

FOR THE HOSPITALITY PROFESSIONAL

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FEATURE

**The changing
role of HR**

PG 18 ►

**‘FHRAI envisions
the Indian
hospitality industry
to be evolving into
a global leader’**

Pradeep Shetty

President, The Federation of Hotel &
Restaurant Associations of India (FHRAI)

PG 9 ►

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मुंबई
Mumbai

‘Beyond the Menu’ offers essential insights for aspiring restaurateur

HBI Staff | Pune

Venturing into the restaurant business is a popular choice today, yet few new eateries survive. It's important to discover how to manage business risks and make well-informed choices for restaurant start-ups before they go live. 'Beyond the Menu: A Restaurant Start-Up Guide' is packed with information on the nuts and bolts of the restaurant industry as well as techniques to handle money, marketing, manpower, and operational issues. Top business consultant Ravi Wazir shares proven techniques and strategies honed by hospitality professionals over decades. **USE THIS BOOK AS A REFERENCE TO:**

- * Design your restaurant
- * Plan your menu
- * Organise your team

- * Manage your budget
- * Get your certificates and approvals
- * And a whole lot more...

Whether you are a businessman with no knowledge of restaurants, a practising professional, or an industry student, if you plan to embark on a journey of realising your restaurant dream, and are not sure how, this book will help you avoid painful mistakes and do it right the first time.

"If you're looking to start your first restaurant, be warned that it is one of the most difficult ventures for newcomers to succeed in. This book can be quite valuable for you and will guide you in taking your initial steps carefully and wisely," said AD SINGH, Managing Director, Olive Bar & Kitchen.

"I wish this book had been around when I was getting started, but fortunately for you,



Ravi Wazir

it now is," said Gauri Devidayal, Co-Founder, Food Matters Group (of The Table and Mag St. brands), and Author of Diamonds for Breakfast. ■

Whiteland Corporation and Marriott International sign an agreement to introduce Westin Residences to Gurugram, India

HBI Staff | Hyderabad

Whiteland Corporation, a real estate developer based in Delhi NCR, announced today a signed agreement with Marriott International, Inc. to bring Westin Residences to Gurugram, India. The total investment for the project is estimated around Rs 5600 crore, which includes construction cost Rs 5000 cr while the land cost is Rs 600 cr. The topline of the project is pegged at Rs 15000 Cr.

Located along the growth corridor of Dwarka Expressway, Westin Residences Gurugram is strategically positioned in Sector 103, a 15 minute drive to the CBD of Gurugram and 15-20 minute drive to residential areas of South and West Delhi, and close to International Airport and landmarks such as India International Convention Centre (Yashobhoomi), upcoming DDA Dwarka Golf Course and Diplomatic Enclave, a premium catchment of expats and diplomats catering to over 35 embassies.

The Westin Residences Gurugram is slated to be the largest branded residences and the first standalone residential, without a hotel on-site, property in India under the renowned Westin brand, promising a blend of exclusivity, wellness, and world-class hospitality. The Residences is



poised to meet the growing demand in India from discerning buyers seeking hotel-inspired lifestyle with personalized services, global concierge and more. The first phase, consisting of 674 exclusive residences, is set to launch in the second quarter of this financial year.

The Residences will be an urban resort featuring three- and four-bedroom residences ranging from 235sqm to 386sqm, where homeowners will have access to high-end amenities while enjoying 20 acres of beautifully landscaped grounds dedicated mainly to recreation and outdoor activities. Additionally, The Residences will be elevated on stilts, allowing the landscape to flow underneath them, maximizing the site area dedicated to green spaces taking inspiration from the concept of biophilic curated by internationally acclaimed

designers and consultants including Design Consultant Architect Hafeez Contractor, Landscaping by Coopers Hill and Interiors by BM&A.

The Residences will embody the Westin brand's Six Pillars of well-being: Sleep Well, Eat Well, Move Well, Feel Well, Work Well and Play Well. From the WestinWORKOUT® offerings and nutritious culinary options, residences will benefit from an array of distinct wellness experiences on-site, leveraging the brand's reputation as an industry leader in well-being. The exclusive Clubhouse will be the crown jewel, amongst the finest in India, with exquisite amenities centred around health and wellness, recreation and dining, catering to all age groups for experiencing an elevated lifestyle.

Mr. Pankaj Pal, Managing Director of Whiteland Corporation, expressed his excitement about the collaboration, stating, "We are delighted to sign an agreement with Marriott International to bring Westin Residences to India. We believe this unique proposition will herald in a new era in the Indian real estate. The Westin Residences Gurugram, will redefine premium home ownership with exceptional service and attention to detail, offering a prestigious address that will bring pride and joy to its residents." ■



Roastery Coffee House: More than just a place to dine

Asmita Mukherjee | Hyderabad

Visiting Roastery Coffee House in Banjara Hills, Hyderabad, on a sweltering summer evening is pure magic. It's the perfect place to unwind with a cup of coffee and delectable accompaniments. The serene ambiance, blending colonial elegance with contemporary comfort, offers a charming escape from the city's hustle and bustle.

The exterior of Roastery Coffee House is a striking colonial-style bungalow. Inside, the ambiance is warm and inviting. Vintage furniture, soft lighting, and an eclectic mix of artwork adorn the space. The scent of freshly brewed coffee and baked goods fills the air, providing an irresistible invitation to relax and savor the moment.

The true highlight, however, is the open garden at the back. Under the canopy of ancient trees, wrought-iron tables and chairs are scattered across a verdant lawn. Fairy lights strung overhead twinkle softly, casting a magical glow as the evening progresses.

On this particular evening, our culinary journey begins with a double chocolate blend cold coffee. Served in a tall, frosted glass, the drink is visually appealing, with rich, dark coffee topped with a generous chocolate cake. The first taste is a revelation: the bitterness of the coffee perfectly balanced by the sweetness of the chocolate, creating a harmonious blend

that is both refreshing and indulgent.

Next is the Narabari coffee, a lesser-known but highly recommended choice. This coffee, served in a simple glass, allows its pure essence to shine through. The first sip reveals a complex profile—with subtle hints of coconut milk and a delicate sweetness. Each sip uncovers new layers of flavor, making it a coffee that demands to be savored slowly, letting its nuances unfold.

The culinary experience is further enhanced with an array of delightful dishes. First to arrive is the fish and chips—a classic. The fish, encased in a golden, crispy batter, is tender and flaky inside, practically melting in the mouth. Accompanied by thick-cut fries that are perfectly seasoned and a tartar sauce, this dish delivers on every front, balancing textures and flavors with perfection.

Following this, the chicken wings in barbeque sauce make their entrance. Presented on a rustic wooden platter, the wings are generously coated in a smoky, sweet-and-spicy barbecue sauce. Each bite offers a delightful burst of flavor—the smokiness of the grill, the sweetness of the sauce, and the tender, juicy chicken creating a symphony of taste.

The highlight of the evening, however, is the baked chicken stuffed with mutton keema. This dish is a masterpiece of culinary artistry. The chicken, baked to perfection, is tender and juicy, with a golden-brown crust



that hints at the flavors within. The mutton keema stuffing is rich and flavorful, a perfect blend of spices and finely minced meat that complements the chicken beautifully. Each bite is a medley of savory goodness, with the spices dancing on the tongue and leaving a warm, satisfying aftertaste.

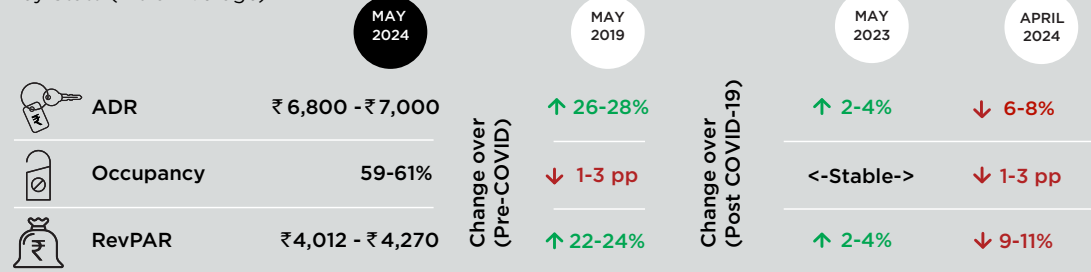
The combination of excellent food, superb coffee, and the serene garden setting creates an experience that is both memorable and deeply satisfying. Roastery Coffee House is more than just a place to dine, it is a sanctuary where the flavors of the food and the charm of the setting come together to create an evening of pure delight. ■

asmita.mukherjee@saffronsynergies.in

Despite Air Traffic Surge, Hotel Occupancy Rates Remain Stable Nationwide in May 2024

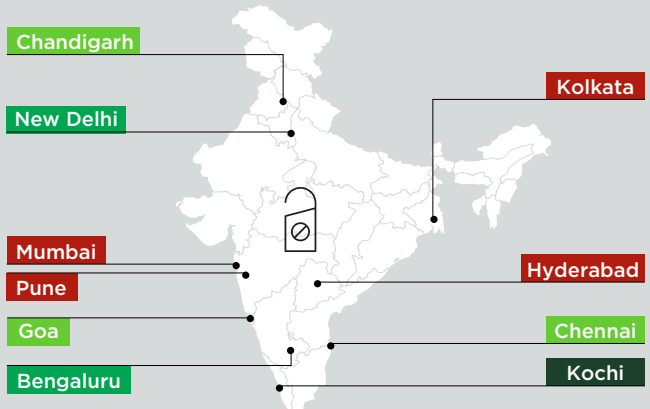
Hotel Sector

Key Stats (India Average)



Occupancy Change¹

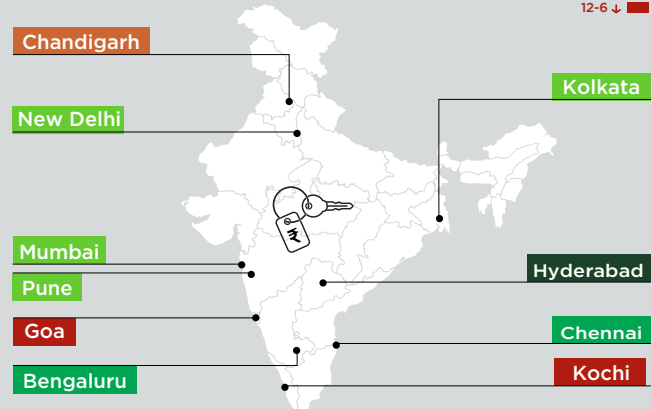
Key Indian Markets (Change over May 2023)



¹ Occupancy change in percentage points (pp)

ADR Change²

Key Indian Markets (Change over May 2023)



² ADR change in percentage (%)

Source: HVS Research

HBI Staff | Hyderabad

Despite a notable surge in air traffic across India in May 2024, nationwide hotel occupancy rates have remained stable, indicating a complex interplay of factors affecting the hospitality industry.

Kochi emerged as a standout performer, recording the highest year-on-year increase in occupancy rates, with a rise of 7-9 percentage points. However, this boost in occupancy was offset by a significant decline in the city's average daily rates (ADR), which fell by 10-12 percentage points.

Meanwhile, domestic air passenger traffic continued its upward trajectory, surpassing 13.7 million in May 2024, a growth of over 4% compared to the same period last year. This increase underscores the ongoing recovery and expansion of air travel in the post-pandemic era.

In Hyderabad, a sharp divergence was observed between occupancy and ADR changes. While the city's occupancy rate saw the largest drop, falling by 3-5 percentage points, its ADR experienced the highest increase among major cities, rising by

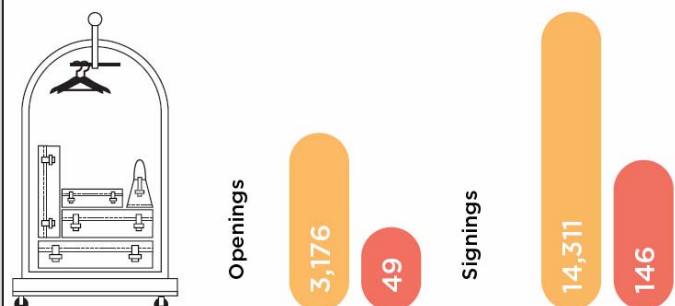
12-14%.

Goa presented a mixed picture, with year-on-year occupancy increasing by 1-3 percentage points. However, this positive trend was counterbalanced by a notable decline in average rates, which dropped by 9-11% during the same period. ■

Branded Hotels

(Openings & Signings Year-to-Date May 2024)

By Keys By Properties



Source: HVS Research; Data collated by HVS from 14 hotel operators and media reports as of 23rd June 2024, all data is for calendar year

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**Hospitality
BIZ**

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EDITOR-IN-CHIEF & CEO

Sheldon Santwan

EDITOR & BUSINESS HEAD

Sumit Jha

+91-9764062266

sumit.jha@saffronsynergies.in

EDITORIAL TEAM

Mumbai

EXECUTIVE EDITOR

Prasenjit Chakraborty

+91 9819263364

prasenjit.chakraborty@saffronsynergies.in

NEWS EDITOR

Disha Shah Ghosh

disha.shah@saffronsynergies.in

SR. CORRESPONDENT

Tejaswini Paranjape

tejaswini.paranjape@saffronsynergies.in

Hyderabad

SR. CORRESPONDENT

Asmita Mukherjee

asmita.mukherjee@saffronsynergies.in

CONTRIBUTORS

Anurag Yadav (Delhi)

Nivesh Bhagtani (Delhi)

Marcellus Baptista (Mumbai)

Bhisham Mansukhani (Mumbai)

Dominic CostaBir (Mumbai)

MARKETING TEAM

Mumbai

HEAD - SALES & MARKETING

Ajay Wadode: +91 8087127814

ajay.wadode@saffronsynergies.in

SR MANAGER - SALES

Jagdish Patil: +91 8007992422

jagdish.patil@saffronsynergies.in

MANAGER - SALES

Pooja Nalawade: +91 9769052241

pooja.nalawade@saffronsynergies.in

**COORDINATION,
SUBSCRIPTION & DATABASE**

Gauri Sawant: +91 8369080796

gauri.sawant@saffronsynergies.in

*Responsible for selection of news under the PRB Act

**Saffron Synergies****MUMBAI**

Sterling House, 5/7 Sorabji Santuk Lane,

Opp. Dr. Cawasji Hormasji Street, Dhobi Talao,

Marine Lines (E), Mumbai 400 002

Tel: 91-022-6101 1700 / 701 Fax: 91-022-6712 1854

Getting future ready – backed up by an HR superhero

With the hospitality industry getting back into their prime, the related challenges also have been growing. Hotels, restaurants, food service companies and other allied businesses have all been continuously upscaling their businesses. However, the challenge lies with the quality of service that is being offered. Starting right from the leadership positions, the demand for quality manpower has outdone supply. Add to it the outflux of quality hospitality professionals into other industries and the dismal state of affairs of the industry newcomers – forcing them to look outside, the scenario is going to get pretty challenging as we move ahead and see more hotels and restaurants open up for business. In his insightful article, industry veteran Nathan Andrews gives the industry insiders some food for thought. Our feature on the changing role of an HR professional in hospitality showcases their multifaceted job function and how they as HR generalist have been the unsung heroes who have been responsible for multiple aspects of a hotel operation.

The Federation of Hotel & Restaurant Associations of India (FHRAI) has been working towards and envisioning the Indian hospitality industry to be evolving into a global leader. This issue features an elaborate interaction with Pradeep Shetty, President of FHRAI, who talks about the challenges faced and initiatives undertaken as head of the apex body of the four regional hospitality associations, and his vision for the future of Indian hospitality. He also throws light on the much awaited 54th convention of FHRAI scheduled to be held in Goa later this year.

I am sure you will enjoy reading our regular expert columns from Prof. Satish Jayaram, PhD talking about Adminutiae - Augmenting Response Organisms, and Butler Coach Prem Anand talking about Butlers and how they are masters of discretion and subtle influence. Besides, this issue features interesting interactive features showcasing companies like Axis Ecrop - involved in fractional ownership of hospitality real estate; Jungle Camps India - a distinguished collection of award-winning wildlife and conservation-focused lodges; CaterNinja – a company that sets itself apart from traditional catering services with several innovative approaches, among others.

Do give us your valuable feedback. Happy reading!

**Sumit Jha**

Editor & Business Head

BRANCH OFFICES**NEW DELHI**C/o Economic Research
India Ltd
D-100, 1st Floor,
Okhla Industrial Area
Phase - 1, New Delhi -
110020
Tel: 91-011-
26810964/65/66
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Bathari Road,
Office No. 204,
Prince Center, 2nd Flr.,
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Tel.: 91-44-42655800
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Central Towers, Near Sai
Mandir, Boca-da-Vaca
Road, Panjim - 403001
Cell: +91-9822100020**Harshad Bhonste**
Head - Goa
+91-8999047490
harshadrhonste@gmail.com**HYDERABAD**Saffron Media 302 Dega
Towers, Rajbhavan Road,
Somajiguda,
Hyderabad: 500 082
Tel : 040-66103103

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Talent crunch or crunched?

By Nathan Andrews, Author & Hospitality Consultant

And for the end of June as the legendary Busybee would say a 'few stray thoughts and a few points of view (all my own work)'. We are at the halfway mark of 2024 and from our industry's perspective we haven't seen too much systemic change thus far.

All the brands continue to be on a signing spree, with one major signing ten hotels in a day earlier this month! On the other hand, capital market consultants, seem to have a steady stream of assets that owners want to place on the block, combine both categories of asset owners those seemingly investing and those divesting and something simply doesn't add up. Into this mix add the third stakeholder i.e. the talent and once again there is a contradiction of facts.

Employers bemoan the unavailability of suitable talent; the potential employees lament the absence of meaningful employment. How has this confusing and contradictory situation come about? Honestly just pure and simple short-sightedness.

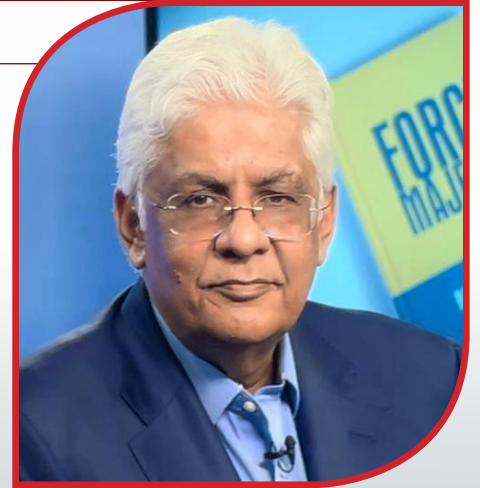
Let us start at the top, most of the major companies' leadership have emerged from the development stream rather than the operational side of the business. Which begs the question why? At the next level of senior management, there are simply not enough proven General Managers to go around. I asked myself while I congratulate the company on signing ten hotels in a day, whether they were also able to hire ten competent GMs for those hotels the same day. The physical pipeline for new signings is typically four to five years from signing to opening, and the development cycle for a General Manager is seven to ten years.

Hence the crunch.

Even before the current industry optimism, there has been (with the notable exception of the Oberois) little or no effort at intentionally building talent. In fact, the opposite is probably truer, the industry has done its best to smother emerging managerial talent through a combination of unearthly hours, poor pay and an antiquated management culture.

Many might be familiar with the words of Sir Richard Branson "Train people well enough so they can leave. Treat them well enough so they don't want to", a great HR mantra often quoted but even more often ignored. As an industry, we have sometimes given them the skills and attitude to be attractive to multiple service industries, but have treated them so badly they cannot wait to leave.

Talent doesn't simply grow on trees it has to be identified, developed and nurtured all of which are intentional activities and sadly that has not been the case. Our training institutions for the most part are archaic, out of sync with the psyche of today's students and out



of step with the industry they are supposedly training them for, leading to more than half of graduating students not even joining the industry.

For those that persevere, the long hours and poor pay in comparison to other industries further serve to thin the ranks, effectively resulting in barely a handful acquiring the experience needed for senior leadership, and even fewer having the mental and emotional talent for leading a team.

A final point of view as Busybee would say, the solution to the problem lies within the challenge itself. A change in mindset across the board, a willingness to genuinely invest in our people by all stakeholders even if the investment is not realized by your organization; and maybe even a greater alignment between new signings and the leadership pipeline? ■

The views expressed within this column are the opinion of the author, and may not necessarily be endorsed by the publication.



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EVENTS | MEDIA | ONLINE | PROMOTIONS

Pradeep Shetty, President of The Federation of Hotel & Restaurant Associations of India (FHRAI) speaks to **Sumit Jha** about the challenges faced and initiatives taken as head of the apex body of the four regional hospitality associations, and his vision for the future of Indian hospitality.



‘FHRAI envisions the Indian hospitality industry to be evolving into a global leader’

Q How would you describe the current state of the hospitality industry in India?

The hospitality industry in India is experiencing a phase of robust recovery and adaptation following the disruptions caused by the COVID-19 pandemic. While domestic travel has shown significant spike which exhibits an extraordinary trend, foreign

tourism is showing signs of resurgence. Hotels and restaurants are focusing on enhancing hygiene standards, adopting digital solutions, and redefining guest experiences to regain traveler confidence. Despite challenges, the industry is resilient, with investments in infrastructure and technology driving growth in key tourist destinations.

Further, lot of investments are seen in tier 2

and 3 cities with more and more development of infrastructure in the hinterlands. Finally, with the Hon. PM categorically sharing his grand vision on tourism to the extent of saying that tourism is not a high fancy word representing the rich and tourism is just like other potential sectors like infrastructure, etc. The industry is excited and looking forward to the inevitable transformation and

ushering in of this era with reforms focused at development of this sector in India.

Q What are the current challenges faced by the hospitality sector in India, and what initiatives is FHRAI undertaking to address these challenges?

India's hospitality sector faces a number of challenges, including regulatory complications, high costs of operation, and skilled labour shortages. Availability of long-term credit facility at reasonable rate of interest is also one of the factors affecting the growth of this sector along with lack of ease of doing business due to overlap of licenses and permissions from States and Central agencies. FHRAI is actively working with stakeholders and policymakers to streamline regulations, decrease tax burdens, and boost skill development through specific training programmes. Initiatives like advocacy for industry-friendly policies, promoting sustainable practices, and organizing seminars to address operational challenges are central to FHRAI's efforts in supporting its members.

Q What is your vision for the future of the Indian hospitality industry, and how do you see FHRAI's role evolving to meet the sector's changing needs? Can you elaborate on some of the key initiatives FHRAI is undertaking to support hotels?

FHRAI envisions the Indian hospitality industry evolving into a global leader known for its service excellence and innovation. We anticipate FHRAI playing a pivotal role in promoting collaboration among stakeholders, sustainable practices, and advocating for policies that support growth and investment in tourism infrastructure. Key goals include promoting digital transformation, enhancing guest experiences, and nurturing talent through skill development initiatives aligned with industry needs.

FHRAI's stakeholder meet at Srinagar on 4th May 2024 marked the foray of the hotel sector into J&K post abrogation of Art 370 whereby efforts are being made to enable supply of quality inventory as well as foster large scale investment into the Hotel Industry in J&K. FHRAI's Tourism Sustainable Summit on 8th March 2024 at Delhi highlighted our commitment to the sustainable goals committed under the Goa Declaration of the G20 Summit. FHRAI is concerned about the dearth in talent across all roles in the sector and has embarked on a mission to research, investigate and foist renewed measures in promoting talent. FHRAI Institute of

Hospitality Management in Greater Noida continues to train and educate prospective talents with great promise and fervor with courses such as B.Sc. in Hospitality & Hotel Administration and Diploma in Food Production/Bakery & Confectionary/Food & Beverage Service in line with FHRAI's founding principles.

We are proud to have initiated the establishment of FHRAI Centre of Excellence in Tourism & Hospitality as a dedicated research arm aimed at advancing knowledge, innovation, and excellence in the Indian tourism and hospitality sector. On the sidelines, our Regional Associations continue to impart valuable knowledge, information to members through conclaves, FOSTAC programmes whereby thousands of hospitality professionals are being trained in line with statutory requirement under FSSAI Act.

Q Could you elaborate on FHRAI's policy advocacy work, particularly its role in influencing government policies to support the hospitality sector? How is FHRAI addressing regulatory challenges affecting the industry?

FHRAI works closely with government bodies to shape policies that help the hospitality industry. They push for lower GST rates along with suggesting measures to eradicate confusions and demand notices, simpler licensing processes and solutions to regulatory hurdles that slow down business. By teaming up with policymakers and industry specialists, FHRAI aims to make it easier for hotels and restaurants to operate smoothly. Their goal is to foster an environment where the hospitality sector can grow steadily and attract more investments.

This year, the Hon'ble Finance Minister, as part of the pre-budget consultations, held detailed interactions with the President FHRAI on issues like infrastructure status, GST rationalization, reforms under the BRAP programme, measures to bring in Ease of Doing Business etc. FHRAI has been engaging in close consultation with the DPIIT towards bringing semblance into the copyright licensing regime by advocating for single window system for alleviating the Hotels and its guests from the hardships caused due to multiple licensing agencies and uncontrolled sky rocketing license fees.

FHRAI has staunchly defended the right of the industry in imposing Service Charge in restaurants in Courts of Law and continues to engage with the government to see reason on this issue. Finally, FHRAI engages closely

with the Ministry of Tourism in enabling various measures and reforms to usher in the growth of the sector and tourism on the whole. FHRAI made series of suggestions in various initiatives of the MOT on agendas specific for the development and growth of tourism in India which included: destination development, marketing & promotion, skilling & capacity building and facilitation & standards.

Q Tell us about the much-awaited FHRAI convention? How many participants are expected to attend the convention? What can participants expect at this year's convention?

The 54th FHRAI Annual Convention is being held in Goa from 16th – 18th October 2024. With its picturesque landscapes, rich cultural heritage and modern infrastructure, Goa is an appealing destination for both leisure travelers and business events. The state's natural beauty, rich heritage, vibrant culture and laid-back atmosphere makes it a perfect destination for relaxation, exploration and adventure. The theme chosen for the 54th Annual Convention is "Tourism @2047: Incredible to Inevitable India - Driving Growth and Sustainability in a Mission Mode", in alignment with the Government of India's vision of developed India by 2047.

The FHRAI Annual Convention will gather influential voices, thought leaders, and government officials to tackle pressing issues and explore new opportunities for the sector. This year marks our 54th convention, promising enriching deliberations and innovative insights that will shape the future of hospitality. We're expecting hundreds of delegates, including hoteliers, restaurateurs, and industry experts, to participate. The convention will feature in-depth discussions, networking opportunities, and sessions dedicated to creative approaches in adapting to industry changes. It's a crucial platform for collaboration and development, signaling a new era of growth and innovation in hospitality.

Q Skilled manpower is a constant concern for the industry. How is FHRAI planning to address the skill gap in the hospitality sector?

FHRAI is deeply committed to closing the skills gap in the hospitality sector by collaborating with educational institutions and vocational training centers. They actively promote specialized skill development programs that cater to the industry's

requirements, such as courses in hospitality management, culinary training, and enhancing essential soft skills. Through these initiatives, FHRAI aims to nurture talented individuals and create pathways to promising careers within the hospitality field. By raising standards and professionalism across the industry, FHRAI strives to ensure that businesses in hospitality can thrive and provide exceptional service to customers. Their efforts not only benefit individuals seeking employment in this sector but also contribute to the overall growth and sustainability of the hospitality industry as a whole.

FHRAI is equipping the FHRAI Institute of Hospitality Management (IHM) with state-of-the-art facilities, fostering collaborations and through sustained quality improvement efforts to support hospitality education in India and prepare future leaders for the dynamic industry landscape. The Federation aims to raise FHRAI – IHM as an institution of excellence in hospitality education in the country.

Q What are the most significant trends in the hotel and restaurant sectors currently?

Current trends in hotels and restaurants emphasize leveraging technology to elevate guest experiences through innovations like digital check-ins and menus. This shift not only enhances convenience but also aligns with the growing preference for contactless interactions. Moreover, there is a noticeable move towards sustainable practices, including sourcing local ingredients and adopting eco-friendly initiatives. These efforts reflect evolving consumer expectations and industry standards towards environmental responsibility. By embracing these trends, businesses in the hospitality sector aim to cater more effectively to modern preferences while contributing positively to environmental sustainability.

Q Sustainability is a growing focus in the hospitality industry. How is FHRAI promoting sustainability within the industry? What steps are FHRAI recommending to hotels for adopting sustainable practices?

FHRAI actively supports sustainability in the hospitality sector by promoting eco-friendly practices, conserving resources, and engaging with communities. They urge hotels to implement energy-efficient technologies, manage waste effectively, and celebrate local

culture and heritage. FHRAI offers advice and shares best practices with its members to help them shift towards sustainable operations, showing how environmental responsibility can also benefit their businesses. The Tourism Sustainability Summit 2024 organized by FHRAI in New Delhi on 8th March 2024 in association with the Ministry of Tourism, NITI Aayog, KPMG, PHDCCL, HAI and Invest India was a harbinger of initiatives to bring large-scale behavioral change amongst tourists and tourism businesses, significantly impacting environmental protection and climate action in the tourism sector in the country.

Q How do you see technology transforming the hospitality sector in the near future?

Technology is transforming the hospitality industry by making operations more efficient, improving guest experiences, and offering personalized services. Innovations like artificial intelligence for predictive analytics, IoT devices for room automation, and blockchain for secure transactions are setting new standards. FHRAI encourages its members to embrace these technologies through workshops, seminars, and partnerships with tech companies. This support helps hospitality businesses stay competitive in today's digital-focused environment.

Q Can you share some examples of innovative practices adopted by FHRAI members?

FHRAI members are at the forefront of innovation in hospitality, introducing practices such as eco-friendly building designs, farm-to-table dining experiences, and digital platforms for guest engagement. For instance, some hotels use virtual reality to show guests around without being there, while others rely on AI-powered chatbots to offer seamless customer service. These initiatives highlight the industry's dedication to improving guest satisfaction and pushing the boundaries of hospitality excellence. By embracing these advancements, FHRAI members are not only enhancing the guest experience but also setting new benchmarks for sustainability and technological integration in the hospitality sector.

Q With international travel picking up, what are some challenges and opportunities for Indian hotels to attract foreign tourists? What role does FHRAI play in promoting tourism in India?

As international travel picks up again, hotels

in India encounter tough competition, issues with infrastructure, and changes in global travel trends. Despite these challenges, there are promising opportunities such as India's cultural heritage, varied landscapes, and the expanding MICE sector. FHRAI works closely with tourism boards to promote destinations and supports efforts to reform visa processes, aiming to draw more foreign visitors. This approach not only boosts hotel revenues but also encourages cultural interactions between visitors and locals. We facilitate partnerships between hotels, tour operators, and government bodies to enhance tourist experiences and promote lesser-known destinations. By showcasing India's cultural richness and hospitality, FHRAI contributes to the country's tourism growth and economic development.

Q What advice would you give to aspiring hospitality professionals?

For anyone aiming to enter the hospitality industry, FHRAI advises focusing on passion, resilience, and continuous learning. Gain practical experience through internships to understand the field better. Embrace diversity and stay updated with industry trends to stay ahead. Networking with industry professionals and taking specialized training programs can open doors to various career paths in hotels, restaurants, events, and tourism.

I would certainly say that today / now is the golden era for the sector in India and the right time to jump in, the career path is well defined and growth is guaranteed in good time to all deserving candidates unlike in the past. Further the sector today offers best remunerations. Incentives and rewards to all associates along with excellent working environment that is unparalleled and incomparable.

FHRAI supports your career growth through mentorship programs and scholarships. These opportunities are designed to help you become a future leader committed to excellence in hospitality. By developing these qualities and gaining hands-on experience, you'll be well-prepared for the dynamic and rewarding world of hospitality. I am proud to state that FHRAI – IHM offers special scholarships to support interested students to pursue their career in hospitality from the institute.

Remember, your dedication to learning and adapting to changes in the industry will not only advance your career but also contribute to the overall growth and sustainability of hospitality. ■

sumit.jha@saffronsynergies.in



'We aim to expand Swizzle's market presence to Europe and Asia by the end of FY26'

Swizzle Mocktails, headquartered in Bengaluru aims to be accessible in over 1,000 locations and plans to extend its reach to new cities, by August 2024, bolstering its distribution network. The brand which has partnered with over 350 HoReCa clients such as Chung Wah, Mallika Biryani, Beijing Bites etc. crafted using 100% natural ingredients. Swizzle mocktails ensure a premium and authentic drinking experience for the audience seeking refreshing, alcohol-free beverages made from real fruits and herbs. **Asmita Mukherjee** spoke with **Vrinda Singhal, Founder & CEO, Swizzle** to know the company's plans for the HoReCa market.

Q Given the rising demand for healthy beverages in the Horeca segment, how is Swizzle positioned to meet the needs of health-conscious consumers?

Swizzle is perfectly positioned to meet the needs of health-conscious consumers in the HoReCa (Hotels, Restaurants, and Cafés) segment with its 100% natural mocktails. These beverages are free from artificial flavoring and colors, aligning with the growing consumer demand for clean, healthy ingredients. Swizzle's commitment to natural ingredients ensures that health-conscious consumers can enjoy their drinks without compromising on quality or health benefits.

Q Please tell us about your product line.

Swizzle offers a diverse and refreshing product line crafted with 100% natural ingredients. Our Virgin Mojito is a crowd favorite, made with fresh mint and lime to deliver a classic, zesty taste. For those who enjoy a fruity twist, the Triple Berry mocktail blends real strawberries, blueberries, and raspberries, offering a delightful burst of flavors. Our Blue Lagoon, made with real blue curaçao and citrus, transports drinkers to a tropical paradise with its refreshing and vibrant profile. Our Desi Lemonade stands out, infused with authentic Indian lemons and herbs, providing a tangy and invigorating drink that pays homage to traditional Indian flavours. Swizzle's commitment to using real fruits and herbs ensures a premium and authentic drinking experience, catering to a broad audience seeking refreshing, alcohol-free beverages.



Q What are the investment and expansion plans you have for Swizzle for FY25-26?

We are planning to raise a Pre-Series A funding round to secure INR 7Cr. This capital will be used to enhance product development, increase production capacity, and expand marketing efforts. Also, we plan to raise Series B funding of INR 100Cr in FY26. We are exploring partnerships with key industry players to co-develop new products and penetrate new markets. We aim to expand its market presence to Europe and Asia by the end of FY26. This includes setting up distribution channels, local partnerships, and marketing campaigns tailored to these regions. Along with this, by the end of this fiscal year, we plan to launch same day delivery in all the tier 1 cities of India.

Q Does Swizzle provide Horeca partners with special pricing, promotional materials, or marketing support to incentivize them to stock Swizzle products?

Yes, Swizzle provides HoReCa partners with special pricing, promotional materials, and marketing support to incentivize them to stock Swizzle products. These incentives include bulk purchase discounts, custom promotional campaigns, point-of-sale displays, and co-branded marketing efforts. This comprehensive support helps HoReCa partners effectively market Swizzle products to their customers and increase sales. Not only that but Swizzle also offers training and support to HoReCa staff to ensure they can effectively recommend and promote the mocktails.

Q How does Swizzle plan to expand its Horeca partnerships beyond Bangalore and into new cities across India?

Swizzle plans to expand its HoReCa partnerships beyond Bangalore by implementing a targeted outreach strategy. This includes identifying and approaching Key players in the market, participating in industry trade shows and events, and leveraging its existing network to secure introductions and referrals. Additionally, Swizzle will employ regional sales teams to provide personalized support and build relationships with local HoReCa businesses, ensuring a smooth and successful expansion into new markets across India. ■

asmita.mukherjee@saffronsynergies.in

Elevating Hotel Linens: The Art and Science of Specialized Laundry Fragrances

By **Vishesh Vijayvergiya**, Owner, Sugandhco Perfumers

Aromatic experiences play a pivotal role in defining comfort and luxury within hospitality settings. Amidst the meticulous attention to guest comfort, one often-overlooked aspect is the quality of hotel linens. Traditional laundering methods, reliant solely on detergents, frequently leave behind residual odors that diminish the guest experience. Enter specialized laundry fragrances, a transformative solution heralded by brands like Vedique.

These innovative fragrances utilize micro-encapsulated aromas designed to adhere to fabrics, ensuring that each use delivers a revitalizing burst of freshness. What sets them apart is Vedique's incorporation of a patented EU-active molecule, effectively neutralizing undesirable odors left by industrial detergents. While these solutions are well-established in Western markets, they represent a burgeoning trend in India, promising unparalleled freshness and comfort for discerning hoteliers.

Guided by scent consultants, hotels can tailor these fragrances to harmonize with their signature scent or align them with the hotel's ambiance, decor, or thematic elements. Typically applied during the final rinse cycle, these specialized scents linger on linens and towels, enhancing guest comfort throughout their stay.

Consider the spa environment, where linens may absorb oils used during massages, necessitating fragrances that neutralize and replace these odors with a serene ambiance. Similarly, in restaurants, where towels bear

traces of oils, grease, and food residues, targeted fragrance solutions ensure impeccable hygiene and a pleasant dining atmosphere.

Central to this transformative process is the role of scent branding consultants, pivotal in selecting and applying the ideal aroma profiles. Their expertise ensures that each fragrance not only meets but exceeds guest expectations, elevating the hotel experience through nuanced sensory engagement.

In essence, the integration of specialized laundry fragrances into hotel operations represents a commitment to excellence in guest comfort and satisfaction. By harnessing the power of aroma science, hotels can elevate their linen care protocols to new heights, setting a standard of luxury and sensory indulgence that distinguishes them in the competitive hospitality landscape.

Furthermore, the selection of these fragrances involves a delicate balance of top, middle, and base notes, crafted by master perfumers to ensure a harmonious and long-lasting olfactory experience. The micro-encapsulation technology used ensures that these fragrances adhere to fabrics without compromising their potency, maintaining their efficacy even after repeated laundering cycles.

From a technical perspective, Vedique™'s specialized laundry fragrances integrate seamlessly into existing laundry processes, adding a layer of sophistication that goes beyond mere cleanliness. The EU-patented active molecules actively combat malodors, ensuring



that guests experience a consistently fresh and inviting environment throughout their stay.

As hotels continue to innovate in guest experience, the incorporation of specialized aroma solutions not only enhances perceived luxury but also underscores a commitment to sustainability. By prolonging the freshness of linens, these fragrances reduce the frequency of washing cycles, thus conserving water and energy—a crucial consideration in today's eco-conscious hospitality industry.

In conclusion, the adoption of specialized laundry fragrances represents a paradigm shift in hotel management, where scent becomes a strategic tool for enhancing guest satisfaction and loyalty. By investing in these cutting-edge solutions, hotels elevate their brand identity while creating memorable, sensorial experiences that resonate long after check-out. ■

The views expressed within this column are the opinion of the author, and may not necessarily be endorsed by the publication.

Vishesh Vijayvergiya represents 6th generation in the 160+ years old family business of Fragrances at Sugandhco Perfumers, Lucknow





‘Our plan is underway to reach 10,000 catering orders a month within next few years’

CaterNinja sets itself apart from traditional catering services with several innovative approaches. By utilising technology and algorithms, the company simplifies the ordering process, ensuring it is both hassle-free and transparent. Catering to smaller groups, CaterNinja offers specialised solutions such as NinjaBox for bulk deliveries and NinjaBuffet for home and office catering. **Asmita Mukherjee** spoke with **Anup Agarwal**, Co-founder of CaterNinja, to delve into their unique offerings for different market segments.

Q What was the inspiration behind introducing bulk food delivery as a standardized product, and how has it been received by the market?

There is a remarkable shift in the social behaviours in the recent past. Our communities are becoming smaller and the frequency of these micro gatherings are increasing. This change has led to a significant increase in demand for food solutions for a gathering of 10-25 people. We were early in identifying these trends and capitalised on this opportunity with CaterNinja being one of India's 1st customised and tailored digital bulk delivery solution / catering company.

Today the consumers are looking for convenience and comfort thus the home and club houses are becoming the natural setting for these social micro gatherings. Our Solutions which tap into these latent needs have seen manifold growth and great customer love demonstrated both in our growth across geographies and in the customer loyalty we are able to establish with them.

Q Can you elaborate on the specific solutions that differentiate CaterNinja from traditional catering services?

For a consumer, the typical process to place a catering order is very confusing, time consuming, lacks transparency and mostly heavy on pocket, that's the reason it is mis-understood as an affluent class service offering and priced very aggressively.

However, our innovative and path breaking solutions have broken this myth and today we have people across demography and society ordering with us.

We are disrupting the traditional catering services industry at 3 levels:

- Significant use of technology / algorithms to assist the user journey and make it hassle free to place a catering order
- Catering to smaller groups of 10-25 people, non-serviceable by traditionally players
- Offering specialized solutions to service requirements in confined spaces like home and office – through innovative solutions like NinjaBox (specialized bulk delivery solution) and NinjaBuffet (specialized buffet services for homes and offices)

Q Can you walk us through the functionalities of your online menu builder? How does it leverage technology and algorithms to enhance the user experience?

Our Online menu builder takes various inputs like guest count, nature of event, meal / cuisine preference, time of consumption and then assist the hosts in identifying the right menu and quantity for their specific event,

without the need of human interactions. Further, by focusing on optimizing the quantity ordered we are able to reduce significant food waste and promote sustainability.

Almost all D2C brands today are add to cart solutions. However, catering orders are far more complex with no easy identifiable tech solutions. Requiring long and painful menu discussions and price negotiations. We have disrupted that pain point. We developed our proprietary tech stack which leverages the learnings of having serviced 25,000+ orders and plug it back to improve these algorithms and make better and more accurate recommendations to the hosts to delight their guests. Today a couple can sit at night with their laptop and make 20 menu iterations and get instant menu and quantity recommendations along with price without having a need to speak to anyone and get the best solution for their specific bulk food need.

Q What strategies are in place to handle over 10,000 complex catering queries without human interaction, while still ensuring customer satisfaction?

Technology and Operational Standardization is at interplay to address this growing scale with no let up on customer focus. Our systems ensure that every small details of the order is communicated to each stakeholder without any slippages. So whether its desired spice level communications that needs to go to the chef or the delivery timelines that needs to be ensured by the operation managers or the special requests for a live services handled by our captains. Everyone is focused on their respective responsibilities to ensure the event is a hassle free and joyous experience every time for our patrons.

Q With a vast, unorganized catering market in India, what strategies are in place to capture a significant market share and establish CaterNinja as a leading brand? Can you share some examples or future initiatives that exemplify this vision?

Even while we are closing in on 1000 catering orders a month, our plan is underway to reach 10,000 catering orders a month within next few years. We can achieve this by focusing on these 20 cities and yet we believe we would be just skimming the surface and as we continue to invest and build our Brand the penetration in these market and tapping into more cities will bear fruits.

Today everyone thinks of the traditional delivery platforms when they think of food. I think we will be able to add to that. I see ourselves as being an alternate, albeit, for a different need but definitely when anyone in India will think of foodtainment they will think of CaterNinja. ■

asmita.mukherjee@safronsynergies.in



‘Our business model not only provides a tangible asset but also a steady income stream’

Building on the vision of making property ownership accessible, Axis Ecorp is shaping the future of the hospitality real estate sector in India through innovative models like fractional ownership. This approach allows individuals to build assets in prime tourist locations, enabling them to earn rental income from these properties. **Asmita Mukherjee** spoke with **Aditya Kushwaha, CEO and Director of Axis Ecorp**, to delve deeper into the company’s plans for introducing and implementing this unique model.

Q The demand for holiday homes and secondary housing is on the rise in India, with Goa emerging as a popular hub. What are your insights into this growing trend?

The holiday home market in India is flourishing. The market, valued at USD 1.4 billion in 2021, is expected to grow to over USD 4 billion by 2026, driven by increasing interest from NRIs and high-net-worth individuals (HNWIs) seeking lucrative real estate investments. Goa is considered to be the top spot for holiday homes in India. In 2023, Goa saw a remarkable 130% increase in foreign tourist arrivals, with 4.03 lakh visitors from January to November. The state also welcomed over 3.8 million tourists in the first half of the year alone. This surge is bolstered by Goa’s unique connectivity, being the only small state in India with two operational airports and over 100 flights daily. Additionally, the state is well-connected by sea, road, and rail and is a favoured stop for cruise lines.

Goa’s diverse attractions—ranging from beaches and nightlife to wildlife and casinos—combined with its pleasant climate make it a favoured destination for global tourists. For NRIs, holiday homes in Goa present an excellent investment opportunity, offering a dual benefit of personal use during visits to India and rental income when abroad.

Q India is a major contributor to the global travel industry. How is Axis Ecorp capitalising on this by encouraging long-term commercial investments in the tourism sector through its projects?

Axis Ecorp is encouraging long-term commercial investments in the tourism sector through its innovative projects. Recognizing the rising demand for holiday homes and secondary housing, particularly in popular destinations like Goa, Axis Ecorp has expanded its inventory to meet this demand, offering a range of luxurious and feature-packed properties.

Axis Ecorp is also exploring the trend of fractional ownership, which is gaining traction in India. This model allows multiple investors to co-own a holiday home, making high-value properties more accessible and providing a flexible investment option. Fractional ownership is appealing to those who want to enjoy the benefits of a holiday home without the full financial commitment.

Q Can you share some details about Axis Ecorp’s upcoming hospitality projects and the company’s future plans for the hospitality industry?

Axis Ecorp is poised to expand its footprint in the hospitality industry by launching several upcoming projects and strategically increasing its presence in key tourist destinations.

One of our marquee projects is the Dee Fellows Riverside Resort, a

boutique hotel that epitomizes luxury and modern elegance. Building on its success, we plan to launch more boutique hotels that provide unique, high-quality experiences tailored to tourist.

Currently, Axis Ecorp has a strong presence in Goa, Ahmedabad, Jim Corbett, and Mussoorie. Our future plans include expanding strategically to other prominent tourist destinations across India. This expansion will be guided by thorough market research and an understanding of emerging travel trends. We are also gearing up to launch a new project in Goa focused on holiday homes. Additionally, we plan to introduce 10-12 new boutique hotels within the next year, further solidifying our position in the market

Q Are there any other key achievements in the hospitality and travel industry or aspects of Axis Ecorp’s business model that you would like to highlight?

Axis Ecorp has achieved significant milestones in the hospitality and travel industry, particularly in the holiday home segment. Notably, we successfully launched and sold out a project during the peak of the COVID-19 pandemic, demonstrating our resilience and the strong demand for our offerings even in challenging times. This achievement underscores our ability to deliver high-quality, desirable properties that meet the evolving needs of travelers and investors alike. Our expansion into the boutique hotel space has been another key highlight. We have established a robust presence in Goa, Ahmedabad, Jim Corbett, and Mussoorie, and we are gearing up to launch a new project in Goa focused on holiday homes. Additionally, we plan to introduce 10-12 new boutique hotels within the next year, further solidifying our position in the market and catering to the growing demand for unique, luxurious travel experiences.

Axis Ecorp’s business model emphasizes innovation and strategic growth. We are exploring the trend of fractional ownership to make high-value properties more accessible and appealing to a broader range of investors.

Q What is your vision for Axis Ecorp’s role in shaping the future of the hospitality real estate sector in India?

Our vision for Axis Ecorp’s role in shaping the future of the hospitality real estate sector in India is centered around making property ownership accessible and rewarding through innovative models like fractional ownership.

Our goal is to help individuals build assets in prime tourist locations, enabling them to earn rental income from these properties. This model not only provides a tangible asset but also a steady income stream, making real estate investment more attainable and profitable for a broader audience. ■

asmita.mukherjee@saffronsynergies.in

The Art of Nudge

Butlers - masters of discretion and subtle influence

By Prem Anand

Recently, I was fascinated to observe a parallel between the patterns of Butler's application towards their services and the principles of Choice Architecture, which studies How people make decisions.

Butlers, masters of discretion and subtle influence, naturally incorporate nudging principles and choice architecture in their work.

By carefully arranging environments and anticipating needs, they guide guests towards seamless and satisfying experiences. For instance, a towel is placed in a prominent spot when the guest comes out of the pool, or warm soup is prepared upon arrival home after a long flight.

The default options in menus or activity suggestions are curated to highlight the best choices without overwhelming the guest. By presenting choices in a thoughtful sequence, butlers ensure that decisions feel effortless and intuitive.

Furthermore, butlers leverage social energy by discreetly sharing popular guest preferences and subtly encouraging others to follow suit.

They address loss aversion by minimising potential inconveniences and emphasising the ease and certainty of chosen options. Through these techniques, butlers enhance guest satisfaction, demonstrating how the art of nudging and choice architecture is integral to exceptional service in luxury hospitality.

Let's see how this can be employed in hospitality.

The Art of Nudge: Transforming Choices in Hospitality

Nudging, a concept rooted in behavioural economics, is revolutionising our decisions. A prime example is the ingenious use of urinal flies at Schiphol Airport in Amsterdam. Fly stickers were strategically placed in urinals to enhance hygiene and cut cleaning costs. This clever nudge leveraged the instinctive reaction to aim at pests, significantly reducing spillage and maintaining cleaner facilities. The success of this intervention has led to its global adoption, with urinal flies now used from London to Singapore, reportedly keeping bathrooms up to 85% cleaner, according to Urinalfly.com.

Harnessing Social Energy

The power of social comparison is another effective nudge. Energy company EON utilised this by informing customers of their energy usage compared to their neighbours. When people learned their neighbours were more energy-efficient, they were prompted to reduce their consumption. This strategy, akin to the Fear of Missing Out (FOMO) phenomenon, taps into herd mentality, influencing individuals to conform to the behaviour of those around them.

The Role of Choice Architecture

Choice architecture, a term coined by Richard H. Thaler and Cass Sunstein in *The Behavioral Foundations of Public Policy*, emphasises the importance of context in decision-making. Consider the last time you chose a meal at a restaurant or picked up groceries. You might think your choices were purely personal, but they were likely influenced by how options were presented. Marketers and designers use this principle to guide decisions, from encouraging healthier eating habits to promoting specific products.

The Default Option

One of the most straightforward applications of choice architecture



Prem Anand, a renowned figure in hospitality, is acclaimed for his exceptional butler skills. His reputation comes from impeccable service, acute attention to detail, and deep understanding of hospitality. Spanning prestigious establishments with high-profile clients, Anand is celebrated for discretion, professionalism, and anticipating guest needs. He founded The London Butler Academy(R), empowering individuals and hospitality professionals to excel in their careers.

is the default option. People are likelier to stick with a default choice than make an active selection. The British government's Behavioural Insights Team, known as the Nudge Unit, effectively used this principle. Changing the default setting on company pensions from opt-out to opt-in significantly increased the number of people saving for retirement. This successful application of choice architecture demonstrates the profound impact of default options.

Designing Around Loss Aversion

Humans are inherently more loss-averse than gain-seeking, a concept known as Prospect Theory. This insight can be utilised to design persuasive decisions:

- 1. Certainty:** People prefer guaranteed smaller gains over risky larger ones. Offering a 10% discount is more appealing than a chance to win a holiday.
- 2. Isolation Effect:** We simplify decision-making by focusing on distinguishing features. Present choices side by side with clear differentiators to aid decision-making.
- 3. Negative Experiences:** Negative experiences have a more lasting impact than positive ones. Companies must strive to minimise negative experiences to maintain a positive overall perception.

Autonomy in Decision-Making

Deci and Ryan's research highlights that positive experiences are linked to a sense of autonomy. We prefer navigating choices independently rather than being directed. This preference for self-exploration explains the appeal of demos and trial accounts, which often lead to purchasing decisions.

Key Takeaways for the Hospitality Industry

- 1. Nudges Steer Decisions:** Effective subtle or overt nudging can guide your audience towards better choices.
- 2. Carefully Build Choice Context:** The layout and order of presented options significantly influence perceptions and decisions.
- 3. Leverage Loss Aversion:** Stable, small gains are more persuasive than risky, large rewards.
- 4. Simplicity and Positivity:** Simple choices and positive framing enhance decision-making satisfaction.

Does Your Company Practice Persuasive Patterns?

Incorporating these principles of nudging and choice architecture can transform decision-making processes in the hospitality industry, leading to better outcomes for both businesses and their clients.

By understanding and applying these strategies, hospitality experts can create environments that naturally guide customers towards desirable behaviours, enhancing satisfaction and operational efficiency. ■

‘MONIN remains focused on expanding its market presence and operational capabilities’

Premium French brand MONIN, which delivers innovative and gourmet flavour solutions is a known name in the HORECA segment since 1912. The brand is making a substantial investment in India. The company has committed INR 350 crores for a new manufacturing facility in Hyderabad, marking a significant milestone. **Asmita Mukherjee** spoke with **Germain Araud, Managing Director of MONIN India Pvt. Ltd.**, to discuss the brand’s expansion and future investment



Q MONIN has a diverse portfolio of flavor solutions, including syrups, fruit mixes, sauces, frappes, liqueurs, and concentrates. Can you provide insights into any upcoming products in the pipeline for MONIN? Specifically, are there any new products being developed with the specific needs of the HoReCa industry (Hotels, Restaurants, and Catering) in mind, similar to the ‘Le Crush de MONIN’ range tailored for the Indian market? MONIN is at the forefront of Innovation, continually expanding its portfolio to meet the dynamic needs of the hospitality industry. Following the successful introduction of the Spiced Jamun flavour to the Indian Market, MONIN is set to unveil a range of new products inspired by regional beverage trends. These offerings are crafted to resonate with local tastes, building upon the acclaim of the ‘Le Crush de MONIN’ line, tailored specifically for the Indian market. As part of our commitment to health-conscious consumers, we will be launching a new product category later this year, which are 100% sugar-free, and concentrates aligned with prevailing health trends. Our dedication to excellence in beverage solutions remains steadfast as we prepare to launch these exciting new flavors and products in the coming months.

Q Could you please provide information about the B2B tie-ups and partnerships that MONIN India has established in the hospitality industry? With the aim to foster robust ties within the hospitality industry, MONIN India collaborates with leading names such as Tim Hortons, McDonald’s, Taj Hotels, The Lalit, and Marriott, among others. These partnerships underscore MONIN’s pivotal role in enhancing the beverage experiences across diverse establishments; from renowned hotel chains to popular dining destinations nationwide and stand alone cafés, bars & restaurants.

Q MONIN is planning to set up a production unit in Telangana, India. Can you provide some details about this upcoming unit and its impact on the brand’s operations? MONIN’s upcoming manufacturing facility in Hyderabad represents a significant milestone in our expansion strategy. Spanning 200,000 sq. ft. over 40 acres of land near Hyderabad, this site will serve as MONIN India’s headquarters, featuring advanced R&D capabilities and modern production facilities. With a commitment exceeding INR 350+ crores, this initiative underscores our dedication to India’s burgeoning market and economic growth. Scheduled for completion by late 2025, early 2026, the facility aims to create over 100 direct and indirect job opportunities in its initial phase. Emphasizing sustainability, it will operate as a zero-waste plant, aiming for 95% local sourcing within five years to optimize efficiency and minimize environmental impact.

Q With the establishment of an in-house R&D center in Hyderabad, how does MONIN leverage research and development to drive product innovation and maintain a competitive edge in the market? With the inauguration of our R&D center in Hyderabad, MONIN leverages advanced research to drive continuous product innovation. This strategic investment empowers us to maintain a leading edge in a competitive market by consistently enhancing our offerings. For instance, last year we saw the successful launch of Spiced Jamun, a distinctly ‘desi’ flavor that evokes nostalgia. Our dedicated team spent months developing this flavor, and we’re excited to introduce more enticing creations soon. Through meticulous testing and development, we ensure each bottle is packed with quality and innovation.

Q Financial investments play a crucial role in a brand’s growth. Can you provide

Q insights into the financial investments made by MONIN in India and how they contribute to the brand’s success? MONIN’s substantial investment of INR 350+ crores underscore our commitment to sustainable growth in India. This includes the development of Experience Studios in key cities like New Delhi and Bengaluru, with Mumbai slated to follow suit. Additionally, initiatives such as the MONIN Cup and Coffee Creativity Cup highlight our dedication to nurturing local talent and advancing the hospitality sector.

Q What are MONIN’s future plans and expansion strategies in India? Are there any specific regions or segments that the brand is targeting for growth and investment? Looking ahead, MONIN remains focused on expanding its market presence and operational capabilities. Our forthcoming studio in Mumbai aims to strengthen creative collaboration and innovation in a pivotal metropolitan hub. Simultaneously, the Hyderabad manufacturing facility will bolster supply chain efficiencies, enabling us to meet rising demand across South Asia. Beyond physical expansions, we are committed to advancing our coffee and culinary offerings through targeted development initiatives, ensuring our products resonate with discerning consumers and solidify our competitive position in dynamic markets. ■

asmita.mukherjee@saffronsynergies.in

The changing role of HR

The functioning of the Human Resources department in the hospitality industry scenario has been undergoing significant changes, primarily focused on the changing work environment, employee expectations and above all, keeping the interest of their employers in mind. The changing role of an HR professional in the hospitality industry has been primarily driven by the need for workforce empowerment, specially in light of the robust growth that has been seen in the industry in the post pandemic era. Add to that the continuous pressure from the management to make do with lesser number of staff, makes the role not just challenging, but also a difficult one.

Given the high attrition rate seen in the segment, some of the generic challenges faced by HR include the struggle of finding the right manpower with relevant skills, ensuring that they are upto mark, keeping them motivated, and retaining them. Challenges that have been perpetually impacting the hospitality segment



HR generalist has been the unsung hero who has been responsible for multiple aspects of a hotel operation. Hospitality Biz takes a look at some of the roles that this super hero undertakes.

include those related to short supply of relevant skilled manpower, and limited resources, given the surge seen in the hospitality business in the recent past. The HR department has to undertake training and development activities for their employees to ensure that their delivery on the floor is top notch.

“Beyond traditional functions like recruitment and compliance, they now focus on fostering employee experience, promoting diversity and inclusion, and enhancing workplace culture. They play a crucial role in talent development, aligning staff skills with evolving guest expectations, and navigating labor challenges in a dynamic industry landscape,” said Mahender Singh, Director HR, Radisson Blu Greater Noida.

While many organisations, post pandemic, have learnt to work with limited manpower and resources, it is imperative for organisations

to ensure that their wellbeing is kept in mind. Providing a work-life balance to their employees has become one of the important responsibilities of the HR department. They



Mahender Singh
Director HR
Radisson Blu Greater Noida

have been known to undertake various team building activities, out bound training activities and town hall meetings to keep the employees engaged and also to get to know their pain points.

The HR department has to work towards mitigating the impact of long work hours and fatigue therefrom. Employee well-being has to be on their priority list. For an organisation to be moving successfully on a path to growth, it is important that they work towards empowering their workforce. This may lead to some people quitting to move on for better opportunities, but in the long run, will also help in finding the right set of people and retaining them. Talent development and succession planning has to be a continuous process so that the employees know that they are moving ahead.

With the advancement of technological measures, the HR departments also have been integrating data analytics, technology and AI into the daily operations. Using the right set of tools definitely helps in creating a system that works effectively for all concerned, and in creating insightful reports that become a guide for future planning. However, there is a thin line that has to be ensured to balance the

human touch and technology.

“In the hospitality industry, future HR trends are shaped by technology-driven recruitment platforms tailored to find niche talent, personalized guest experiences, and data analytics for predicting staffing needs. HR will increasingly focus on diversity in hiring to reflect global guest demographics and foster inclusive workplace cultures that enhance guest satisfaction. Additionally, they’ll prioritize training in digital skills to meet the demand for personalized guest interactions and seamless service delivery,” added Singh.

The role of a HR manager also is in promoting the concept of sustainability amongst their employees and helping the departmental teams set up practices that are sustainable in the long run. It is often seen that the CSR activities of the organisation are led by the HR team, and they need to create specific outreach that aligns with the organisations CSR goals.

“In the hospitality industry, the sustainability approach has redefined how HR professionals operate by integrating eco-friendly practices into daily operations and employee engagement. They now focus on recruiting candidates aligned with sustainability goals, implementing training on green practices, and promoting initiatives like energy conservation and waste reduction among staff. This holistic approach not only enhances brand reputation but also aligns with guest expectations for environmentally responsible hospitality experiences,” informed Singh.

Another aspect that the HR department deals with is seasonal staffing. This is a big concern, specially in places that do not have year-round business. They have to be ready for managing fluctuating staff levels to match changing demand.

Some of the other concerns that the HR tackles include managing a diverse workforce with varying languages and cultural backgrounds; dealing with variable schedules, split shifts, and last-minute changes; preventing burnout from the physical and emotional demands of hospitality work; adhering to industry-specific regulations, such as food safety, alcohol service, music playing laws; making employees financially aware leading to their financial wellbeing; and above all preserving the company culture and values across multiple locations and shifts.

These challenges require HR professionals in hospitality to be creative, flexible, and customer-focused to attract, retain, and engage top talent in the industry. ■

FUTURE TRENDS



Sumita Majumdar, Head-Human Resources, Fortune Park Hotels Ltd (A wholly owned subsidiary of ITC Ltd)

The future of HR operations will be defined by advancements in technology, a heightened focus on employee-centric policies, and a demand for greater agility and flexibility. Adopting these trends will enable HR departments to support their organizations more effectively, promoting a positive and productive work environment.

Predictive Analytics will be a key tool

which will be used to foresee workforce needs, anticipate turnover rates, and identify potential leaders within the organization. HR departments will adopt agile methodologies, allowing for more flexibility and quicker responses to changing business needs, hence it will also become important to have a focus on Continuous learning with HR facilitating upskilling and reskilling programs to help employees adapt to changing job requirements and technological advancements.

Emphasis on mental health and overall wellbeing will grow, with companies offering more comprehensive wellness programs, including mental health resources, fitness incentives, and flexible work arrangements. While it will be important to use technology in every facet of HR keeping up with evolving labor laws and regulations will be a priority to ensure compliance and mitigate legal risks.

CHANGING ROLE OF HR PROFESSIONALS



Mielle Batliwala, AVP HR, Sarovar Hotels

The hospitality industry has been one of the fastest growing industries in India, and contributes significantly to our country’s economy. Traditionally, the role of Human Resources was limited towards recruitment and management of personnel and labour relations.

In the last decade, this role has significantly evolved, to say the least. Today, HR acts as an advocate for employees, a catalyst for change, a culture champion, an administrative expert,

and a strategic business partner. They play a crucial role in aligning an organization’s people strategy with its overall business strategy.

HR also plays a pivotal role in ensuring employees are motivated, productive, and satisfied with their jobs. The success of any organization hinges on the quality of its people. Therefore, HR managers must identify the necessary skills, knowledge, and experience for each position and recruit employees who meet these criteria.

Development programs such as mentoring, coaching, and career development are essential for professional growth, and HR collaborates with function heads to design tailor-made programs. By doing so, they contribute to the organization’s success and help ensure customers receive high-quality services.

Chowman mulling IPO, amidst nationwide expansion

Asmita Mukherjee | Hyderabad

Chowman restaurant headquartered in Kolkata and known for its delectable Chinese, has set foot in Hyderabad. Located in the vibrant Madhapur area, the restaurant is already a hit among Hyderabad's food lovers, effectively addressing the city's yearning for high-quality Chinese cuisine.

Chowman celebrated the opening of its 35th outlet in Delhi NCR and is now ambitiously planning nationwide expansion. In addition to its growth, the brand has set its sights on an IPO in the near future, marking a significant milestone in its journey.

Debaditya Chaudhury, Managing Director, Chowman, shares the inspiration behind the expansion, "We noticed that Chowman could break the existing food market scenario, pioneering as the third category, fitting in between the polar opposites of fine-dining and street-side markets. We became the first-ever brand to give people the experience of 'democratised fine-dining'—a fine-dining experience at affordable prices for the middle class without having to worry about fine-dining etiquettes."

Upon entering Chowman Hyderabad, guests are welcomed by an ambiance that perfectly blends contemporary chic with traditional Chinese decor. The interior boasts soft lighting, wooden furnishings, and subtle oriental touches, creating an inviting atmosphere suitable for both casual dining and special occasions.

"In 2020, when we saw that all markets were declining, we decided to expand beyond Kolkata because our intention was to ignite hope in the masses. We wanted to expand this affordable fine-dining experience across all the metropolitan cities where fine-dining was only restricted to the upper-class gentry," Chaudhury explains. "And based on the current market scenario, we noticed that Bengaluru and Hyderabad were in dire need of better Chinese cuisine, and there was a huge scope for us to tap into that market.

On the other hand, in Delhi, where Chinese is almost a ruling cuisine after North Indian, it was the demand of the people for Chinese at affordable rates which enabled us to

open an outlet there.

So far we have expanded with over 35 outlets across Kolkata, Bengaluru, Delhi-NCR and Hyderabad. The next cities on our list are Pune, Chandigarh, Chennai, and Mumbai, followed by Tier-2 Cities."

The menu at Chowman features a wide array of Chinese and Thai dishes, prepared with meticulous attention to detail. Steamed Momos shaped as dim sum parcels filled with shrimp, chicken, or vegetables, are a must-try, offering a delightful burst of flavor with every dip.

For the main course, one can embark



Debaditya Chaudhury, MD, Chowman

on a flavourful journey with the Kung Pao Chicken. This Sichuan classic features perfectly cooked chicken, stir-fried with peanuts and bell peppers, bathed in a rich sauce that delivers a delightful balance of heat and sweet. Seafood enthusiasts will find solace in the Crispy Chilli Fish bhetki, a dish that boasts a beautiful golden crisp exterior and a tangy, spicy sauce that tantalises the taste buds. The Hakka Noodles and Fried Rice of Chowman are notably good.

Vegetarians have plenty of options, including the Tofu in Hot Garlic Sauce, which features soft tofu in a rich, flavorful garlic sauce. The beverage menu offers a range of mocktails and traditional teas to complement the meal.

When asked about franchising, Chaudhury asserts, "We will stick to a no-franchise policy



as that may disrupt the authenticity and quality that Chowman philosophises."

The commitment to maintaining authentic quality is evident in every dish served at Chowman. From the meticulously prepared dim sum to the robust flavors of the Kung Pao Chicken, each item on the menu reflects a dedication to preserving traditional Chinese culinary techniques. This unwavering focus on authenticity has set Chowman apart as a distinguished name in the Chinese and Thai cuisine landscape.

Chaudhury outlines the funding strategy, "We are investing through the reserve fund for the expansion plan. We completely rely on our reserve fund and depend on no further investor as such."

This self-funded approach underscores Chowman's financial independence and strategic planning. By leveraging internal resources, Chowman ensures complete control over its growth trajectory, maintaining the brand's integrity and quality. This method not only highlights the company's robust financial health but also reflects its confidence in the brand's sustainable success and long-term vision.

Discussing long-term goals, Chaudhury says, "We are now focusing on our expansion across Pune, Chandigarh, Chennai, Mumbai, followed by Tier-2 cities. We will also enlist ourselves for IPO."

Chaudhury also reveals plans for other ventures, "I am planning to extend our expansions with the sister brand, Oudh, which is already present across Kolkata and Delhi-NCR with over 14 outlets. I will further try to enhance and look for possible openings for my third brand, Chapter 2," he concluded. ■

asmita.mukherjee@saffronsynergies.in

Adminutiae #3 | Augmenting Response Organisms

By Prof. Satish Jayaram, PhD – Ideator | Innovator | Incubator



Adminutiae #1 and #2 focused on recognizing innovation barriers and combating external variables. This continuing piece focuses on correlating these barriers and variables to multiple team responses with the conditions in which they occur. The fundamental principle behind this model building is that institutions and/or teams as organizations are in fact living organisms. While there may be a plethora of factors that position this living organism as a typical ecosystem, its implications need evaluation. Organismic internal metabolism deals with core conditions, while it also engages external influences. Aside its ability to control some internal factors, the onslaught intensity of external factors remains fairly uncontrollable. The only real control that exists, is its response to these conditions. And that is based on the organism's primary nature – whether consuming or producing from available resources.

This organismic response contributes ideologically to institutional factors that change to be regressive or progressive in orientation. Some could be in a state of transition from one state to another, having recognized inherent limitations. Four dimensions synthesized from previous pieces of the *adminutiae* jigsaw puzzle are leadership drive, team orientation, dominant culture and resource consumption. Integrating these four factors within each quadrant, determines the manner in which innovation is incubated within that ecosystem. After having interacted with several persons in varying conditions, their dominant position appears to be circumstantial. Situational factors also create a unique set of conditions that can only be recognized qualitatively. Introspection is critical for neutral assessment and could emanate from either an internal review, key team members or expert external observers.

The outcome desired, is that changes required to accomplish prioritized goals and priorities, be facilitated by a responsive, sensory mechanism. A perennial recognition of changes required, to align both internal and external factors is a key, vital action. Since *adminutiae* possibly accumulates in layers over time, it may take many initiatives to disengage. If the organism is receptive on all counts, a self- correcting

starving teams are likely consuming limited resources. The culture could be vegetative, inert and dormant as focus may shift to only persisting with scarce existing resources. Over time, factors driving innovation, may be subjugated by regressive thinking, when there is no clear direction or mandate to incubate change initiatives.

- 2. Sinew Led | Obese | Restrictive | Optimizing:** Sinew-led, existential leadership stems from established comfort zones, is solidified over time into inertia. Obese, corroding teams are satiated, having consumed resources built, resting on laurels. The culture could be restrictive as optimizing stored resources becomes progress. Incremental innovation efficiency may only appear productive for progress. Change initiatives are likely marred, by the mirage of success.
- 3. Limb Led | Ignited | Productive | Activating:** Limb-led, pivotal leadership recognizes organismic muscle and fights lethargy to grow, diagnosing productivity impasses. Fasting teams are burning and ignited to change. The culture, dynamic and productive, recreating from resources as growth deficits are recognized. Organismic limitations may likely impede agility due to availability of limited resources. Some limitations with internal factors may exist.
- 4. Brain Led | Nurtured | Regenerative | Maximizing:** Brain-led, cerebral leadership creatively, pro-actively envisions and prepares for change. Empowered teams are nurtured and exercised for growth and development. A dynamic, regenerative culture needs to emerge to seed a long-term vision towards sustainability. Actively maximized resources need to deliver new standards. Institutional paradigms must remain progressive with ingenious, pioneering

approaches, harnessed to produce effectively for the future, a sign of learning organizations.

Adminutiae #3 highlights symptoms of the living organizational organism in its evolution lifecycle. Teams huddle departmentally, so multiple divisions may exist in varied stages. Imperfect organisms struggling with change imperatives remain real, impeding both organisation efficiency, effectiveness! Discerning leadership, active teams, open cultures and resource regeneration are some constituents that supplement growth. The responsibility of a thoughtful leadership is revitalizing organisms to prepare for dynamic change. Active empowered *'limbs'* and a supportive functional *'core'* require to deliver in concert to enhance organismic health. The invisible strength of organisms is



apparatus, may facilitate the change process. Conceptual benchmarks outlined in the model below are therefore the outcome of recognizing the living nature of organisms seeking growth.

- 1. Gut Led | Famished | Vegetative | Depleting:** Gut-led, primal leadership stems from a minimalistic survival instinct. Famished,

in their rational minds and passionate hearts, reinforced by strong roots, values, beliefs - promising some real change! ■

The views expressed within this column are the opinion of the author, and may not necessarily be endorsed by the publication.

Asia Pacific Hotel Market Adapts to Structural Changes Amid Rising Costs and High Demand, says CBRE

Hbi Staff | Hyderabad

With the Asia Pacific hotel market continuing to undergo

structural change, hotel owners and operators are fine-tuning operational and branding strategies. Increased labour and utilities costs, limited new supply, and the prolonged peak of the interest rate cycle are among the driving factors.

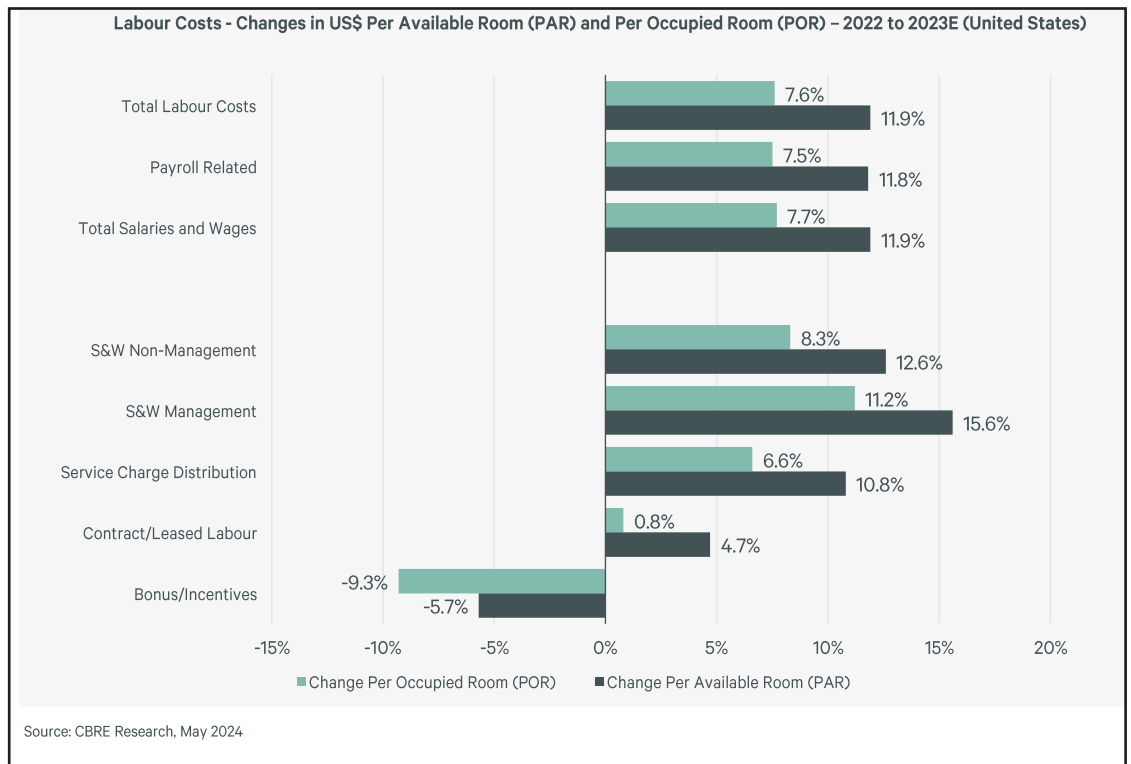
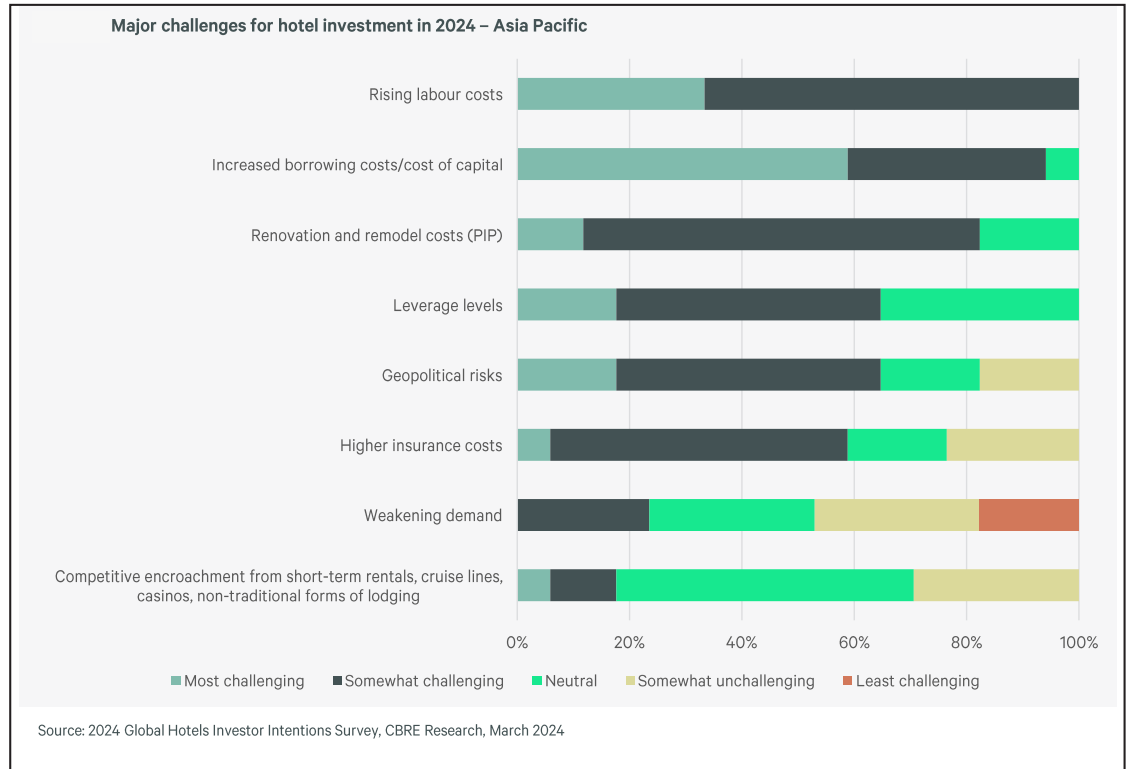
Major global hotel operators are expanding rapidly across the region, with almost half of the new hotels in the development pipeline being developed in conjunction with five hotel groups: Marriott (60,566 rooms), Accor (47,052 rooms), IHG (34,227 rooms), Hilton (31,606 rooms) and Wyndham (21,455 rooms). These operators continue to invest in loyalty programmes and niche segments to capture market share while also significantly expanding their technological capabilities.

Despite prolonged high interest rates globally, hotel investment in Asia Pacific has been resilient, driven by continued interest in Japan and Australia, a record-breaking year for serviced residence sales in mainland China, and a steady flow of deals in a strongly performing Korea market.

This report explores

the key trends impacting the hotel sector in Asia Pacific, including an analysis of the current market landscape, the latest

activities of the major operators, asset management and investment trends, and ESG considerations.



Key Trends

Operators keep daily rates elevated as a result of limited supply, elevated demand and rising labour costs: While hotels have successfully adapted to lower levels of applicants and staffing, new labour-related issues present a challenge to owners and operators. With this challenge expected to persist for the rest of 2024, operators will look to keep daily rates high to capture some of these losses on balance sheets.

Major global operators continue to expand aggressively, with increased emphasis on lifestyle brands: With the 'big 5' operators expanding their global market share from 20% to 24% over the past six years, the trend is set to continue as the push for greater presence across all segments continues.

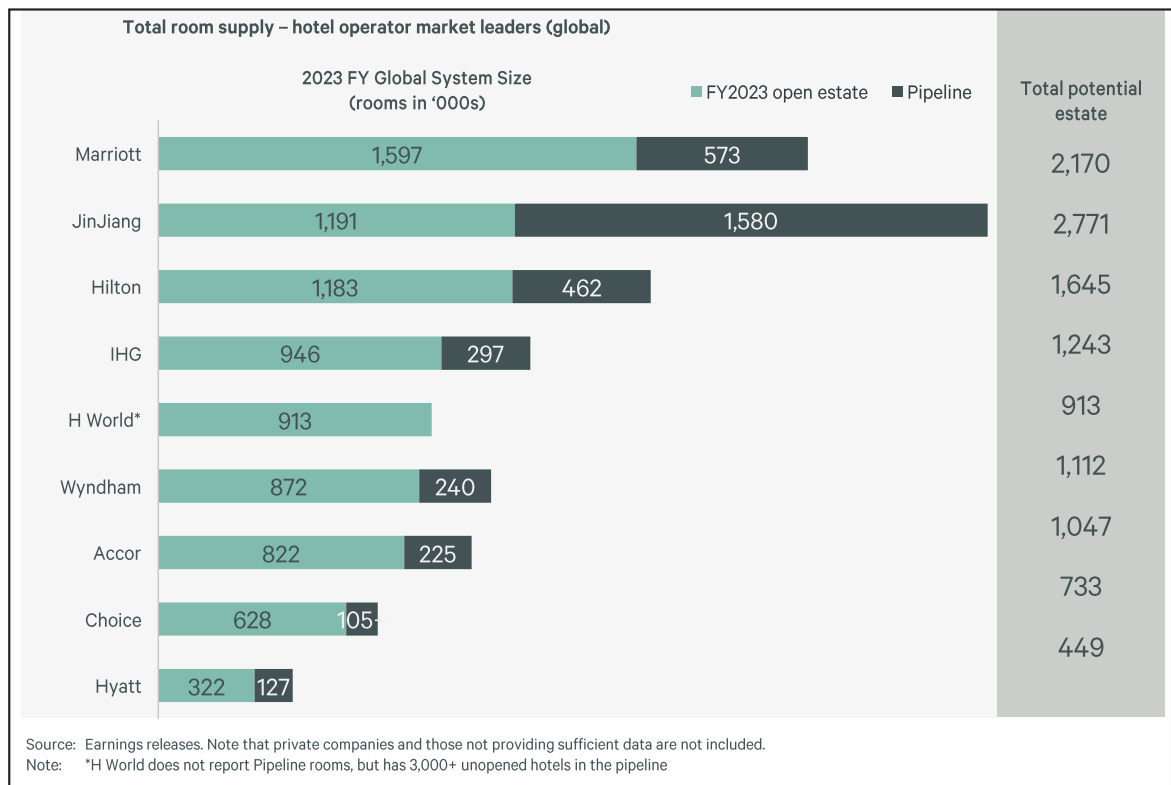
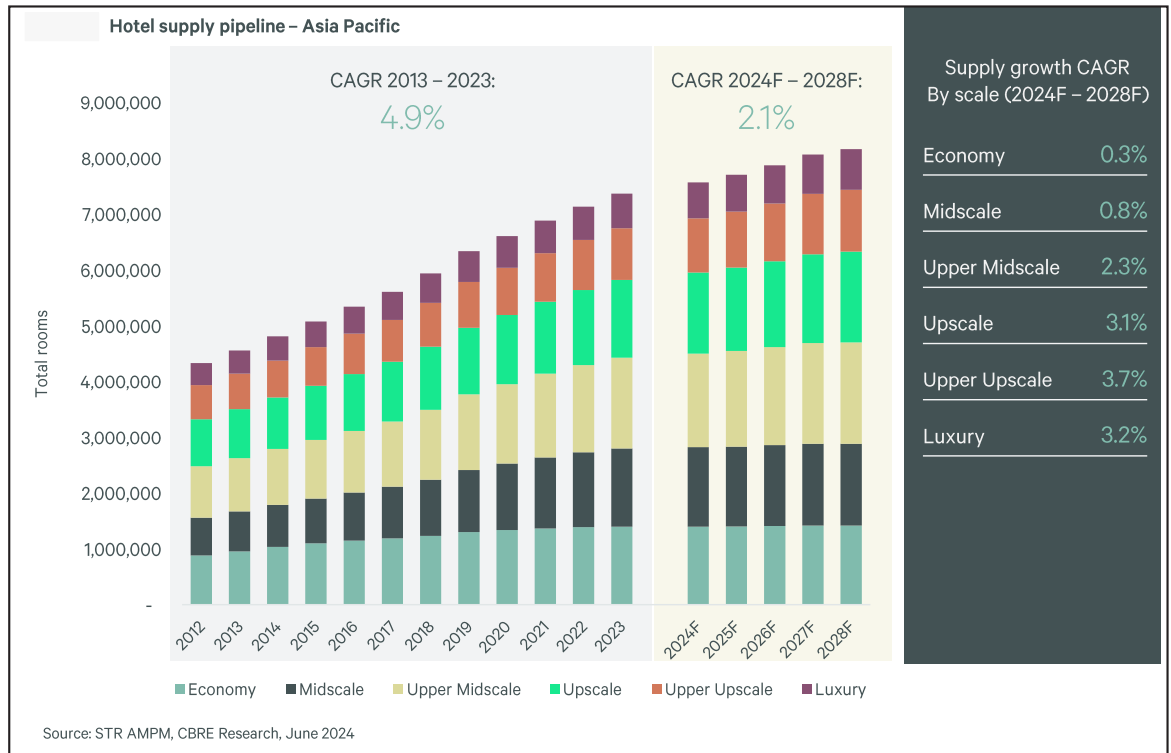
A large part of this strategy is the expansion into the lifestyle sector, with the brand loyalty programs, avant-garde design and wellness initiatives driving the demand.

Investment robust despite debt-related headwinds; investors maintain preference for upscale+ branded assets: Amid ongoing capital market dislocation, the upscale+ segment has emerged as the most appealing segment for hotel investors in Asia Pacific. This has been driven by growth in global wealth and travellers' willingness to spend more on accommodation following the prolonged

border closures witnessed during the pandemic.

Adoption of Sustainability / ESG initiatives continues; hotels with strong ESG initiatives set to outperform: The Asia Pacific hotels and hospitality industry's commitment to ESG initiatives continues to gain momentum. Rising energy costs, which have

increased significantly since the onset of the pandemic, along with further commitment to ESG initiatives are set to accelerate the industry's focus on sustainability. Other supportive factors include a shift in guests' preferences toward more sustainable tourism, along with growing demand for disclosure around climate risk. ■





'Jungle Camps India aims to add 170 rooms over the next three years'

Established by **Gajendra Singh Rathore** in 2002, **Jungle Camps India** has become a distinguished collection of award-winning wildlife and conservation-focused lodges. Known for its exceptional hospitality and safari experiences, the brand masterfully blends luxury with conservation principles. With four meticulously designed properties—Pench Jungle Camp, Kanha Jungle Camp, Tadoba Jungle Camp, and Rukhad Jungle Camp—spread across Madhya Pradesh and Maharashtra, Jungle Camps India offers guests an immersive experience in India's untamed wilderness. Boasting an impressive year-over-year revenue growth of 20-22%, the brand plans to add 170 rooms in the next three years. **Asmita Mukherjee** spoke with Rathore to understand the brand's plan for the future.

Q What sets Jungle Camps India apart from other wildlife tourism experiences in India? How does your brand blend luxury with conservation principles?

Jungle Camps India stands out by seamlessly weaving luxury into the fabric of conservation. Our lodges aren't just accommodations; they're gateways to understanding India's biodiversity. We offer curated experiences that blend luxurious amenities with profound respect for nature. Every detail, from design to cuisine, reflects our commitment to sustainability. Each of our camps provides a unique experience, setting them apart from any other jungle camps in the region.

Kanha Jungle Camp: Kanha Jungle Camp offers cottages with modern amenities, while actively participating in tiger conservation efforts in Kanha National Park.

Pench Jungle Camp: Known for its Luxury Safari Tents, PJC focuses on sustainable practices like rainwater harvesting and bio gas, while offering personalized safari experiences in Pench National Park.

Tadoba Jungle Camp: Located near Tadoba Andhari Tiger Reserve, TJC focuses on sustainable practices like solar power & supports local artisans by showcasing their crafts and providing them with a platform for sustainable livelihoods.

Rukhad Jungle Camp: Nestled in the buffer zone of Pench Tiger Reserve, this camp provides a rustic and authentic experience, allowing guests to explore the lesser-known forests of Rukhad and contribute to the conservation of this unique ecosystem.

Q How do you ensure responsible tourism practices are maintained alongside this expansion? What are your expansion plans for FY 2025-2026?

Jungle Camps India is deeply committed to maintaining responsible tourism practices alongside its expansion. The brand recognizes the importance of balancing growth with sustainability and minimizing the ecological footprint of its operations. Here's how we ensure responsible tourism:

To ensure responsible tourism, Jungle Camps India undertakes thorough environmental impact assessments before establishing any new lodge. These assessments identify potential risks and implement mitigation measures, ensuring that the design, construction, and operation of each lodge are in harmony with the surrounding ecosystem.

The lodges are designed and constructed using eco-friendly materials and technologies, such as locally sourced materials, minimizing waste generation, and incorporating energy-efficient features like solar panels

and rainwater harvesting systems. Comprehensive waste management and recycling programs are also in place, which involve segregating waste, composting organic matter, and recycling materials like plastic and glass.

Water conservation is another priority. Measures include the use of low-flow fixtures, recycling wastewater for landscaping, and promoting responsible water usage among guests and staff. Energy-efficient appliances and lighting are standard in all lodges, and renewable energy sources like solar power are utilized to reduce reliance on fossil fuels.

Jungle Camps India actively engages with local communities, providing employment opportunities, sourcing local produce, and supporting community development initiatives. This ensures that tourism benefits the local people and contributes to their well-being.

Our company has ambitious expansion plans for the fiscal years 2025-2026. The brand aims to add nearly 170 rooms over the next three years, with projects in locations such as Sanjay Dubri Tiger Reserve, Bandhavgarh Tiger Reserve, Sariska Tiger Reserve, and Kuno National Park. These projects exemplify the brand's dedication to responsible tourism while expanding its reach and impact.

Q Do you have any plans to introduce other brands in the same segment as well?

Jungle Camps India has ambitious expansion plans, focusing on new locations within India that offer unique wildlife experiences and pristine natural environments. The company is dedicated to selecting destinations rich in biodiversity and with minimal human impact, ensuring that tourism positively contributes to conservation efforts.

To support this growth, Jungle Camps India will continue to prioritize sustainable design and construction practices for its new lodges. This commitment includes using eco-friendly technologies and materials, and ensuring that each new lodge has a minimal environmental footprint. The focus on sustainability extends beyond construction, with comprehensive waste management, water conservation, and energy efficiency measures integrated into lodge operations.

Community engagement remains a cornerstone of Jungle Camps India's philosophy. The brand plans to further strengthen its relationships with local communities by expanding employment opportunities, supporting local businesses, and investing in community development projects. This approach ensures that tourism benefits not only the environment but also the people who live in these regions. ■

asmita.mukherjee@saffronsynergies.in

ITC HOTELS


Sabrina Dey, General Manager, ITC Windsor Bengaluru

With a career spanning almost two decades, Sabrina will helm a diverse portfolio of responsibilities, including strategic planning, optimising operational and financial metrics, and maintaining the distinguished guest service standards of the ITC Hotels brand. She is acclaimed for deploying strategies that drive

business growth, ensure adherence to quality, safety, environmental, and health protocols, engage in innovative conceptualization, strategically allocate resources to maximise profitability, and craft exceptional customer experiences, enhancing brand visibility.

IHCL


Sheetal Singh, General Manager, Taj Exotica Resort & Spa, Goa

A hotel management graduate from the Institute of NIHMCT and a postgraduate diploma recipient from Welcome Group Management Institute, she went on to complete her Black Belt Certification in Six Sigma through ECS. With a focus on enhancing guest satisfaction, innovating daily operations and

maximizing team potential, Singh is poised to elevate the globally acclaimed Taj Exotica Resort & Spa, Goa.

RADISSON HOTELS


Mahesh Singh Jasrotia, Vice President, Operations, Radisson Blu Palace Resort and Spa, Udaipur

In his new role, he will spearhead the integral functions, drive business growth, and sustain high standards of service excellence. With his strategic and operational skill sets, he will contribute to strategic planning, business development, and brand image management, and will guide the teams to ensure the target

goals are achieved. Jasrotia has been associated with the Radisson Hotel Group for six years and has served as the General Manager of Radisson Blu Jammu, Radisson Blu Visakhapatnam, and Radisson Blu Alibaug.


Megha Bhatia, General Manager, Taj Fort Aguada Resort & Spa, Goa

Bhatia possesses a global perspective and an in-depth understanding of the hospitality industry. A firm believer in empowering through trust and inspiring through action, she embodies a leadership philosophy centred on fostering cooperation, developing potential and delivering results. As General

Manager of the legendary Taj Fort Aguada Resort & Spa, Goa, Bhatia's core values, leadership acumen, and exceptional execution skills will be instrumental in continuing the legacy of the historic property, a cornerstone of Goa's hospitality sector since 1974.

HYATT HOTELS


Trupti Pawar, Secretary General, HRAWI

With an illustrious career spanning over 22 years in international trade and business development, Trupti brings a wealth of experience and expertise to HRAWI. As the Secretary General of HRAWI, Trupti's role will include liaising and facilitating the various processes and functions of the office for efficient management of the Association and its affairs.

Prior to joining HRAWI, Trupti served as the Director at the Indo-American Chamber of Commerce (IACC).

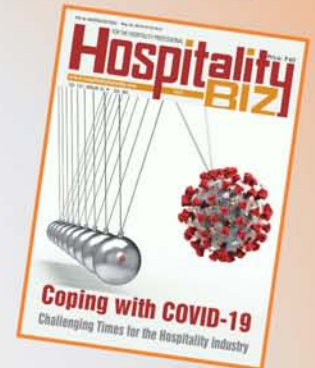

Syed Zulfiqar Ali, General Manager, Hyatt Regency Ludhiana

His commitment to service excellence has been unshakable and results-driven. Through careful strategy and collaborations, under his leadership, Courtyard by Marriott Ahmedabad SBR secured reputable ranks in South Asia, driving profitability for stakeholders and the brand. The overall growth in various key

performance indicators such as net operating profit, gross operating profit, total revenue, average daily rate, market share, revenue per available room, guest satisfaction, and guest voice growth was significant. This growth reflects Zulfiqar's effectiveness in enhancing guest experiences and optimizing operational efficiency. Additionally, Zulfiqar achieved the highest guest voice growth Year over Year for 2023 in South Asia Marriott International.

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Contact Us

Ajay Wadode: +91 80871 27814
ajay.wadode@saffronsynergies.in

Jagdish Patil: +91 8007992422
jagdish.patil@saffronsynergies.in

Pooja Nalawade: +91 9769052241
pooja.nalawade@saffronsynergies.in

For Subscription

Gauri Sawant: +91 8369080796 | gauri.sawant@saffronsynergies.in