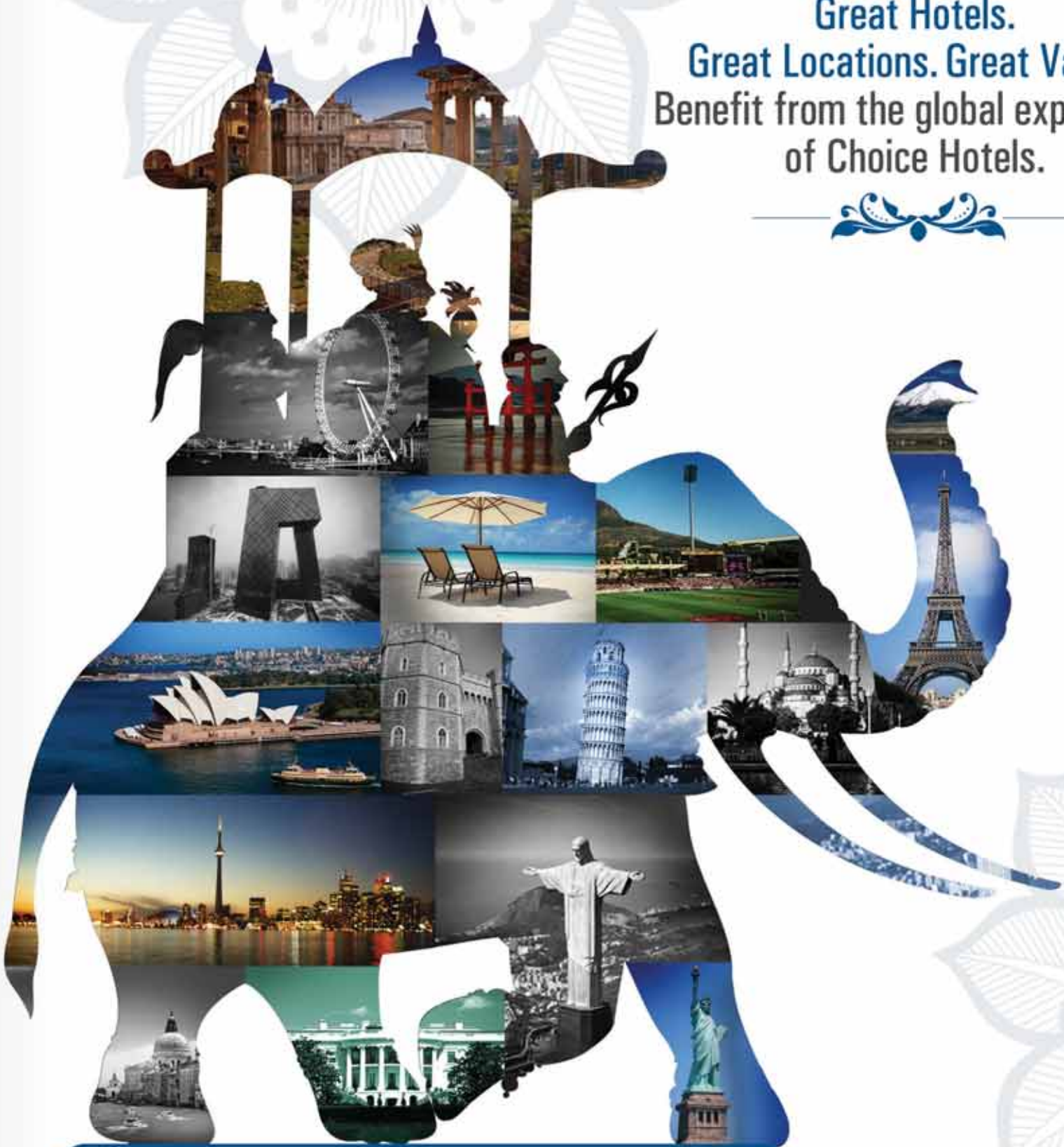
According to Kalra, there are certain set of approvals required for every type of establishment and depending on the kind of restaurant/bar/club/pub/entertainment space one would be opening. This is true for any space, across the entire country. "There is no easy or hard way or faster or slower way to get requisite approvals. There are certain processes and rules that everyone is expected to follow and abide by and based on those the approvals are given in their usual course," he explains.

THE COMPETITION

Anand elucidates, "CP is a hub of restaurants. We face extensive competition but with the right product at the right pricing and the right location, there is an edge over other players in market. We are India's first aphrodisiac



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The movement through time



Riyaz Amlani
President- NRAI (National Restaurant Association of India) and CEO & MD, Impresario Entertainment & Hospitality

From the time Connaught Place was established in 1931, the business district has enjoyed a rich and varied culinary legacy that has endured through the years. Among the first to cash in on the demand were the famous restaurateur duo—Ghai and Lamba—of Kwalita fame. From serving the American marines finger chips and fried eggs by day and churning out softies by night—the partners were able to launch the now famous restaurant chain and ice-cream brand, thanks to the patronage of the late-night movie-goers of the area.

United Coffee House (UCH), still one of the most popular eateries, was built a little later to cater to fashionable Britishers (Indians were scarce and not particularly welcome) as a place for high-tea and banter. Lala Hans Raj Kalra, the founder of this establishment, began the restaurant in 1942 after winding up from Old Delhi, where the family ran a fairly successful bar and restaurant—haunt of the American marines who would go there for a dance. Through the 60s and 70s the restaurant was patronised by families as much as single men who would socialise over sandwiches here. Today backpackers and younger diners flock here for old classics—tomato fish and cheese balls—as well as modern world fare and Pan Asian favourites.

Wenger's was instated by a Swiss couple and consisted of a separate sitting parlour where pastries and short eats were presented on tiered pastry trays with bone china tea-sets. Davico's across Connaught Plaza and the Standard restaurant were popular for decades before fading away. Another old timer, the Embassy Restaurant, opened in 1948.

Around the 1960s and 70s, besides the popularity of butter chicken – restaurants like Minar and Kake Da Dhaba hawked it – we also witnessed the beginning of Nirula's, the pioneers of pizza in Delhi, and also owners of the one popular Nirula's Chinese Room.

Cut to the second decade of the new millennium, the area has witnessed a gastronomy revival of sorts. Many of the older restaurants, with a few exceptions, have faded into oblivion and constructions during Delhi's Commonwealth Games' phase hampered the restaurant business considerably. However, in the last few years, some of NCR's hippest and most versatile eateries have embraced the winder precincts of Connaught Place.

In the years to come, I believe more exciting additions are on the anvil. The Akoi Group, owners of the distinguished The Imperial, shall be launching a food and fashion hub modeled on the success of the Cyber Hub, in Gurgaon. Popular brands including Jamie Oliver's Pizzeria are set to begin operations here. Besides ventures like these, I think what's given the area's restaurant ventures a real shot in the arm is the NRAI's efforts with the Delhi government. I am most excited by Delhi tourism minister Kapil Mishra's move, which was giving shape in consultation with the NRAI, to promote 15 tourism hubs around the city, starting with Connaught Place. Annual excise license renewals have been made online, and excise inspectors have been forbidden from showing-up in restaurants on flimsy pretexts. As more exciting new culinary options are amalgamated in the CP skyline, such measures auger well for the businesses as much as the foodie!



Priyank Sukhija
Owner of Teddy Boy, Warehouse Cafe, Open House Cafe, Lord of the Drinks and Hybrid



Connaught Place has the most organised infrastructure in Delhi



Teddy Boy



Lord of the Drinks

theme driven bar. The expert chef at HotMess Kitchen & Bar had curated the menu which has first if its kind dishes like *chur chur* pizza, nacho ponchos."

Sukhija says, "Our restaurants are casual dining places as compared to fine dining in 5-star hotels. I believe that the casual dining scenario is the most comfortable as it caters

to masses. Also our restaurants have offerings for all age groups, hence making it more friendly and lively."

Tewari says, "We offer food and drinks at the most comfortable prices which gives us the edge over others. Also CP is the place where mostly restaurateurs are coming up with large format restaurants which makes

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Farzi Café



Zorawar Kalra
 Founder & MD
 Massive Restaurants



There is enough demand for everyone to co-exist. A bit of competition is good



Farzi Café

competition strong. In this scenario we make a point to offer something unique and different in each of our outlet. Like the Vault Cafe has first-of-its-kind colonial vaults, Junkyard Cafe is made of junk, Garam Dharam has a *dhaba*-like feel inspired by the legendary Bollywood actor Dharmendra.”

Kalra believes that there is enough demand for everyone to co-exist. He also believes that a bit of

competition is always good. “We have recently launched our multi-award winning, critically acclaimed, modern Indian bistro Farzi Café which in itself is a unique concept. It aims to offer its patrons contemporary Indian cuisine, using elements of molecular gastronomy in the dishes as well as in some of the curated beverages and bringing Indian food back ‘in-vogue’,” he elucidates.



IMAGE MAKEOVERS SINCE 1987

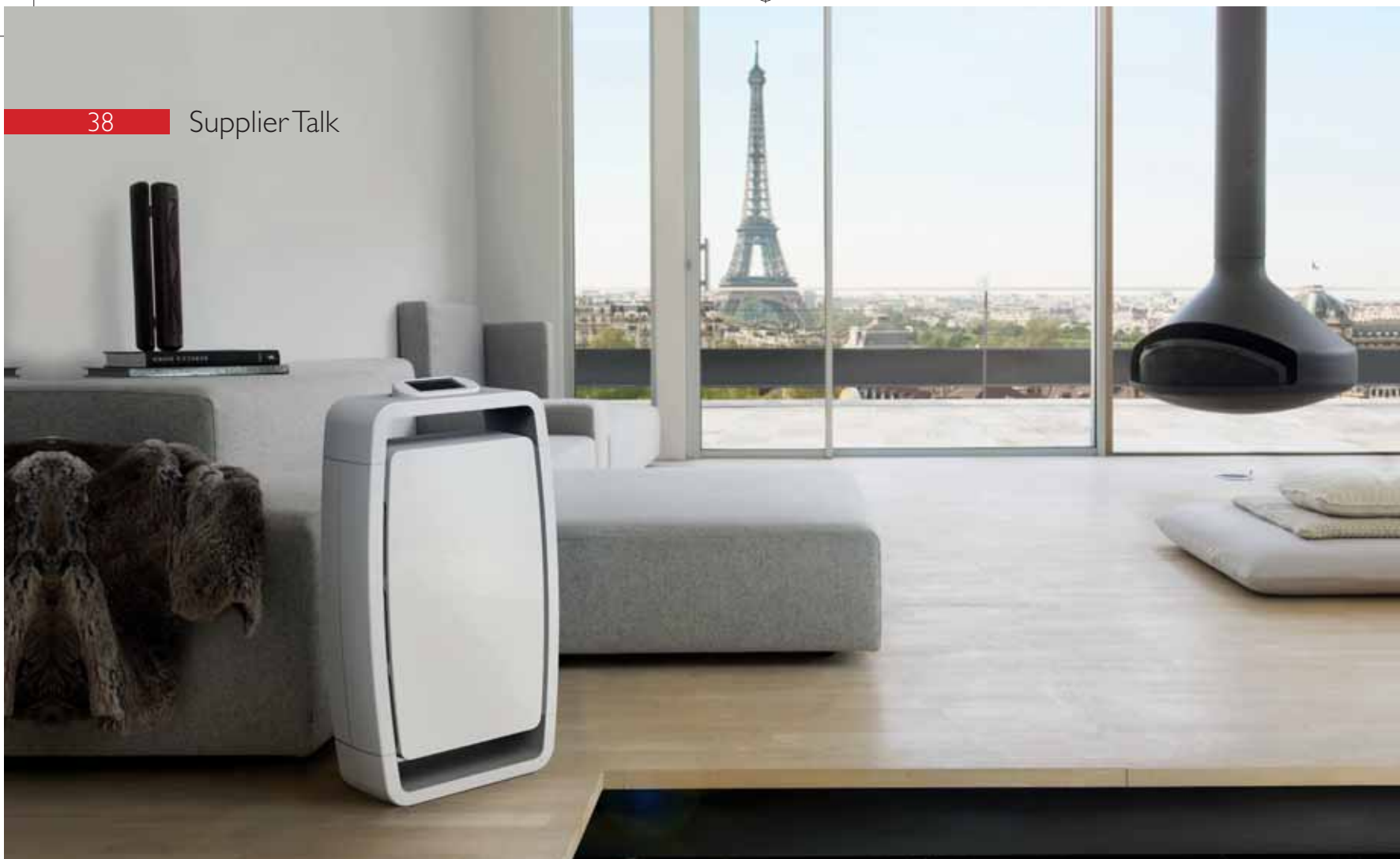
Today, there is a growing trend of Designer uniforms for the hospitality & corporate sector. A stylish yet practical uniform adds value & unifies the complete experience of hospitality. Most hotels, corporates and institutions do have fine uniforms but there is yet so much richness in our culture that a Designer with a holistic approach can offer. Zubin Mehta – MD & CEO – Uniforms Unlimited, heads his designer brand “Dezenzia” and is one such designer with the holistic approach towards uniform design. Besides being well known for his manufacturing skills, Zubin has also made a mark in the hospitality world by delivering stunning concepts of uniforms for niche hotels, resorts and corporates. His uniforms are now being flaunted by the clients as their brand differentiator.

Zubin in his designs imbibes the value of a region / culture into design by repackaging the couture into finely styled garments that enhance the image of the client to the highest standards. His endeavor has always been focused on amalgamating top style with highly practical attire. This is a huge challenge for fashion designers persay, but Zubin having the thorough knowledge of uniforms and a state-of-art facility to back his experience can bring about this fusion with ease. Modern travellers are extremely selective of hotels & especially seek advice on the experience shared by others in internet and word of mouth.

Today a guest looks closely for classy interiors, bathrooms, amenities provided & even at the uniforms, whether they are clean, finely tailored & intricately designed. The uniform speaks volumes about the organization. Zubin emphasizes on the textures of fabrics used, the princess lines on the uniform, the subtle detail of embroidery and pleats that turn a uniform into a couture garment.



ZUBIN MEHTA
(MD & CEO)



Purifying air the FRENCH WAY

NatéoSanté, a French company specialising in air quality treatment, is launching EOLIS, the air filtration system especially conceived for the Indian market. **Stéphane Monnier**, International Sales Manager at NatéoSanté tells more about it.



Stéphane Monnier



EOLIS is defined as an 'air manager' rather than an air purifier



HT Bureau

Kindly explain the portfolio of your brand.

As of now, EOLIS is the first range of products to be launched in the Indian market. EOLIS is defined as an 'air manager' rather than an air purifier. It is at the moment produced in France and is considered a high standard product. The range is composed of six different engines, depending on the size of the area covered (from 40 to 120 sqm) and on its technical features to better address the needs of our potential clients.

How well-suited are the products for the hospitality industry?

EOLIS fits perfectly in the hospitality segment. It enables major hotels to get differentiated from competitors by offering an incomparable air quality to exigent customers looking for excellence. Proposing the purest air is a decisive advantage especially in cities facing major air pollution levels.

EOLIS Air Manager enables to filtrate fine particles (Pm 2.5) 24/7. Each device is equipped with a 'night' mode for a continuous use in a silent manner. It also allows disinfecting rooms between room occupancies by different customers to make them feel they are the first ones to occupy the room. Each EOLIS installed in a hotel can be connected to a monitoring system which enables to know air quality in real time in the different areas of the hotel (rooms,



restaurant, hall). In case of emergency, a signal is sent to the technical services which can intervene in a short time.

According to you, how have the demands of hoteliers evolved over time? What has led to this evolution?

The hospitality sector in India is already well developed and is still expanding. In 13 years, hotel channels have been multiplied by six and the number of rooms should double between 2012 and 2017 (forecasts). In this context, luxury hotel channels must differentiate from the competition. As per our various meetings with hospitality professionals in India, a real interest in offering the purest air to the clients has been identified.

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SPA

for a relaxed you

Spas are an essential part of a hotel. **Dinesh Rawat**, Spa Manager, The Ananta Udaipur shares the USP of the spa in the hotel and how the industry has evolved.

HT Bureau



What is the USP of your Spa?

Mudra has a luxurious 10,000 sq ft spa with 12 therapy rooms. There are dedicated areas for male and female wet areas include unisex salon, foot spa, couple therapy room, Thai room, yoga and meditation hall and state-of-the-art fitness centre. The largest size (10,000 sq ft) of recreation centre with mini-movie theatre, kids' games, snooker table, cooking classes and swimming pool. Mudra offers a large spa menus with Oriental, Asian and Western spa treatments. There is yoga and meditation and opportunity for outdoor games includes nine-hole mini golf course, cricket and aqua aerobics.

Who are your clients-walk-in, guests or both?

We have got clients from all the metropolitan cities and international clients from, Dubai, France, Australia and RCI member. We have special spa memberships—Gold, Silver and Platinum—for local guests to experience Mudra Spa therapies.

Advantages of the products that you use...

In Mudra, we are using organic raw herbs like black sesame, coffee beans, rice powder, basil, coriander, turmeric

for body scrub, facial, body wrap and fresh aromatics blend oils like lavender, jasmine, rose for relaxation massage.

How has the spa industry evolved in India?

In India, the spa industry has emerged as one of the fattest growing industries after Europe and America. Now, small beauty parlours also offer spa therapies and more body scrub, body wrap, and advanced skin treatments. Thus, Indian spas have grown by 20 per cent, the reason being their substantial expansion in travel and tourism industry as well as a rise in income which has made them more aware about the quality of life.

I would say the spa sector is still largely unorganised. Hygiene and quality is a matter of big concern. Therefore accreditation becomes important so that people can know the category of the spa they are visiting. NABH care providers have launched a programme for accreditation of wellness centres like spa, ayurveda and skin treatments in the country.

Teenagers are coming out to try relaxing therapies. Mobile spas are

becoming popular for kitty parties, corporate events and weddings occasions. Spa vouchers are emerging as a preferred gifting option. The 'day spa' concept in the street markets and Thai short foot spa therapy concepts in malls are other trends.

Which treatment does a guest generally prefer?

At Mudra spa, generally the guest likes body scrub with spiced scrub and body wrap with herbal paste. Couple detoxifying packages and Thai Starching, Hot Stone massage, ayurvedic treatments, foot spa and facials.

Do you offer discounts or give special packages to attract more patrons?

Mudra Spa offers more competitive spa packages to the guest like Mudra Couple Retreats programme where guests saving more than 10-15 per cent value of the treatment. Attracting customers requires developing a quality product, gift voucher spa membership programme. And we continue to send emails to our guest and build a more personal relationship with them and have a customer loyalty programme also.



Dinesh Rawat

“ Indian spas have grown by 20 per cent, the reason being their substantial expansion in travel and tourism industry ”

Of innovative menus and love for food

Chef **Ashish Bagul**, Executive Chef, Novotel Kolkata Hotel and Residences discusses the restaurants in the hotel and the evolution of F&B in the country.



Chef Ashish Bagul

Tell us about each restaurant in the hotel.

The Square is Novotel's signature food and beverage offering with its cutting-edge design and versatility. It is an all-day dining restaurant that offers a wide selection of Indian and international cuisine in the form of buffets, set menus and a la carte selections.

Stud!o is The Pan Asian gallery—the city's first lounge with a prismatic show kitchen, private dining space, live entertainment and an eclectic menu. The food offerings include the best elements from Japanese, Indonesian, Chinese, Thai and Vietnamese cuisine.

Delice, the Bakeshop, is a bistro-style delicatessen at lobby level, featuring quick bites, cakes, pastries, and food on-the-go.

Santé, the bar at the lobby level, is the place to be in after a long day at work. Settle in for a chat or a game on TV. Our handpicked finger foods menu and unmatched hospitality attracts visitors across the globe.

Cascades, the pool bar, is designed as an oasis of tranquillity with custom-made cocktails and a chef's crafted menu.





How has the palate of Indian diners evolved?

India is famous for its people who have a heart full of love for food. There are various segments in the mindset of the people living here.

Most customers today have become inquisitive about the origin of the ingredients. In the recent past media has uncovered a lot of cases of malpractices done by the farmers and middle men dealing in raw practices. The use of chemicals to enhance the appearance and taste of vegetables and fruits in return are harmful when they enter the food chain. So people now prefer organic food.

Which are your signature dishes?

Novotel, being a French chain, has introduced French cuisine in the city. Some of our signature dishes include French specialities:

French onion soup is based on meat stock and onions. It is often served gratinéed with croutons and cheese on top or a large piece of bread.

Salmon Pavé: A French term most often used in reference to a square or rectangular-shaped serving of food. The term 'pavé' translates into a word that means 'cobblestone' or a similar square and rectangular-shaped item. Thus, the term is often used to describe a sweet or bland cold mousse that includes meat, poultry or fish cut into the rectangular or square shapes for individual servings.

The mousse is coated with a covering of aspic, which is Pavé, may be used to describe small rectangular blocks of cheese such as Pavé Blesois or Pavé de Chirac. And this term can also refer to a rectangular-shaped, frosted and layered sponge cake dessert filled with sweet ingredients.

We have a huge spread of desserts which have been time and again appreciated by our guests. And, we keep adding new and innovative desserts to the menu.

With an evolving restaurant market, how are you dealing with the competition?

We have observed a dominant change in guest behaviour in recent years. Guests are now well travelled and prefer to choose as per their tastes. This has many immediate implications. People are now more aware and that is a challenge for us in a positive way, as it helps us to understand and cater to the needs of our guests better. Food safety of our guests is our topmost priority. For that we emphasise on getting produce, fresh or dry as per the regulations laid by the food safety body regulated by the Government of India. However, we double up our checks for that we have partnered with a NABL approved external laboratory to run adulterant and contaminant tests on the raw products which we procure.

As far as the origin of produce is concerned, we do go beyond the local produce to get stuff imported from other countries in order to maintain the authenticity of the dishes.

“ Food safety of our guests is our topmost priority. For that we emphasise on getting produce, fresh or dry as per the regulations laid by the food safety body regulated by the Government of India

”

IN THE LAUNDRY BUSINESS

Stefab manufactures machines for industrial laundry, dry-cleaning, apparel processing and finishing. **Zehan Arora, Director Sales, Stefab,** talks about the laundry business in India.

Kanchan Nath



Zehan Arora

“Being a utility industry, you need to have machines which can be fixed easily and quickly, otherwise the work of the hospital or hotel will come to a standstill”

Talking about the new machine showcased at Aahar 2016, Arora says, “This was the 18th time that we participated in Aahar. We came with a fully automatic bed sheet folder. We are the first ones to produce this machine in India. This machine was introduced by a European company about 25 years ago. The purpose is to cut down the manpower and the day-by-day cost, as the cost of manpower is also increasing in India.”

Explaining the process, he adds, “This machine produces three folded bed sheets in one minute. When you attach this machine to a roller press and the bed sheets are coming ironed from a roller press, they will be passed onto a folder in this machine and come out folded at the other end. This is the ideal machine for hospitals which have more than 500 or 600 beds and hotels which have more than 200 to 250 rooms. We have tie-ups with hospitals like Lilavati, Apollo, Ganga Ram, and hotels like Le Meridien, Hilton, among others.”

On competition, he elucidates, “For this specific machine, competition is only from abroad. I have seen the situation wherein chains of hotels which were procuring imported machines are not getting any kind of service



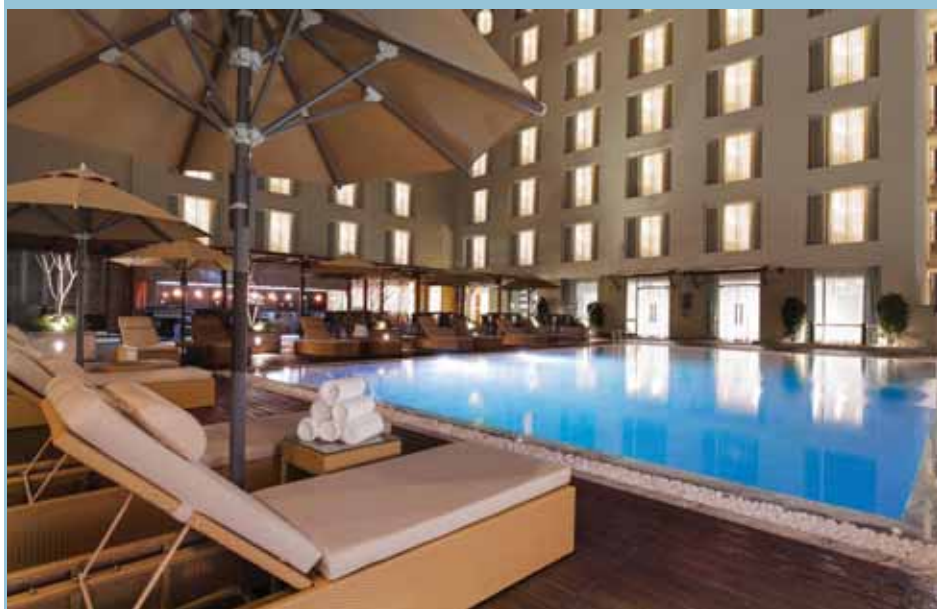
support. A person can definitely reach the site and try to fix an imported machine, the problem is in getting the spare, and the spare still has to come from Europe or Thailand or America. Importing a spare part is as tedious as importing a machine, because it has to go through customs.”

Adding on to this, Arora says, “Laundry is not a luxury it’s a utility, whether it’s a hotel, hospital or commercial laundry. So buying fancy, expensive machines is not the solution. Being a utility industry, you need to have machines which can be fixed easily and quickly, otherwise the work of the hospital or hotel will come to a standstill.”

Talking about the backend support they provide, he says, “We have 75 service technicians, pan India. They are readily available and all spare parts are stocked in Delhi. It’s been 40 years that we have been making in India. We have a 100 per cent indigenous product, made in India, supplied in India and serviced in India. Maybe 40 times foreign brands or groups have approached us and asked us to represent them or have a certain type of partnership, at all times, we have denied.”

Commenting on the laundry business, he says, “Industrial laundry has never changed drastically, it has improved through the years. The machines, used in 1960, are still being used and bought. Still the requirement of conventional, big, tedious and cumbersome machines has not gone down. Innovations have been happening in the same product. The industry will evolve in a decade, after five to 10 years the manpower cost will increase and more automated machines will be required in India”





Not chasing NUMBERS

Vinay Gupta, Vice President, SAMHI, shares his views on how they will keep exploring opportunities for expansion.

HT Bureau



Vinay Gupta

How would you describe the SAMHI portfolio?

We have a mix of portfolio between upscale, mid-scale and economy. Currently we have a pipeline of 25 hotels of which 16 are already operating. It includes our newest acquisition of Hyatt Regency Pune. Prior to this, we acquired Caspia Hotel Ahmedabad which most likely will rebrand into an upscale segment hotel. We also own Sheraton Hyderabad which was a conversion. We did a lot of development and launched it last year. We have a Courtyard and a Fairfield in Bangalore which we recently opened. And then we have Hyatt Place Gurgaon. We have a Hotel Formule I too. We also have one Four Points in Ahmedabad and one in Vizag.

What are your expansion plans?

We are in the growth phase of the company which is only five years old. We are seeking opportunities and as the right opportunities keep coming up, we will continue to grow. We don't chase numbers. Our mandate from our investors is growth.

What is your vision for tier II and III cities?

We are in tier II markets also. But, we are looking at the key growth cities.

So, wherever the opportunity comes that promises growth and right infrastructure, we will take it. From time to time, we continue to evaluate growth corridors. We have a hotel coming up in Nasik, Navi Mumbai with Formule I brand.

Hotels are not able to achieve high ARR. Where is the hospitality industry heading?

The hospitality industry is a cyclical business. Unfortunately India has been more volatile than mature markets and it is typical of any emerging market. As the market becomes more mature, more volume of hotels comes in. If you look at Manhattan, a 200-room hotel opening or even a 500-room opening would represent not even half of the market size. But when a 500-room opened in a market size of 2,000 room inventory, it caused a shock wave. But as the demand cycle is growing, the depth in corporate business is growing. If you see in the last decade all metro cities boast of international quality. 'Make in India' supports this. We feel assured with the government's vision on 'Make in India'. These are the things which will bring depth of the market and once these depths and the inventory balance happens, these kind

of fluctuations will subside and the right kind and stable pricing will emerge.

How strong are you in MICE?

We have a mix of hotels. We have large MICE facilities in Sheraton and Hyatt Regency. Other than that our economy hotels have no meeting spaces at all, which is Formule I. It has bed and breakfast in key locations. We have mid-scale hotels which have spaces for smaller conferences and meetings, not qualifying as exhibition and MICE but small meeting spaces.

How well are hotels prepared for natural disasters?

All our hotels are managed by international operators. Our portfolio is divided into four operators—Hyatt, Marriott, Starwood and Accor. They all have emergency programmes and trainings for disaster management and they follow their own protocol, based on the global standards. We don't manage our own hotels; they are all managed by renowned hotel companies and they follow their own respective emergency protocol. They have corporate office for escalations. Within SAMHI, we have a Disaster Recovery Plan, but are very well supported by international operators.



As the market becomes more mature, more volume of hotels comes in



EATING OUT CULTURE ON THE RISE

In a candid conversation, **S K Maratha, Business Head, VKL Seasoning**, shares trends and more about the HORECA industry.

Kanchan Nath



S K Maratha

“There is a lack of availability of talented, experienced manpower in the kitchen”

“VKL is actively working in this field for the last 75 years. We are known as a spice company as our roots lie in exporting spices. When big QSR chains entered India, we started supplying to them. Now the main strength is seasoning. Since we have worked for long with QSRs and restaurants we understand their business. Three years ago we launched the food service business in India to cater to hotels, restaurants and canteens also,” says Maratha.

Sharing trends in the industry, he elaborates, “The competition in the business is extensive. It is not only between brands, each restaurant has at least 10 close competitors. Each hotel has competition. Only the best will survive. The consumer now has more exposure. The diners have become more demanding in terms of quality, variety which puts pressure back on the HORECA industry to deliver as per the consumers' expectations which brings



in a lot of skill level requirement and there is a gap in the industry today. Industrialisation is happening much faster in India. GDP has been growing consistently at 7.5 per cent in the country for the last six to seven years. Money is with the consumer. In the space of out-of-home eating today versus yesterday, there is a huge difference. The eating out culture has grown. Out-of-home eating consumption is really less today in India compared to all other countries and will grow manifold in the near future.”

He adds, “The other change is that people used to join one organisation and they used to retire from there. In the hotel industry the attrition rate was much higher than the retail industry. Now it's worse. There is a lack of availability of talented, experienced manpower in the kitchen. That is again putting pressure on the industry on how to give consistent quality to diners, to meet their expectations.”

Talking about new products in the pipeline, he says, “Last year we did a soft launch of syrups, now the full range is out under the brand name Marimbula. The quality of the product is good with higher content of fruit pulp and the taste is really good and we have got a good response for the same. Then we are planning to launch six products this month in food, to name demi glace which is a chicken based brown sauce and chicken broth

which is chicken seasoning. We are also planning to launch four gravies under the brand Sunbay. These will be onion tomato, *makhni*, yellow gravy and white gravy. It's as good as fresh. There is no preservative and the shelf life is of 12 months. There is no artificial colour used. We have tried to be as close to fresh in terms of taste. We are one of the very few companies that is into food as well as beverages.”

On complying with food laws, he quips, “I feel for companies who really want to do good sustainable business, the adherence to food laws is essential. We are adhering to food laws. We are supplying to 30 countries. Ultimately it's the diner and consumer who are more important. We are living in a society; it's not just about doing business.”

Commenting on Aahar 2016, Maratha says, “I have been a regular visitor of Aahar for the last 10 years. The investments, the quality of stalls, quality of products, range of products, number of companies, it's really going very aggressive which means the entrepreneurs and the companies believe that the opportunity is going to explode.”

He went on to say, “Aahar is about connecting with your customer. It's the best way to connect with the hotel industry, chefs, caterers, restaurant owners and this is the time to communicate with the right audience, the target group.”

Dancing with Carlos Brathwaite



A dancing staff and Tristan Beau De Lomenie, General Manager Delegate, Pullman & Novotel New Delhi Aerocity welcomed the famed West Indies cricketer Carlos Brathwaite to the tune of the song 'Champion' dedicated to him by fellow West-Indies cricketer Dwayne Bravo (D)

Bravo). Joining in the fun, Brathwaite danced along. Carlos Brathwaite is part of the Delhi Daredevils team which is playing in the IPL cricket matches.

Novotel New Delhi Aerocity also offered the team personalised stationary—notepads, key holders and

letter head along with towels with their names on it. Located minutes away from the International airport, the property is situated between the commercial hubs of Gurgaon and New Delhi. The Novotel New Delhi Aerocity has 400 smart, contemporary rooms.




Tourism Investors Meet (TIM) 2016

July 28-29, 2016, FICCI, New Delhi







FICCI is organizing the second edition of **Tourism Investors Meet (TIM) on July 28 – 29, 2016** at Federation House, FICCI, 1 Tansen Marg, New Delhi.

The event will again focus on Interactive meetings where by the State Governments will be showcasing their policy and facilities with respect to soliciting investment in Tourism Infrastructure through pre scheduled structured face to face business meetings with the prominent investors.

The Investors from the following sectors will be present

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- Adventure Tourism
- Airport & Roadways Developers
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INDIA TRAVEL AWARDS

Rewarding the Best

At the South India Travel Awards 2016 the best of the industry were honoured. The glittering ceremony took place at the Sheraton Hyderabad Hotel on April 12, 2016.



BEST GENERAL MANAGER - FEMALE
Monica Suri, Le Meridien Kochi



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Novotel Hyderabad Airport



BEST LEISURE HOTEL
Hyatt Place Hampi



BEST GREEN RESORT
Ramee Guestline Bangalore



BEST METROPOLITAN HOTEL
Howard Johnson Bengaluru Hebbal



BEST SPA & WELLNESS RESORT
Neeleshwar Hermitage



BEST BUSINESS HOTEL
Aloft Bengaluru Whitefield



BEST WEDDING AND LEISURE HOTEL
Radisson Blu Plaza Hotel, Mysore



EXCELLENCE IN CUSTOMER SERVICE
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BEST CONTEMPORARY HOTEL
Aloft Bengaluru Cessna Business Park



BEST CORPORATE HOTEL
Ramada Chennai Egmore



BEST LUXURY SUITE HOTEL
Park Hyatt Chennai



BEST CITY HOTEL
Holiday Inn Cochin



BEST ECONOMY HOTEL
ibis Bengaluru City Centre



BEST BACKWATER LEISURE HOTEL
Ramada Alleppey



BEST DESIGNED HOTEL
Clarion Hotel Chennai



BEST TOURIST ATTRACTION
Ramoji Film City



BEST LUXURY HOTEL
Le Meridien Kochi



BEST MID MARKET BUSINESS HOTEL
Holiday Inn Express Gachibowli

Marshall's launches FC Barcelona collection

Marshall's has launched the signature wallcoverings on FC Barcelona, the popular football club based in Barcelona, Catalonia, Spain. These wallcoverings can be used across varied spaces be it homes, offices, hotels, sports bars or clubs.



GAIA Sport introduces Trail Mix

GAIA has introduced GAIA Sport Trail Mix—a healthy blend of nuts, dried fruits and seeds. High on proteins, dietary fiber and good fats with no added sugar, GAIA Sport Trail Mix is a nutritious and satisfying energy booster. It provides a balanced combination of carbohydrates, proteins, and healthy fats, which will keep you feeling full and give you sustained energy.



Tops introduces Chocoflakes

The high fibre breakfast cereal 'Tops Chocoflakes' are the right combination with the benefits of healthy cereals with great and original taste of chocolate. This ready-to-eat breakfast menu, together with an affordable price makes it a delicious and cost-effective breakfast for everyone.



USHA launches NutriPress Cold Press Juicer

USHA NutriPress does juicing in the most natural way, extracting juices at low temperature to retain nutrients instead of high speed grinding that happens in normal centrifugal juicers.

Premium Roll Away Bed

Fold Away Bed Frame

Budget Roll Away Bed with Foam Mattress 3.5" thick

Premium Roll Away Bed with Off Center Folding Mattress

Premium Roll Away Bed with Folding Mattress

- ▶ Foam Mattress 6" thick
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MOVEMENTS

JOYDEEP GHOSH

Director Sales and Marketing
Mövenpick Hotel & Spa Bangalore

Joydeep Ghosh has been re-appointed as Director, Sales and Marketing at Mövenpick Hotel and Spa Bangalore. He brings with him an extensive experience in sales and marketing geographical boundaries. At Mövenpick Hotel and Spa Bangalore his role would be to add on to the existing sales revenue, get new companies on board and to look after the smooth operations of sales and marketing. He will be actively involved in strategising and planning of marketing initiatives.



SANJAY GROVER

General Manager
Homitel Chandigarh

Sarovar Hotels & Resorts announced the appointment of Sanjay Grover as the General Manager of Homitel Chandigarh. A dedicated and result driven professional, Grover brings with him an international experience of over 26 years in the hospitality industry working with various hotels and food and beverage oriented industries across India, UAE and Oman. The entrepreneur in him also led him to work across Belize, Mexico and Chile where he managed his business in import, export and sales.



ATHENA SALIM

General Manager
Atmantan, Pune

Atmantan announced the appointment of Athena Salim as General Manager. A passionate leader, Salim brings a treasure of experience to the position along with operational excellence having served many roles across front office, F&B as well as training and development. She is a post graduate from The Oberoi Centre of Learning & Development and a graduate from the American Hotel & Lodging Educational Institute in India. She is also a Certified Hospitality Educator from the same institute, post which she spent close to a decade with the Oberoi Hotels.



KABIR MEHRA

General Manager
Eastin Residences Vadodara

Absolute Hotel Services has announced the appointment of Kabir Mehra as General Manager of Eastin Residences Vadodara, a 4-star boutique apartment hotel, located in Alkapuri, the central business hub of Vadodara City, effective April 2016. With a degree in Hotel Management from the University of Huddersfield, U.K, Mehra brings an experience of over nine years in hotel operations which includes rooms division, sales, marketing and guest services. He has had assignments in various capacities with brands such as Accor and Ginger Hotels.





KUNAL DEWAN

Director of Sales & Marketing
Le Meridien Gurgaon

Le Meridien Gurgaon appointed Kunal Dewan as the new Director of Sales & Marketing for its 285 room property at MG Road, Delhi-Gurgaon border. Dewan has been associated with Starwood Hotels & Resorts since December 2011 and has over 10 years of experience with leading hospitality brands such as Le Parker Meridien Hotel, New York, U.S.A., The Oberoi Group of Hotels & Resorts. He has established his position in the industry with international exposure and passion to drive sales activities and promotions.



KULDEEP BHARTEE

General Manager
ITC Maratha Mumbai

Kuldeep Bhartee has been appointed as the General Manager at ITC Maratha, Mumbai. Prior to this he was associated with ITC Grand Central as the General Manager of the hotel. He has been a hotelier with international experience of over 28 years. An Alumnus of IHM Mumbai, he is also a Certified Hotel Administrator from American Hotel & Lodging Association-USA and a Member of Institute of Hospitality, UK. He started his career with Indian Hotels Company with Taj Mahal Palace & Towers and the Taj Intercontinental, Mumbai. He later moved to Muscat, Oman to work with them. After a brief tenure in Egypt and Germany, he returned to India and joined ITC Hotels.



SUBHABRATA ROY

General Manager
Four Points by Sheraton
Navi Mumbai, Vashi

Subhabrata Roy has been appointed as General Manager at Four Points by Sheraton Navi Mumbai, Vashi. With an experience of 16 years in the hospitality industry, Roy has worked with some prominent hotel brands which include the Taj Group of Hotels, Keys Hotels, Oakwood and Accor. His first job was at The Regent, Mumbai as an entry-level associate in the Front Office Department in 2,000. Over the years, he has scaled through all the ancillary departments of Room Division with his key forte being Preopening, General Operations and Revenue Stream.



KARAN KOHLI

Chef De Cuisine
Alila Diwa Goa

Alila Diwa Goa has announced the appointment of Karan Kohli as Chef De Cuisine. With around six years of experience having worked at high end hotels across India, Chef Kohli has expertise in Indian cuisine. In his current role, he will be in charge of the complete kitchen brigade at Alila Diwa Goa. He joins Alila Diwa Goa from his prior role as Sous Chef at Crowne Plaza, Bengaluru, where he was responsible for the all-day dining restaurant operations.



MOVEMENTS

“If I wasn’t a hotelier, I would have been in a production house making movies”

AKHIL MATHUR
General Manager

Courtyard by Marriott Raipur

Sleeping is the best way to de-stress. But when I am alone, I generally watch entertainment programmes and news on TV. If I am with the family, then I don't need to de-stress. I am passionate about electronic gadgets and am a big movie buff. I like to keep track of the latest films and Bollywood gossip. If I wasn't a hotelier, I would have been in a production house, making movies. I would like to try my hands on films. My favourite holiday destinations in India are Goa, Mussoorie, Shimla and Rajasthan.



“I keep my weekends for scrumptious indulgence and try out new restaurants”

NISHANT AGARWAL
General Manager

The Westin Pune Koregaon Park

I believe in wholesome fitness. For complete well-being I try and focus not only on the physical but on the emotional, mental and even spiritual self. I keep my morning hours aside for a quick meditation exercise. My weekly diet plan is inclusive of a healthy breakfast, a low-cal lunch and a balanced dinner. However I keep my weekends for some scrumptious indulgence while I try out new restaurants in the city. I love North West frontier cuisine. My favourite holiday destination is Malana, one of the most interesting villages.



“I meditate to relax and a 30-minute session every day is a must”

RUBAL CHAUDHRY
General Manager
JW Marriott Chandigarh

I believe in doing meditation to relax and a 30-minute session every day is a must. I also enjoy travelling and exploring new places. So if it is not work that is taking me to places, I plan a trip for myself. While I was doing my post-graduate diploma from International Management Institute, Switzerland, I planned a trip with my friends where we got a chance to see the interiors of Europe. That was the most memorable holiday for me. I got a chance to experience the country very closely. In India, I prefer travelling to the hills.



“My favourite holiday destination is Bali and St. Barths in the Caribbean”

ANDREW HUMPHRIES
VP and GM

Yas Viceroy Abu Dhabi

I believe in playing sports to de-stress and enjoy a game of golf and tennis and even swimming or hitting the gym. I would love to have more time to paint to show my artistic side from time to time. My favourite holiday destination is Bali and St. Barths in the Caribbean. When it comes to India, I would want to go trekking in the Himalayas. I enjoy food and my favourite cuisines are modern British and southern Italian.



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