

HOTELS & RESTAURANTS INDIA

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A MONTHLY ON HOSPITALITY TRADE
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K. Syama Raju
President, FHRAI

Dear fellow members,

The outlook for hospitality, as per the India Hotel Review Report, 2016, by Howarth HTL, is that occupancy will undoubtedly grow. Rates will improve, too, but in a range-bound manner. Hotel management must tackle the inevitable shorter-demand lead-time to extract better rates. GST will impact top-lines and RevPAR performance benchmarks. The market will mostly benefit from GST, creating volumes and rate opportunities for hotels. The bottom-line will gain too, after the first 12-15 months.

Development activity will remain scattered across markets and product types. While interest rates may soften, lenders will become more choosy and equity even more so. Equity will likely pursue transactions and conversions, and operators adept at conversions will gain. The impact of fully-executed and upcoming merger and acquisition activities among hotel companies will be interesting to watch as valuation and merger synergies are sought to be effected. We may all learn lessons on managing market concentration, owner diversity, and penetration purchase, with real delivery holding the ultimate key.

There are many important changes that have taken place in recent times with reference to the Food Safety Standards (FSS) Act implementation. Dr. Pasupathy, our advisor, brings us up-to-date on the same.

Union Finance Minister, Arun Jaitley, while presenting Budget 2017-18, announced that

the government will establish five special tourism zones in the next financial year. Regional Presidents share their take on this move and growing opportunities in new markets and cities.

Whether it's through an agent, OTA, or a bookings aggregator, at the end of the day each customer is looking to get the best deal for his or her hotel stay. Discounts by hotels might help increase occupancies but how do they impact business? Are discounts that are given by hotels actually helpful in improving bottom lines in the long run? In one feature article we find out the viewpoint of hoteliers.

To squeeze out profits in a highly competitive hotel environment requires effective control of total costs. That makes the task of the purchase manager of a hotel a difficult and important one. In one of our articles, we find out from purchase managers best procurement practices, specific procurement needs, challenges to procurement, challenges in logistics, e-trends in procurement, and the skill set essential for procurement.

May this Holi fill your lives with colours of positivity and wishing you a very Happy Ugadi!

With warm regards,
K. Syama Raju
President, FHRAI

“The impact of fully-executed and upcoming merger and acquisition activities among hotel companies will be interesting to watch as valuation and merger synergies are sought to be effected”

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Pantnagar, Rudrapur,
Udham Singh Nagar-263153 (Uttarakhand)

Works II: B-7, Sector-3
Noida-201301
(Uttar Pradesh)

Works III: Gala No. R-8 & 9, Mahaveer Complex,
Dapoda Road, Village-Val, Taluka Bhiwandi,
Distt. Thane-421302 (Maharashtra)

Works IV: Plot No. 35, Shamrajpura Layout,
1st Main Road, 1st Cross, Vidyananyapura Post,
Bangalore-560097 (Karnataka)

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DEBATE ON REBATES

Eminent hoteliers tell us about the logistics behind discounts and how they help drive sales and revenues.

Cover Design

Raashi Ajmani Girdhar



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SECRETARY GENERAL

Amitabh Devendra - sg@fhrai.com

PUBLISHER

Gunjan Sabikhi - gunjan@ddppl.com

MANAGING EDITOR

Peden Doma Bhutia - peden@ddppl.com

ASSOCIATE EDITOR

Kanchan Nath - kanchan.nath@ddppl.com

ASSISTANT EDITOR

Tripti Mehta - tripti.mehta@ddppl.com

CREATIVE DESIGN

Raashi Ajmani Girdhar

MARKETING & SALES - DELHI

Mayank Jain - mayank.jain@ddppl.com
Manager Advertising (+919650399928)

Jaspreet Kaur - jaspreet.kaur@ddppl.com
Sales Coordinator (+919650196532)

MUMBAI

Harshal Ashar - harshal@ddppl.com
General Manager (+919619499167)

Priyanshu Wankhade - priyanshu@ddppl.com
Manager Advertising (+919619499170)

FHRAI - MARKETING

S.P. Joshi

PRODUCTION MANAGER

Anil Kharbanda

ADVERTISEMENT DESIGNERS

Vikas Mandotia
Nitin Kumar

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REFORMING FOOD NORMS

A look at how Food Safety and Standards Act, 2011, has paved a new beginning for food safety standards with innovations aplenty.

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PURCHASE TO PROFIT

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HOUSEKEEPING 58

GETTING ABSORBED IN TRANQUILITY

We take a look at how hotels invest in every detail of a room to satiate guest needs.

CHEF TALK 68

PEPPERED WITH TASTE & FLAVOUR

Some eminent chefs tell us about popular condiments they use and how they continuously innovate on them to suit Indian palates.



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FHRAI

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

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Email: fhraimag@ddppl.com
Tel : 91-11-23344179

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Vivek Nair
Hony. Secretary
FHRAI

“
More and more
tourists are availing
e-Visa facilities. In
January, 2017, a total
of 9.83 lakh foreign
tourist arrivals were
recorded in India as
compared to FTAs of
8.44 lakh in January,
2016, and 7.91 lakh
in January, 2015
”

Dear fellow members,

Dr. Mahesh Sharma, Minister of State (Independent Charge) for Tourism and Culture, recently launched the initiative of the ministry for providing pre-loaded SIM cards to foreign tourists arriving in India on e-Visa.

This initiative has been launched in association with Bharat Sanchar Nigam Ltd. (BSNL), wherein BSNL would distribute pre-loaded SIM cards to foreign tourists arriving in India on e-Visa. This facility will initially be available at the Indira Gandhi International Airport (Terminal 3), New Delhi, and later at all 15 international airports where e-Visa facility is currently available.

To provide tourists this pre-loaded SIM card, BSNL will collect a copy of their e-Visa and the first page of their passport on arrival at the airport. This facility is only available for tourists arriving in India on e-Visa.

The initiative will help foreign tourists communicate with their acquaintances immediately after arriving in India. Dr. Sharma said, “We are glad to be launching this initiative and hope it is a success.

Our aim is to make the tourists’ stay in India a good one and their safety and security is our utmost concern. Hence, these SIM cards have been pre-loaded with talktime of about 50 and 50 MB of data to help tourists connect with their loved ones after landing in India.”

More and more tourists are availing e-Visa facilities. According to the Ministry of

Tourism, in January, 2017, a total of 9.83 lakh foreign tourist arrivals were recorded in India as compared to FTAs of 8.44 lakh in January, 2016, and 7.91 lakh in January, 2015. The growth rate in FTAs in January, 2017, over January, 2016, is 16.5 per cent as compared to 6.8 per cent in January, 2016, over January, 2015. MoT also informed that a total of 1.52 lakh foreign tourists arrived on e-Visa to India in January, 2017, as compared to 0.88 lakh during the month of January, 2016, registering a growth of 72 per cent.

The share of tourists availing e-Visa facility in January, 2017, reached 15.5 per cent as against 10.4 per cent in January, 2016. The percentage share of FTAs among the top 15 source countries was the highest from USA (15.01%) followed by Bangladesh (14.91%), UK (11.11%), Canada (4.63%), Russian Fed. (4.46%), Australia (3.65%), Malaysia (3.15%), Germany (2.92%), France (2.89%), and China (2.54%).

Lets us hope that more tourists bode for better business for all of our hotels!

With kind regards,
Vivek Nair
Honorary Secretary, FHRAI

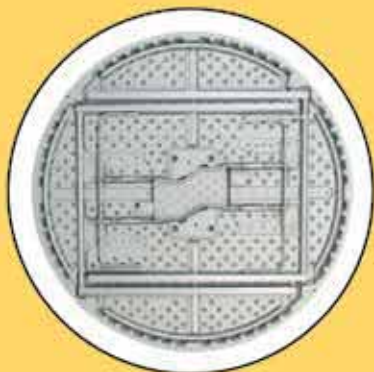
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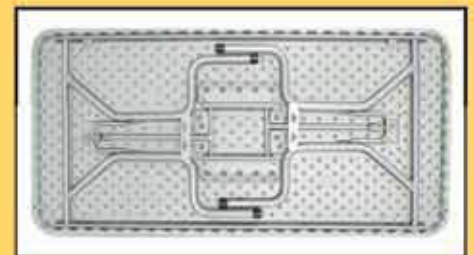


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Hi AiM



HONOUR CEREMONY. (From L-R): Romesh Koul; Rajiv Sharma; Manohar Rajbhandari; Ajay Bakaya; Pushpendra Bansal; Prabhakar S J B Rana; Shashi Kant Agrawal; Dilip Puri and Anil Sharma



Glimpses from Hi AiM

The first four conferences of Hi AiM were held in India and Hi AiM 2016 was held at Colombo. This year, the conference was held in the regional tourism hub of Kathmandu. Here are some glimpses from the same.



Prabhakar S J B Rana, Chairman Emeritus, Soaltee Hotel Limited



W.S. Perera, Ambassador of Sri Lanka to Nepal



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(L-R) Rajindera Kumar, EC Member, FHRAI; Salvatore NOCERA, Administrative Attache, Italy; Sudesh Poddar, EC Member, FHRAI; Vincenza BUFALO, Deputy Consul General, Italy; Damiano FRANCOVIGH, Consul General, Italy (seen in pic with wife); A. R. Bardhan, Principal Secretary, Tourism West Bengal; T. S. Walia, Vice President, FHRAI



(L-R) A. R. Bardhan, Principal Secretary, Tourism West Bengal; Amardeep Singh Dhanjal; Amilabh Devendra, Secretary General, FHRAI; Zaid Farooqi, Resident Manager, Taj Bengal



(L-R) A. R. Bardhan, Principal Secretary, Tourism West Bengal; K. Syama Raju, President, FHRAI; Sudesh Poddar, EC Member, FHRAI

COCKTAIL CLICKS

On February 10, 2017, HRAEI hosted a cocktail dinner at Taj Bengal Kolkata, in honour of the EC members of FHRAI. Here are some glimpses from the same.



(L-R) Md. Aminul Haque; Olaf Iversen, Consul General, Germany; Vinaay Malhotra, EC Member, FHRAI; Ashoke Singh, Jt. Hony. Secretary, FHRAI



(L-R) Sudesh Poddar, EC Member, FHRAI; Mikhail Gusev, Russian Consul General



K. Murali Rao, Honorary Treasurer, FHRAI



(L-R) S. P. Jain, Co-opted EC Member, FHRAI; Surendra Kumar Jaiswal, Jt. Hony. Secretary; Garish Oberoi, Vice President, FHRAI; S.M. Shervani, EC Member, FHRAI



(L-R) S. K. Panda, Commissioner Service Tax; Sudesh Poddar, EC Member, FHRAI; Shanker Singh and Sumit Agarwal

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FSSAI & HRANI SESSIONS FOR MASTER TRAINERS IN NEW DELHI



(L-R) Vijay Wanchoo, Sr. Executive Vice President, The Imperial; Garish Oberoi, Treasurer, HRANI; Sanjay Sood, President, HRANI; Renu Thapliyal, Secretary General, HRANI and Sanjay Verghese, Director - Materials, The Imperial

HRANI is an apex body representing the hotel and restaurant industry of the nine north Indian states, playing an important role in developing tourism for the states. Taking forward its responsibility as the lead training partner for the organised sector in

Pawan Kumar Agarwal, Chief Executive Officer, Food Safety and Standards Authority of India; and Dr. Mrinalini Darswal, Commissioner Food Safety, Delhi. Other dignitaries included Sanjay Sood, President, HRANI; Garish Oberoi, Treasurer, HRANI; Vijay Wanchoo, Sr. Executive Vice President, The Imperial; Vinod Gulati, Member, Managing Committee, HRANI; and Renu Thapliyal, Secretary General, HRANI.

industry. He also congratulated FSSAI for initiating Food Safety Training and Certification (FOSTAC) programme under the capacity-building scheme.

Garish Oberoi, Treasurer, HRANI, also thanked the authority for taking up the mammoth responsibility of ensuring food safety to the nation vis-à-vis addressing the representation of stakeholders through discussions and validation.

Dr. Mrinalini Darswal, Commissioner Food Safety, Delhi, shared valuable information on the FSS Act 2006, through a presentation. Dr. Darswal imparted knowledge on the compliance of the Food Safety



Sanjay Sood, President, HRANI, mentioned in his address that food safety was a key factor in hospitality experience and ensuring the same was the fundamental duty of the

the entire northern region, HRANI organised two master trainer sessions in New Delhi. The sessions were held on February 9 and February 13, 2017, at The Imperial, Janpath and Eros Hotel, Nehru Place, respectively. The sessions were well-attended by stalwarts of the hospitality industry and saw participation of learned delegates from corporates as well as academia.

The inaugural session and lamp lighting ceremony at The Imperial witnessed the esteemed presence of

Picture on the left: (L-R) Pawan Agarwal, CEO, FSSAI; Sanjay Sood, President, HRANI; Garish Oberoi, Treasurer, HRANI
Picture Below: Participants during the master session at The Imperial, New Delhi



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Session concluded at Eros Hotel, New Delhi

Management Systems prescribed under the said Act. The presentation served as an informative source for the audience. Speaking at the occasion, **Pawan Agarwal**, CEO, FSSAI, said, "This will ensure that food safety and hygiene per FSSAI regulations is maintained in all restaurants and hotels in the northern region, particularly in NCR.

These master trainers will in-turn train the food safety supervisors in all hospitality establishments in the region." He also said that over a period of time, it will be mandatory for all hotels and restaurants to have atleast one trained and certified food safety supervisor.

The sessions witnessed the presence of eminent luminaries of the industry- Luv Malhotra, Former President, HRANI; Saeed Shervani, Hony. Secretary, FAITH and Former President, FHRAI and HRANI; Pawan Agarwal, Managing Committee Member, HRANI; and Vinod Gulati,

“
 This will ensure that
 food safety and hygiene
 per FSSAI regulations
 is maintained in all
 restaurants and hotels
 ”

Managing Committee Member, HRANI. Other notable personalities from FSSAI were Suneeti Toteja, Director, FSSAI; Pritha Tripathi, Scientist, FSSAI; and Meenakshi Verma, FSMS Division, FSSAI.

The learned trainers who conducted the session included Dr. V. Pasupathy, Scientist; Dr. Khurshid Alam Khan, Divisional Manager Research and Development, ITC Maurya; Imtiaz Jawed; and Neeraj Chandok.

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(L-R) Renu Thapliyal, Secretary General, HRANI; Sanjay Sood, President, HRANI; Mrinalini Darswal, Commissioner Food Safety, Delhi and Suneeti Toteja, Director, FSSAI

HRANI

pilot programmes, HRANI plans to organise more sessions in the other member states.

The association also plans to contribute towards educating its member establishments on the importance of displaying Food Safety

Display Boards (FSDBs) at their premises. FSDBs will display the FSSAI registration or license number of the FBO, which customers could easily verify at the FSSAI website. It will also inform customers, food handlers, and the regulatory staff about important food safety and hygiene requirements,

thereby providing a 360 degree assurance on food safety and hygiene. Another important feature of FSDB is a new consumer feedback system. The association will act as a key stakeholder in setting a positive public discourse in spreading awareness about the Serve Safe initiative.

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HRAEI TO APPROACH APEX COURT FOR CLARITY ON LIQUOR BAN

A common voice for hotels, restaurants, and associates for unhindered progress of the hospitality industry in the country's eastern region, HRAEI's mission is to take the lead role as a single voice organisation representing the hotel and restaurant industry of the eastern states.



Sudesh Poddar
President
HRAEI

“We wish to seek clarification from the court as the decision will not only impact our business but render thousands of people jobless”

It aims to protect the interest and welfare of the hospitality industry. Its ultimate goal is to upgrade and professionalise the hospitality industry of this region.

On December 15, 2016, the Supreme Court of India ordered a ban on all liquor shops on national and state highways across the country, and made it clear that unless shifted beyond a distance of 500 metres, the license of existing shops will not be renewed from April 1, 2017.

Across the country, thousands of liquor shops have been identified along national and state highways in eastern India that may not get their licenses renewed by March 31, 2017, following the Supreme Court's decision.

If the 500-metre norm (minimum distance of liquor shops from national and state highways) is strictly enforced, hundreds of establishments may have to stop selling liquor.

While revenue loss on account of closure of existing shops (other than hotels, restaurants, and resorts) on highways would be huge, closure of bars in hotels, restaurants, and resorts would also result in colossal revenue losses.

Our state governments are preparing to challenge and seek clarification on the order. Hotel and Restaurant Association of Eastern India (HRAEI), the apex body of the hotel industry in eastern India, has also decided to move the court in seeking clarification on the verdict.

It has taken a decision to file an interlocutory application for the same.

"We wish to seek clarification from the honourable court as the decision will not only impact our business but render thousands of people jobless," said **Sudesh Poddar**, President, HRAEI.

While the court has asked states to not issue any new license or renew existing license of liquor vends along the national and state highways, there are concerns of whether or not the order will apply to hotels and restaurants which function along these highways.

According to reports, almost ten state governments are getting



T.S. Walia
MC Member
HRAEI

“Illegal liquor sale will also impact state revenue and encourage black-marketing of liquor. The spectre of rising crime can't be ruled out”

ready to approach the court, seeking clarification on the verdict. These include states like Haryana, Maharashtra, and Kerala and the Union Territory of Puducherry.

T. S. Walia, MC member, HRAEI, said, "We have full respect for the court order, but we need to understand the order better."

Some members also expressed concern that ban on liquor in hotels and restaurants could promote bootlegging in liquor at roadside eateries, popularly known as *Dhabas*.

"Moreover, illegal liquor sale will also impact state revenue and encourage black-marketing of liquor. The spectre of rising crime can't be ruled out," added Walia.

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INDUSTRY AND EC JOIN HANDS FOR BETTER VOTER TURNOUT

HRAWI came forth in its support of the State Election Commissioner's office to increase the voter turnout for the state elections held on February 21, 2017. The association had issued a letter to all its restaurant and hotel members to offer discounts on food bills and bookings made between February 21-23, 2017. To avail the discount, voters had to display their inked finger at the time of billing. The move was aimed at increasing turnout, particularly in urban areas. "Every vote counts and every voter who turns out to vote

reflects the health of democracy. We urge all citizens to step out and cast their votes and as a gesture of appreciation to those who do, hotels and restaurants affiliated to us will offer them a discount on their bookings and food bills," said **Dilip Datwani**, President, HRAWI, addressing concerned parties on the initiative.

"We have also asked our members to educate their staff and ensure that they, too, cast their votes for a better and progressive India," he added.



Dilip Datwani
President
HRAWI



“
We have also asked our members to educate their staff and ensure that they, too, cast their votes for a better India
”

HRAWI ORGANISES SEMINAR ON DIRECT TAXES

HRAWI organised a seminar on direct taxes for its members, in Mumbai. Anil Harish, an eminent speaker and expert on tax matters, addressed the gathering on matters pertaining to them, such as implications of the Union Budget, introduction of new policies, and the levying of taxes. The seminar received a good response from members.

"The seminar was conducted in order to brief our members and clarify their doubts on the proposed

taxes in the Union Budget 2017-18 and its impact on the hospitality sector. There were a number of queries from food and beverage operators regarding GST.

We are glad to get such positive response from members and plan to conduct more seminars in the future," said **Dilip Datwani**, President, HRAWI.



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OPENING

90-ROOM CLARION INN OPENS IN JAIPUR



Choice Hotels, one of the largest and most widespread lodging franchisors of the world, has inaugurated its new property, Clarion Inn, Jaipur. Located in Kukas, Jaipur, this 90-room hotel offers 10 suites, 20 deluxe rooms, and 60 superior rooms. Two banquet halls, a multi-cuisine restaurant, and an open lawn provide the perfect space for weddings, meetings, and events. **Suresh Kumar Gupta**, Managing Director, Clarion Inn, said, "The hotel is spread over 3,000 sq ft and work is under progress for an international spa and gym, expected to open soon. We are also planning to start other facilities like bar and café."

A rare fusion of Rajasthani culture and modern luxury, Clarion Inn, Jaipur, beautifully espouses and brings out the feeling that most modern travellers yearn for – a place decent enough to fit the title of 'home away from home'. Explore, rest, relax, and rejuvenate at this luxurious property.



LAUNCH

INTELLISTAY LAUNCHES THIRD BRAND, i-STAY HOTELS



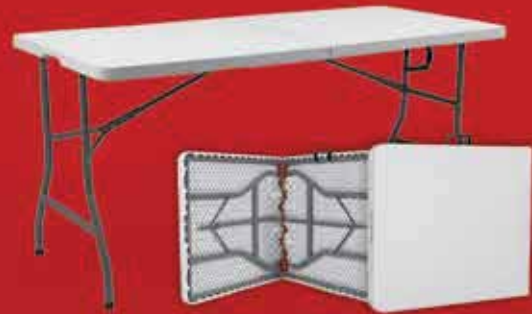
IntelliStay Hotels (IHPL) has launched its third brand, i-Stay Hotels, with its first hotel in Raipur, Chhattisgarh. Essentially a youth and transit hotel, the brand also provides shared accommodation for families and groups. i-Stay Hotels – Raipur Junction is located in the heart of the city, just beside the railway station. This central location makes it easy to access for transit-stay travellers.

"We strongly feel that the hotel will be a boon for railway travellers coming into Raipur from various inner locales of Central India. We also plan to take this concept forward to connect 100 major railway stations with i-Stay Hotels, through franchise, management contracts, and revenue share contracts," said **Prashanth Rao Aroor**, MD and CEO, IntelliStay Hotels.

IHPL is also looking to set up a network of i-Stay Hotels, Mango Hotels, and Apodis brand of hotels across Chhattisgarh, which has a lot of untapped potential for both business and leisure hotels.

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MERGER

HOTELBEDS AND TOURICO HOLIDAYS JOIN HANDS



Hotelbeds Group, a global bed bank and business-to-business provider of services to the travel industry, has announced plans for Tourico Holidays to merge with its bed bank business unit. **Joan Vilà**, Executive Chairman, Hotelbeds Group, said, "With the backing of Cinven and CPPIB, we are entering the next phase of our development since becoming an independent company back in September. Tourico Holidays has a well-deserved reputation for excellence and innovation and we look forward

to working with its experienced leadership team. The proposed deal will enable us to enhance our footprint, especially in Tourico Holidays' home market of North America whilst they will benefit from belonging to Hotelbeds Group's global network. Together, we will combine our best in-class technology and distribution expertise for the benefit of our hotel partners and clients. For the time being, both businesses will continue as usual, focusing on providing the best possible service to our partners and clients."



EXHIBITION

SATTE ENTERS 24TH YEAR

UBM India inaugurated the 24th edition of SATTE, South Asia's leading travel trade show at Le Meridien, New Delhi, followed by the launch of SATTE Awards 2017. This year, SATTE was represented by over 870 exhibitors and participants from over 40 countries and 28 Indian states.

Chief Guest, Dr. Mahesh Sharma, Union Minister of State for Tourism and Culture (Independent Charge), Government of India, along with Vinod Zutshi, Secretary, Ministry of Tourism; and Dato Seri Mohamed Nazri, Minister of Tourism and Culture, Malaysia, inaugurated the

show amidst an august gathering of the travel and trade fraternity. Speaking at the inauguration of this edition of SATTE, **Yogesh Mudras**, Managing Director, UBM India, said, "Our government has shown a lot of promise for the tourism sector with the recent Union Budget. Apportioning ` 3.9 lakh crore to infrastructure development, developing tourism zones in partnership with states, identifying 2,000 km of coastal roads for development, and granting ` 64,000 crore for national highways are such measures of the government that are bound to improve tourism and the general standard of living in the country."

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Debate on **REBATES**

Customers are always on the lookout for the best possible deals on hotel stays. Time and again, hotels offer discounts to attract more and more customers. One often wonders how helpful or harmful these offerings really are to business. We attempt to draw a clearer understanding of this tact by speaking to some eminent hoteliers.

Kanchan Nath



Arif Patel

Vice President- Sales,
Marketing, Distribution and Loyalty
AccorHotels India

E-commerce companies and OTAs essentially sell the same product, from the same merchant, to the same customer, at the same price. With no difference in merchandise, they often resort to price variation to attract customers. However, in my opinion, burning cash through discounts is not a sustainable model. While it may help with first-time customer acquisition, a very small percentage of these customers can actually be retained. AccorHotels has taken a tough stand on price parity, promising



Arif Patel

a “best rate guarantee” to its guests. If you book an AccorHotels property online, on any of the AccorHotels websites, and find a similar offer within 24-hours on another website for the same hotel, at a lower price, we will honour the lower rate and give you a further reduction of ten per cent. This goes on to demonstrate our commitment to price parity and how it is a non-negotiable point for us.

Millennial travellers are a crucial demographic to the hospitality industry due to their high travel spending. As luck would have it, they have shown a significant interest in these loyalty programmes, with as many as 63 per cent of them having joined a programme within the past year, versus 55 per cent of the general population, as revealed by research. The likelihood of a more loyal generation of travellers is increasing. In fact, research indicates that millennials pay more per night and travel out of their way to stay with their preferred hotel brand. With so many studies and years of marketing experience pointing towards innumerable benefits that hotels can reap in times of volatility, the

importance of creating loyalty programmes that are appealing to today’s generation cannot be underscored anymore.

At AccorHotels, we provide members with the most attractive rates through private sales reserved exclusively for them. Customer satisfaction is one of the group’s top priorities; we have created the “book with your points” function which allows members to burn their loyalty points directly online and attend exclusive cultural or sporting events with VIP status.

While consumer behaviour and their booking patterns continue to change, the importance of building loyalty programmes that are relevant to guests is crucial, given that loyalty and reward programmes have the potential to account for more than half of the hotel’s total reservations. With changing consumer behaviour and introduction of newer channels, loyalty programmes can be a key differentiation to building customer engagement for hotels and improving the bottom-line.



Greesh Bindra

Greesh Bindra

Regional General Manager, North & West India
IHG

With tremendous increase in competition in the Indian hotel industry, all hotel chains try to get onto the gravy train in order to boost their revenues and deliver desired financial results to stakeholders. Today, more and more hotels are signing management contracts and management companies are consistently endeavouring towards ensuring a considerable ROI for their owners. I believe that in a price-sensitive market like India, discounts go a long way in enticing consumers towards the services of a hotel.

That said, the strategy is completely market-driven and is based on the hotel's demography for a particular season. For instance, at a MICE hotel that is busy through the year, discounts would not have as significant an impact as selling packages would. On the other hand, in a leisure hotel that faces significant competition, offering seasonal promotions and discounts will definitely help in achieving positive variances and go a long way in boosting revenues for a fixed time span, depending on the duration and intensity of the promotions. This phenomenon



operates irrespective of guests being price-sensitive or not, as consumers of five-star hotel services are as conscious about the standards and levels of experience rendered as they are of the value rendered for their money.





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Ajay K. Bakaya

Ajay K. Bakaya
Executive Director, Sarovar Hotels and Resorts

The industry is constantly evolving and market dynamics are rapidly changing. It is now crucial to gauge and cease the customer's fancy, be it through deals or discounts. Customers are becoming increasingly aware of the products available to them and the feedback these products or services have received in the past. Booking cycles

are getting shorter by the day and hotels are exercising best available pricing strategies to lock in prospective customers. With hotel chains intensely competing with each other, discounts have proved to be a reliable factor for increasing occupancy and revenue. However, this isn't a long-term solution.



Thomas Abraham

Thomas Abraham
General Manager, Park Hyatt Hyderabad

These days, the word 'discount' has become a taboo and most businesses refrain from using it. Increasingly being replaced with the term 'value add-on' or 'benefit', hotels seek to create loyalty among customers by offering them these reductions. However, guests today are also looking at instant gratification. In the long-run, hotels certainly gain from giving these value-additions and

benefits. No business today gives discounts beyond its capacity. There is also a cap to ensure that the bottom-line is secured.

Staying on top of the game is as important as building a business. Today, customers have more to choose from and therefore, it is important for a business or brand to create value that keeps people coming back for more. Loyalty renews business and so it is wise to continue giving value add-ons to customers. Before a decision on discounting a product is made, it is extremely crucial for hotels to ascertain the purpose of it. A plethora of questions may need to be answered to arrive at a definitive conclusion, but it will prove beneficial in seeking clarity on matters.

Loyalty cannot be built on discounts, but business certainly can be. A hotel's ascertainment of its target audience or market is perhaps one of the key factors that define its strategy. Effective cost management and growth in business play a huge role in creating a healthy bottom-line. An approach focused only on offering discounts will not suffice the purpose.



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Rattan Keswani

Rattan Keswani
Deputy Managing Director,
The Lemon Tree Hotel Company

The viability of a discount depends on the situation in which it is being offered. Different situations call for different solutions. If discounts are packaged to encourage customised value, they help in improving bottom lines; if they are made available in the natural course, they limit price discovery matching true value. For rebates to prove successful, a hotel must carefully plan and design discount strategies in a way that proves most beneficial for them.



Vijay Wanchoo

Vijay Wanchoo
Sr. Executive Vice President and General Manager, The Imperial, New Delhi

Hotels offer discounts based on the published tariff of rooms, F&B, and other services. These discounts are guided by specific reasons, either being offered for frequent users or for encouraging people to become regular users. However, discounting should be limited as

excessive discounts lead to thinning of profit margins. The management must keep a tight control and a daily check on what is being offered, besides maintaining a clear-cut policy for proper optimisation. Such practices will help hotels achieve the desired outcome.



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On the road to discovery

Regional Presidents share their take on Union Finance Minister, Arun Jaitley's announcement of setting up five special tourism zones in the country. They also delve into the Indian hospitality and tourism sector, identifying potential markets of growth and upcoming cities of their respective regions.



Sanjay Sood
President
HRANI

RECOGNISING POTENTIAL

Budget 2017-18 had very little to offer to the tourism industry. The only noteworthy announcement made for the tourism and hospitality industry was the development of five special tourism zones anchored on SPVs (Special Purpose Vehicles) to be set up in partnership with states. However, lack of clarity on what or where the government plans to execute this project poses a doubt on its implementation.

The government recognises hospitality and tourism as a key sector with the potential to generate employment as well as forex.

GROWTH OF NON-GATEWAY CITIES

The major growth opportunities of our sector lie in development of non-gateway cities. These

cities are emerging as attractive prospective investment opportunities, with a focus on high economic growth, increase in infrastructure, and availability of manpower.

As economic growth and construction opportunities in the major cities of India are fast-approaching saturation, there has been a tremendous wealth transfer from metros and smaller cities to rural areas that are evolving as opportunities for future investments.

Growth opportunities in non-gateway cities of Northern India, like Jaipur and Chandigarh, arise from the gigantic gap between supply and demand. Key factors supporting growth in these cities include reasonable land costs, limited hotel supply, availability of low-cost manpower, healthy demand patterns led mostly by domestic visitation, and strong economic and infrastructural growth.

“Lack of clarity on what or where the government plans to execute this project poses a doubt”



Sudesh Poddar
President
HRAEI

TRANSFORMING INDIA DIGITALLY

Acknowledging that the tourism sector is a major employment generator with a multiplier effect, the finance minister mentioned that the next edition of the Incredible India brand marketing campaign, Incredible India 2.0, will be unleashed in the international market.

The government is rightly focused on transforming India digitally, and with its unwavering focus on tourism, we expect the sector to witness robust growth in the coming years. We are quite positive about the focus on rural infrastructure development, as we see a scope to promote rural tourism even further, especially for inbound tourists.

However, one needs to understand in more detail the concept of five special tourism zones that are to be developed in partnership with states.

EMERGENCE OF NEW DESTINATIONS

North East India must surely find a place in the list of STZs. The pristine beauty of the region remains largely unexplored. One of the major reasons for this is poor connectivity. Another factor is that most people in the northern, western, and southern regions of India are

“North East India must find a place in the list of STZs. The pristine beauty of the region remains unexplored”

unaware of its beauty. With better connectivity and sops for investment to hospitality and tourism sector, these problems can be addressed in the best interest of the area and the country.

Andaman and Nicobar Islands, too, are slowly getting their due recognition. With a beauty that is at par with the islands of Southeast Asia and those of the Caribbean, the Andaman Islands have the potential to be a dream destination for tourists and travellers alike. More tourists in these areas will not only help the country earn valuable foreign currency, but also help thousands of people in this area to get employment in the tourism and hospitality sectors.



Dilip Datwani
President
HRAWI

EXPLOITING OPPORTUNITIES

The launch of the Incredible India 2.0 campaign will result in greater tourist interest and inflow from overseas, creating a huge demand and opportunity for the Indian hospitality industry.

The proposal of setting up five special tourism zones will go a long way if executed with the spirit of delivering incentives with clear instructions to the states to not renege on the deliverables promised. Sadly, this has not been the case in the past.

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the service sector industry of India. Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country.

The demand-supply gap in India is very real and there's a need for more hotels in more cities. This phenomenon mostly pertains to the budget-hotel segment in the country.

Medical tourism in India is projected to touch the

\$4 billion mark this year. Availability of medical visa for tourists coming to the country for treatment has also given a fillip to the sector.

NEW TRADE-FRIENDLY TOWNS

The existence of a large number of temples, mosques, churches, *gurudwaras*, and monasteries in India beckons travellers to visit a country that is tolerant, spiritual, and most of all, united in diversity.

The western region has a number of cities and towns that are coming up to be more business and trade-friendly. Nagpur's strategic location at the centre of India has made it an important growth centre for the industry, ideal for the business of

“
Launch of the Incredible India 2.0 campaign will result in greater tourist inflow from overseas
”

banking, education, food manufacturers, and trade and cargo hubs. Surat, too, is ideal for the trade of diamonds, textiles, and diamond studded gold jewellery.

Vadodara is ideal for educational, petrochemical, pharmaceutical, cotton textile, and machine tool businesses. Its proximity to Ahmedabad makes it an ideal habitat for modern living. Indore, the mini Mumbai of Madhya Pradesh, serves as a trading, manufacturing, and financial hub for the state. Pune is ideal for education and real estate.



K. Syama Raju
President
SIHRA

CONVIVIAL ENVIRONS FOR PILGRIMAGE

Industry players hailed the government's proposal to establish five special tourism zones with a focus on rural infrastructure development and introduction of bio-toilets.

Tourism and travel will get a boost in the coming years with the government's impetus to set up five special tourism zones in partnership with states.

Further, the government has asked the railways to start dedicated trains for tourism and pilgrimage purposes, and allocated additional funds to the Ministry of Tourism for the integrated development of tourist circuits under the Swadesh Darshan scheme.

Thirteen thematic circuits have been identified for development, namely North-East India Circuit, Buddhist Circuit, Himalayan Circuit, Coastal Circuit, Krishna Circuit, Desert Circuit, Tribal Circuit, Eco Circuit, Wildlife Circuit, Rural Circuit, Spiritual Circuit, Ramayana Circuit, and Heritage Circuit.

Another ` 100 crore has been allocated for the Pilgrimage Rejuvenation

and Spiritual Augmentation Drive (PRASAD) and 13 cities have been identified for this. These are the cities of Ajmer, Amritsar, Amravati, Dwarka, Gaya, Kamakhya, Kancheepuram, Kedarnath, Mathura, Patna, Puri, Varanasi, and Velankanni.

As much as ` 412 crore has also been provided for promotion and publicity of the tourism ministry's varied programmes and schemes.

EXPANDING CITIES

The stability and wealth of a nation's economy is dependent on the success of various industrial sectors. The tourism industry has experienced massive growth in recent years, creating more jobs and becoming an important source of foreign exchange.

Southern Indian cities famous for temples and historical monuments have emerged as the top Tier-2 cities of India due to growth of IT, textiles, auto manufacturing, and tourism.

“
Southern Indian cities famous for temples and historical monuments have emerged as the top Tier-2 cities of India
”

Cities with growing economies and expanding tourism and hospitality markets would be Vishakhapatnam, Kochi, Mysuru, Vijayawada, Madurai, Warangal, Hubli, Coimbatore, Calicut, and Mangalore.

Promoting safety of FOOD

Consumers are increasingly opting for brands that promote well-being. **Deeki Muchhal**, MD, Cargill Foods India, helps us understand latest trends in consumer demands and how the brand assures safety of food to its consumers.



Deeki Muchhal

WHAT PRODUCTS DOES CARGILL OFFER TO THE HOTEL AND RESTAURANT INDUSTRY?

Cargill Foods India operates across a wide array of oils, fats, and wheat flour products catering to both B2B and B2C customers. The range we offer includes sunflower, soya bean, groundnut, mustard, and olive oils, and other bakery shortenings and margarines. Each of our brands, be it NatureFresh oils or *atta*, Gemini Cooking Oil, Leonardo Olive Oil or Rath Vanaspati, serve a diverse segment of customers. The hospitality sector has a heterogeneous audience, therefore, each of our clients choose that brand of ours that best suits their requirement. For Indian bakers, Cargill Foods India offers a wide range of solutions through its NatureFresh Professional brand that provides a premium and comprehensive range of bakery shortenings and margarines. This range caters to different bakery applications such as puffs, cookies, cakes, creams and more.

ANY PARTICULAR PRODUCT THAT DRIVES THE GROWTH OF THE COMPANY? IF SO, WHY?

All brands of Cargill Foods India play a vital role in the overall growth of the company and are amongst the leading brands in their categories and geographies. Two of our oil brands, Gemini Cooking Oil and Leonardo Olive Oil are the market leaders in India in their respective categories, with a market share of 27 per cent and 20.2 per cent, respectively. NatureFresh Professional bakery shortenings and margarines are also amongst leading national players. Each of our brands is highly focused on the customer segment it caters to. We have always endeavoured to get an in-depth understanding of our customer needs and work towards meeting them in the best possible way. We leave no stone unturned in ensuring that safe and good quality products reach our customers.

HOW ARE YOU EXPANDING YOUR BUSINESS WITH E-RETAIL?

Our products are available at all major modern trade stores, spread across the country. E-commerce has become the quickest way for consumers to shop and keeping that in mind, all our consumer brands are available at major online shopping portals.

HOW DO YOU ENSURE FOOD SAFETY AND COMPLIANCE WITH FSSAI REGULATIONS?

Food safety is at the core of everything we do at Cargill and it's fundamental to our success. We take a comprehensive, science and risk-based approach to food safety in our policies, operations, and supply chains. We recognise the importance of learning from and sharing with others, which is why we are part of the Global Food Safety Initiative, helping spread best practices across the globe. All our plants in India are state-of-the-art, combining the latest technologies in refinement with trained technical teams. All our processing plants comply with world-class international quality assurance and food safety standards, including HACCP and FSSC 22000.

WHERE DO YOU SOURCE RAW MATERIALS FROM? HOW DO YOU SUBSTANTIATE THE "MAKE IN INDIA" MOVEMENT?

Cargill Global is one of the largest business entities in the world that has a core competency in trade food commodities. We have been in the business for more than 150 years. We buy most of the raw materials needed for edible oil production through our in-house Cargill business associates, further ensuring compliance with the highest standards of food quality. Cargill works closely with its suppliers, wherever their facilities are located, to ensure that proper controls, quality, and food safety procedures are in place for all products supplied to Cargill India. Our sourcing policy has been built in accordance with global standards, again ensuring food quality and safety. Cargill, in India, has three plants and 18 tolling locations to cater to the needs of consumers.

WHAT ARE THE TRENDS THAT YOU ARE WITNESSING IN THE PROCESSED FOODS SEGMENT ACROSS INDIA?

Increasing urbanisation and rise in disposable incomes are expected to push demand for processed food even further. Also, with favourable economic and cultural transformation, shift in attitudes and lifestyles, consumers are experimenting with different cuisines, tastes, and new brands. Consumers are also switching to healthier alternatives. Today, food processing has become an integral part of the GDP and processed food has become an important part of our daily lives.



“ We leave no stone unturned in ensuring that safe and good quality products reach our customers ”

WHAT HAS THE GROWTH BEEN FOR YOUR COMPANY IN 2016, VIS-À-VIS 2015? WHAT ARE YOUR TARGETS FOR 2017?

We have retained our number one position as the edible olive oil brand in the country with Leonardo Olive Oil garnering a 20.2 per cent market share. We have held on to our leadership in Maharashtra with Gemini Cooking Oil holding 27 per cent share in the state, with 65 per cent share in Pune alone, as per a study conducted by Nielsen. We would also like to consolidate our position in the branded *atta* category and become number two in the next five years. Our brand, NatureFresh Atta, is rapidly picking pace in the large population markets of Delhi NCR, Maharashtra, Uttar Pradesh, and Bihar. NatureFresh Actilite Oil has been in existence for the last 15 years and ranks number two in the northern region of India. We plan to double our numeric distribution to 20 per cent in the focus markets of Delhi NCR, Haryana, Uttar Pradesh, Uttarakhand, Bihar, and Jharkhand by the end of 2017. Our target is to have high visibility and presence in these markets as the most preferred brand for low fat cooking. Even in our new specialty business where we are catering to bakers with NatureFresh Professional shortenings and margarines, we are fast expanding in a number of towns and states.

We are expecting an overall growth of 15 per cent, whereas the industry growth projection for the year is 6-8 per cent. In short, we are expecting to grow faster than the market.

Reforming **FOOD NORMS**



Dr. V Pasupathy

The Food Safety and Standards Act, 2011, has paved a new beginning for food safety standards in the country with innovations aplenty.



Food safety assurance has taken a turn for the better. Though there has been marked improvement in the guidelines laid down by the Act, there still exists some ground for improvement.

THE CHALLENGES

A number of concerns about the challenges being faced and difficulties arising in implementation of the Food Safety and Standards Act, 2011, have often been raised by stakeholders. While a number of fruitful meetings have happened in the recent past with all stakeholder organisations, a few concerns still seem to be doing the rounds. The most dominant of these are the guidelines provided under Schedule 4, Part V of the act, regarding hotels, restaurants, bakeries, canteens, caterers, etc. As per the regulation, Part V conditions are to be read with Part II, and this induces lack of clarity in understanding.

FSSAI convened a meeting of all Part V stakeholders and sought opinion on 3 major aspects:

1. Schedule 4 conditions
2. Inspection checklist for the same
3. Drafting contents and rolling out FOSTAC— the national programme for training food safety supervisors

One of the challenges for the industry, ever since its gazette notification in 2011, has been the view of the practical conditions of the industry and the uniqueness of each segment in our country. Such vastness and plurality, as it exists in our country with its geographical and traditional variations, demands fine-tuning of these conditions. FSSAI has very closely listened to our repeated pleas and constituted a group to recommend required changes to the Schedule 4 conditions.

Much of the resentment towards the law has not really been from the interpretation of the law but from the enforcement of it. This challenge has further been burgeoned by the gaps in the inspection checklist. Unless a clear science-based checklist is ready for mutual reference, there will always exist arbitrariness in inspection reports. FSSAI has asked stakeholders to draft a clear reference material for the same.

INNOVATIVE ADDITIONS

The Act has sought to take a contemporary approach to ensuring that food safety standards are met. It has formulated unique approaches and techniques for spreading awareness of what needs to be done and how it needs to be done.

REFINED TRAINING PROGRAMMES

The biggest step in recent times has been the decision to create a framework to train food safety supervisors across the country. FSSAI has created a concept called FOSTAC, which is a national portal for registration of training partners, trainers, and participants with complete details of training schedules and venues. The purpose

SCHEDULE 4: FRAMEWORK OF REQUIREMENTS

Personal hygiene, standard sanitation requirements, training, and staff health standards

Temperature and time limit for storing, handling, processing, serving, and transporting

Guidelines for facilities like drainage, ventilation, water, lighting, and waste disposal

Floor, wall, ceiling, and infrastructure requirements

Cleaning, housekeeping guidelines with pest and rodent control requirements

of the programme is to highlight the role of FSSAI as a facilitator, enabling the industry to empower its members through a structured, uniform, accredited national programme. In the years to come, it will prove to be the biggest industry empowerment programme and shall make a significant difference in creating and spreading awareness, a phenomenon that forms the backbone of food safety assurance for the country.

FOOD SAFETY BOARDS

There is, of course, a fourth responsibility that has been introduced to the industry— the self-declaration food safety board for customer food safety assurance. Though voluntary as of now, it may become a part of FSSAI requirements in times to come.

TESTING FACILITIES

FSSAI has a dedicated wing for testing facilities. The wing notifies labs and works on improving testing facilities by aiding government laboratories in upgrading ventures and undertaking several other tasks.

IN CONCLUSION

A number of concerns are yet to be addressed. The current statistics on agricultural produce standards available in the country have also to be published.

Food safety is a national duty, a combined responsibility that can successfully be implemented only through an inclusive approach. Let us not forget to applaud the stakeholder organisations that have played an active role in this endeavour.

(The views expressed in this article are of the author, Dr. V Pasupathy, Food Scientist and Expert, and National Advisor for FHRAI on food safety).



urchase TO

ROFIT

Squeezing out profits requires effective control of total costs, making the task of the purchase manager a difficult and important one. Some eminent spokespersons of the segment give us an insight into their line of work and the challenges they face.

Kanchan Nath



Sonica Malhotra
Joint Managing Director, MBD Group

ALLIANCE MANAGEMENT

Strategic sourcing is the cornerstone of a successful procurement department, but a collaborative strategic sourcing initiative produces even better results. Instead of merely sourcing materials for the purchasing department, we, at MBD Group, get 'internal customers' actively involved in the decision-making process. We solicit feedback and information from these customers regarding objectives and strategies, which includes functional areas such as finance and accounting, engineering, F&B operations, housekeeping, safety/health/environment, quality assurance, and other functions that contribute to the initiative's success. This approach not only ensures availability of supplies as desired but also results in lower costs, streamlined processes, and increased responsiveness to customer's changing needs. We work closely with suppliers to establish effective relationships by two-way communication. A more appropriate term for this practice is "alliance management", with representatives from both parties working together to enhance the relationship. An effective alliance management provides a mechanism to ensure that the relationship stays healthy and vibrant and creates a platform for problem resolution.

**GOING BEYOND
MINIMALISTIC PRICING**

Procurements are not executed by only focusing on purchase price but also on understanding the total cost of owning or consuming a product or service. Since purchase significantly deals with spend areas, the total cost of ownership becomes predominantly important and crucial in getting away from orthodox practices of receiving multiple bids and selecting a supplier simply on the factor of price. Total cost comprises of operation, maintenance, warehousing, environmental, quality assurance, and transportation costs, and the cost to salvage the product's value later on. It becomes more important when the acquisition costs account for only 25 to 40 per cent of the total cost for most products and services and the balance is other variable costs. Identifying and achieving the total cost of ownership can be possible if the collaborative strategic sourcing is carried out effectively.



Sonica Malhotra

“

The biggest challenge is searching for the right material at the right price, suitable for the unit

”

CHALLENGES IN PROCUREMENT

Procurement of spares for equipment that is not indigenously manufactured in India is a challenge, as suppliers do not keep stock of such spares and the lead time of such products is also high, acting as a bottleneck for smooth functioning. Another reason is that fabricated products of good quality are not available in India and the cost of such products is higher in comparison to their foreign substitutes. Whether the process followed is online or offline, the biggest challenge is searching for the right material at the right price, suitable for the unit. The market is flooded with companies, brands, and products rendering decision-making a complex procedure. The knowledge and responsiveness of suppliers and lead-time required for execution play a significant role in meeting deadlines.

THE LOGISTICS OF PROCUREMENT

In the hotel industry, the cost of raw materials

E-PROCUREMENT TRENDS

Over the past few years, professionals have replaced the age-old method of procurement with new and modern technology. E-procurement has helped in reducing the time taken for sourcing and ordering of products, and recording of data in the system. Audit records are easy to maintain and available at the press of a single button. Earlier, most of the work was done manually and more people were employed, resulting in higher costs. Now, with e-procurement, everything has become easy and convenient.

The hospitality industry has been slow in adopting the concept of conducting business electronically, but conventional methods are slowly making way for contemporary ones. We are still lagging behind when it comes to online bidding for perishable items. CAPEX items, however, are gaining ground for e-procurements. Another factor is the sheer



“E-procurement has helped in reducing the time taken for sourcing and ordering of products”

is quite high and a majority of consumables are of a perishable nature. As a result, one cannot exploit economies of bulk purchase. This increases the number of transactions, thereby increasing transaction costs. Another segment which has not evolved significantly is warehousing, typically dominated by small players with small capacities and poor handling, stacking, and monitoring technologies. Lack of proper warehousing facilities has a detrimental effect on procurement due to low space availability of cold storage chains and allied machinery.

lack of a decent online purchasing company that can be relied on. Several softwares have already been developed, one of them being Market Boomer that was launched in UAE, and allows purchasing managers to get details of every step of the manufacturing of a product. This is something to look forward to.

ESSENTIAL SKILLS

Arranging or categorising one’s spend in accordance with specific goods or services, and keeping in mind the quality, service, risk, and cost involved is an important requirement. Interpersonal skills that help establish a rapport and develop relationships with all key stakeholders, such as suppliers, customers, and colleagues are also equally important. Those who have the ability to negotiate price and delivery dates go a long way. They must also possess an ability to visualise and solve problems.

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Sanjay Verghese

Sanjay Verghese Director Materials, The Imperial, New Delhi

BEST PRACTICES IN PROCUREMENT **Suppliers**

Leverage your suppliers against each other so that competitive prices and terms are possible. Keep the supplier information up-to-date.

Stock

Ensure that ordering is only undertaken when stock needs to be replenished and that the stock is kept at its optimum level.

Deliveries

Deliveries must be tracked and all goods checked- in. Only quality items must be accepted.

LOGISTICAL HINDRANCES

Some of the key logistics and SCM practices that impact performance are related to estimation of customer needs, efficient and effective delivery, integration and collaboration throughout the supply chain, sharing of information, and use of specialists for performing specific jobs across the supply chain. All of these practices impact logistics and supply chain performance.

The Indian infrastructure comprising roads, railways, airports, seaports, ICT, and energy production units is poor in comparison to other countries. However, things are changing for the better at a fast pace.

The shift in service providers from merely movers of material to logistics and supply chain services has quickened in the past few years. Transportation costs in India account for nearly 40 per cent of the cost of production, with more than half the goods being moved by road. Trucking accounts for nearly 70 per cent of transportation and accounts for 60 per cent of all logistic costs. Road is followed by rail and finally coastal shipping. Rail has steadily been losing ground due to myopic government strategies and inherent inefficiencies.

FAST-GROWING TRENDS

Technology, whether from ERP, material management, or e-procurement systems, can help automate most of the process by streamlining the purchase process to a smaller number of larger orders that are easier to execute at lower transaction costs. Hotel brands and restaurant groups still think about procurement in an old-fashioned way because they're reluctant to share buying information with rivals. Anyone serious about gaining from e-procurement must look at the various software systems available both within and outside the hospitality sector.

INDISPENSABLE SKILLS

Procurement professionals should have skill sets in these four categories— technical, managerial, interpersonal, and individual. Strategic purchasing can help in gaining a competitive advantage through cost reduction, valuable information regarding supply trends, access to product and process technology, good relationships with suppliers, and improved quality and efficient delivery of materials.

“Technology, whether from material management or e-procurement systems, can help automate processes”

Indore



Kolhapur

Bhopal



Indore



Pune



Indore



Baroda

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We at **Sayaji**, would like to take this opportunity to thank all our guests for supporting us on our quest to deliver the best for all and making us achieve this success by being a valuable part of this journey.

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Vododara

Raipur



Vipul Shah

Vipul Shah
Materials Manager, The Taj Mahal Hotel, New Delhi

STRATEGIC COLLABORATIONS

We believe in a collaborative strategic sourcing where we consider it imperative to actively involve our internal customers in the decision-making process. This approach not only ensures availability of supplies but also results in lower total costs. It also helps in streamlining processes and an increased and efficient responsiveness to internal customers' evolving requirements. We constantly endeavour to focus on total cost of ownership and not just the price. We also ensure proper optimisation of the company-owned inventory by using warehousing concepts.

MENU ENGINEERING

In today's day and age, menu engineering is not just a methodology for carefully selecting items, managing pricing, and evaluating items on the menu. It is a practice that provides profitability. Today's customer is always looking for something different and innovative and to keep up to the expectation, menu engineering calls for designing of unique and distinctive recipes. Thorough decision-making facilitates this process. There is a need to understand that menu engineering cannot be considered as a substitute for rotation of food items, proper procurement or any of the other

kitchen operations. We need to make sure that none of them should negatively impact costs.

OBSTACLE-COURSE FOR PROCUREMENT

One of the major challenges in the hospitality industry is the procurement of kitchen equipment which needs to be imported. Spare parts are also not easily available in the market. Hence, there is a need to import each time, making it a time-consuming process altogether. As a result, it becomes difficult to make arrangements within stipulated time frames.

These days, customers have a growing preference for organic food items. In keeping with that, it has become necessary for hotels to provide them with an organic menu. There may seem to be a lot of organic options in the market, but only a few of them are certified.

LATEST SOLUTIONS

Procure-to-Pay (P2P) solutions are fast gaining traction. They act as a means to connect the process of procurement to invoicing operations. This is done through an interweaved flow of business that technologically automates the process of identifying a requirement, effectively planning, and budgeting procurement and payment.

The hospitality industry is still lagging behind in online bidding, the main reason being the perishable nature of certain products and their pattern of requirement.

“There may seem to be a lot of organic options in the market, but only a few of them are certified”





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Laksh Preet Singh

Laksh Preet Singh
Purchase Manager, JW Marriott Hotel Kolkata

FLUID PRACTICES

Procurement teams worldwide are abandoning the outmoded practice of receiving multiple bids and selecting a supplier simply on price. All factors that affect the total cost of ownership are taken into consideration. It must be noted that acquisition costs account for almost half of total cost for most products and services. The balance comprises of maintenance, storage, environmental, quality, and transportation costs. Hence, it is imperative to not just look at the base price but also at the total cost of acquiring the product. Today, the concept of best practices, irrespective of the industry it pertains

to, is a fluid one. The methods and practices that work during one period may not necessarily work during another. Business is dynamic and so must be our processes. Our concentration on best practices for procurement enable us to better manage our spend, streamline purchasing, and achieve higher margins.

What is necessary is the rapid identification and prioritisation of saving opportunities and improvement initiatives. There is a unifying theme that helps keep this simple— be an active rather than a reactive department.

“ Minimalistic pricing is an important element of the process of procurement, but not the most weighted ”

NOT JUST ABOUT PRICE

Minimalistic pricing is an important element of the process of procurement, but not the most weighted. We gather a lot of data in our systems, but what is important is how we make sense of this data, simply translated as how we collate, arrange, and manipulate the data to generate certain reports that help in crucial decision-making and understanding purchasing trends. A procurement head needs to be well-aware of the market and new developments in product technology, its uses, and the benefits it can help obtain.

LOGISTICAL CHALLENGES

The major challenge faced by us in logistics is inadequate infrastructure. Although massive developmental work has been undertaken on the main routes of transportation, such as the Golden Quadrilateral, doorstep delivery becomes a big problem due to deteriorating conditions of roads in the interiors of the country. Infrastructural problems like bad road conditions, poor connectivity, inadequate air and sea port capacities, and lack of development of modes of transportation have been constant irritants. Due to infrastructural bottlenecks, costs per transaction in the Indian logistics sector is quite high compared to those in the developed markets. Lesser economies of scale due to high fragmentation of the industry and lack of skilled labour are also major challenges for the logistic sector, invariably affecting the task of procurement in our country.

FASHIONING E-PROCUREMENT

E-procurement is the future for us. However, it has still not been able to create a firm ground for itself. We still rely on the traditional methods of paper-based tendering. This is primarily because the market that we are operating in is still dependant on traditional techniques. Small market players have slowly begun to warm up to technology but adoption of e-methods is still a few years away.



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Sanjeev Sharma

Sanjeev Sharma

Purchase Manager, JW Marriott Hotel New Delhi Aerocity

BEST PRACTICES

Comply with ethical buying practices and policy, leverage on cluster procurement options, give fair chance to small and medium enterprises, and also promote women entrepreneurship. Monitor procedures to ensure that invoices are paid in a timely manner and that reconciliation is done at appropriate intervals.

MORE THAN JUST PRICING

Procurement involves quick identification and prioritisation of saving opportunities and improvement initiatives. It is time to go beyond mere pricing and quality.



KEY SKILLS REQUIRED

- Building and developing supplier relationships
- Negotiation based on quality and cost, both
- Clustering opportunities

“ Procurement involves quick identification and prioritisation of saving opportunities ”



Sandeep Sethi

Sandeep Sethi

Materials Manager, The Gateway Resort Damdama Lake Gurgaon

DRIVING A DECISION

Supplier credentials and their ability to deliver desired materials per set specifications, their ability to fulfil statutory compliances, and deliver quality material within the stipulated time are some key factors that take the process of procurement beyond that of a mere pricing-based procedure.

REDUNDANT TECHNOLOGIES

The biggest challenge for us is to procure customised items since it is extremely difficult to find suppliers that will live up to expectations and deliver desired products. In a dynamic business environment where technologies become redundant by the minute, it is difficult to procure engineering items and replacement of older versions becomes challenging.

GROWING E-PROCUREMENT

E-procurement of desired materials directly through manufacturers and consolidators is the latest trend, providing enough opportunities for considerable savings and various other offers.



CHALLENGES IN LOGISTICS

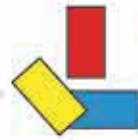
- Very few organised players
- Highly variable and taxable fuel cost
- Very few players for transporting specialised goods
- High freight cost for imports

“ The biggest challenge for us is to procure customised items from suppliers that live up to expectations ”

PERSONNEL TRAITS

An analytical ability, product knowledge, OPEX and CAPEX services, an eye for detail, and being in sync with trends and new technologies are essential traits of procurement professionals.

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Getting AbsorBED in tranquility

At the end of the day, what a tired traveller looks for in a hotel room is the luxury of a rejuvenating good night's sleep. Top hoteliers elucidate on trends in hotel bedding and linen that can help achieve just that.

Hotels seek to offer their guests with comfort and luxury. It is not just the décor of a room that they carefully invest in but also keenly look into the comfort that each element of a room must offer to guests. Bed sheets, mattresses, duvets, and pillows, each serve a unique purpose and hoteliers expertly select them to strike a balance between design and comfort.

Reetha Thomas

Executive Housekeeper, Radisson Blu MBD Hotel Noida

FEATHER-TOPPED FOR LUXURY

The elements of luxury hotel bedding generally include bed skirts, feather topper, flat sheet, and duvet with an ultra-plush poly insert. Bed skirts are a decorative solution for hiding box springs.

However, it is important to know the dimensions of the mattress and how much space is between the box springs and the floor. Feather toppers are a cost-effective way of adding a more luxurious

feel to your bed and can add years of life to an older mattress. Also, finding good quality 100 per cent cotton sheets with a high thread-count will help achieve the desired ever-so-soft cloud-like feel of a bed.

ENHANCING LIGHT WITH WHITE

White, as a colour, enhances both natural and artificial light in a room. Designs and patterns are more visible against white than they are against any other colour.



Reetha Thomas

PREFERRED MATTRESSES

- Springfit
- KingKoil
- Sleepwell
- Springwel
- Snoozer

PREFERRED LINEN

- Frette
- Reanco
- Bombay Dyeing
- Welspun
- Trident
- Welco International

Also, it makes everything in the room look brighter. According to colour psychology, white symbolises purity and perfection. Since curtains and upholstery already incorporate different colours, beds with white linen help break the colour scheme and add a certain serenity to the room.

The designs and prints which are in vogue for hotel linen are elegant and crisp whites with accented borders in tan or aqua, or vibrant brocade, damask, jacquard, and toile prints and patterns.

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Sanzeev Bhatia

Sanzeev Bhatia

General Manager, The Metropolitan Hotel and Spa New Delhi



PREFERRED MATTRESSES

- BeautySleep
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- Sleepwell
- Kurl-on

PREFERRED LINEN

- Premier Fine
- Bombay Dyeing
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PLUSH MATTRESSES

We use specially designed mattresses at our hotel. They feature quilted fabric with foam cushions and individually wrapped pocket coils offering a plush mattress to sink into for a good night's sleep.

We also use mattress protectors and a variety of pillows and cushions to make our beds more comfortable.

WHITE PERFECTION

We prefer using white linen as it is easily interchangeable and can be washed in bulk with other white linen. Another important fact to using white linen is that the need to change the room linen per the setting of the room is not essential. It goes with everything. White creates an atmosphere of calm. It is a timeless style that suits each style and era.



Guhaneshwaran V

Guhaneshwaran V

Executive Housekeeper, Grand Mercure Bangalore

ROTATING FOR COMFORT

We follow a mattress rotation schedule, effectively. Each time a new guest checks-in, we ensure that we understand their preference about the type of mattress they need. To make the stay of our guests more comfortable, we offer them a vast collection of special pillow selections, ranging from feather and foam pillows to poly-fill and hard pillows, and those that offer neck support. Additionally, we

maintain a database of guest preferences, ensuring unobstructed future stays at the hotel. Guests are also provided with a wide range of coloured bed linen in accordance with their preference for more personalised service.

PLAYING WITH COLOURS

We are not only using white bed linen but also have special coloured bed sheets for our long staying and



PREFERRED MATTRESSES

- Sealy Posturepedic
- Serta Suite Dreams
- Simmons
- SoBed
- Springwel

PREFERRED LINEN

- Trident
- Ranco
- Welspun
- Welco International
- Amoda

frequently visiting guests. From Gossamer Green and Parfait Pink to Sky Blue and Sun Shine Yellow, we offer a range of colour options to customers in our attempt to offer them a personalised experience with a touch of luxury. We also provide pink-coloured bathrobes to single lady travellers.



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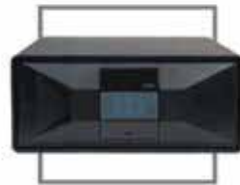
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Deepak Sarin



Deepak Sarin

Executive Housekeeper, The Taj Mahal Hotel, New Delhi

POSTURE-PERFECT

We pay close attention to each element of a room. We use Sealy Posturepedic mattresses that

have strategically placed wire coils to comfortably support the posture of the body.

For bed linen, we use high-quality, 300-thread count cotton, renowned for its softness.

PREFERRED MATTRESSES

- Sealy Posturepedic

PREFERRED LINEN

- Frette
- Trident

BREEZY LINEN

Our pillows and duvets are made of down feathers which are good insulators. We also offer our customers with a wide range of pillow options, each unique and useful in its own way.



Priyanshu Maheshwari

Priyanshu Maheshwari

Director of Services, JW Marriott Hotel Kolkata

MINIMISING DISTURBANCE

In the words of the Dalai Lama, "Sleep is the best meditation". We play a role in the health and well-being of all our guests by providing them Marriott Beds with 12-inch, high-density, open-poured polyurethane foam that helps minimise disturbance caused by partner-movement. Our mattress toppers are filled with down feathers and layered with plush cotton bed sheets that perfectly complement

each other. In my opinion, consistency makes guest experience both worthwhile and luxurious.

MAINTAINING PURITY

White symbolises cleanliness, purity, innocence, and goodness. This is why we prefer using white linen at our hotel. Guests visit hotels with a view to relax and rejuvenate and white helps us achieve just that by invoking a sense of purity and cleanliness in



PREFERRED MATTRESSES

- Sealy
- Hypnos

PREFERRED LINEN

- Standard Textiles
- Intermarket
- Welspun

their minds. Naturally, it also reduces the scope of error as staff members can deliver crisp and stain-free linen to each and every guest. Whites are easier to maintain and unlike other colours, their sheen remains intact when washed at the right temperature.



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Ajay Kanojia



Ajay Kanojia
Executive Housekeeper, The Gateway Resort Damdama Lake Gurgaon

A SYMBOL OF LUXURY

At our resort, we believe that bedding must remain consistent. White linen helps achieve this in the simplest way. We can easily pull out and replace

pillow cases, sheets, and duvet covers and not have to look for matching sets.

White linen is also easy to clean (can be washed at high temperatures unlike most coloured bedding), cost effective, and makes a room feel less cluttered. The bed is usually the single biggest item in a room. Hence, to make a room feel less busy, one must use white linen spreads. A symbol of luxury, white presents guests with a simple, clean, and inviting place to lie down.

PREFERRED MATTRESSES

- Sleepwell
- Kurl-on
- Sleep fit
- Sello Royal
- Duroflex



Mandeep Aasht

Mandeep Aasht
Deputy GM - Housekeeping (Corporate), The Lemon Tree Hotel Company

SPECIALISED MATTRESSES

Lemon Tree attempts to offer to its guests a comfortable and good night's sleep. Besides having adopted many initiatives to reduce noise levels and black out light, we opt for the most comfortable mattresses for guests. We are presently using 8-inch pocketed spring mattresses manufactured by Springfit. These specialised mattresses eliminate disturbance caused by movement, ensuring that guests sleep undisturbed. We also place a mattress topper on each mattress for added comfort. These

mattress toppers have a unique comfort layer that offers appropriate support to the back and spine.

SMOOTH SATINS

Satin bed linen is in trend these days. The fabric is expertly woven to create a silky smooth surface with a luminous sheen. It is known for its lustre and drape. Each element of bed linen incorporates this design. At our economy hotels, we use percale linen sheets. They have a matte finish and appear crisp. The fabric is lighter and more airy than most fabrics,



PREFERRED MATTRESSES

- Springfit

PREFERRED LINEN

- Trident
- Birla Century

making it ideal for the tropical Indian weather. We prefer using white linen as it gives a very pure and relaxed feel to a room. It is also easy to wash and maintain.

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Monika Singh Yadav



Monika Singh Yadav
Housekeeping Manager, Courtyard by Marriott
and Fairfield by Marriott Bengaluru Outer Ring Road

LASTING WHITES

The most critical service a hotel can offer is a good night's sleep and hence, the most crucial thing about a hotel is a comfortable bed. We are committed to ensuring our guests check-out with

a memorable in-room experience. We engage guests through unique, personal experiences that transcend luxury hospitality and create indelible marks in their lives. Guest recognition, personalised candles made by our housekeeping team, towel art, special birthday decorations, and hand-written personalised notes are some elements we add to our services. With a view to providing guests with a relaxed atmosphere, we use white linen that is a symbol of luxury. It does not fade and has a longer life cycle.

PREFERRED MATTRESSES

- Hypnos
- Hush
- Peps
- Springwel
- SanRoyal
- Snoozer



Preetam Butol

Preetam Butol
Area Housekeeping Manager, Narendra Bhawan, Bikaner

BOLSTERING COMFORT

We provide comfortable mattresses with a memory topper and mattress protector. We use linen bed sheets that are luxurious due to their high thread-count and blend. The linen thread-count for bed sheets is 300 and we also make use of duck feather pillows. For a cosier feel, we add bolster cushions and throws to the bed.

At Narendra Bhawan, we prefer using white linen as it is cool, fresh, and much easier to clean.

White signifies purity and hygiene and matches the interiors of the room. It is easy to identify stains on white sheets, thereby making the process of cleaning and re-washing faster and easier. It gives the guests confidence that the hotel keeps things clean.



PREFERRED MATTRESSES

- Sealy
- Hypnos

PREFERRED LINEN

- Standard Textiles
- Inter Market
- Welspun

One thing that guests often worry about when staying at hotels is that they are using items that other people have used before. They fear contamination. If things look crisp and bright, then their fear of catching something is diminished.

Smoking out **POLLUTION**

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- Increase in revenue as guests stay inside the bar or restaurant

S.N. Global, New Delhi, markets SmokePoint smoking cabins developed by Smoke Solution, Denmark. These cabins offer the perfect solution for air-conditioned areas as they convert tobacco smoke into clean air and stop the spread of harmful nicotine and odour. Guests can smoke in air-conditioned areas and not have to step out into unpleasant weather, thereby increasing the sale of beverages, considerably.

SmokePoint smoking cabins are equipped with fireproof ashtrays that can take up to 3,500 cigarette butts. They are sensor-based

and operational only when occupied, resulting in energy-saving. The cabins have a beautiful Danish design that requires no ducting and can be shifted easily. They are available in different models with a capacity of 6-14 persons. Smoke Solution India has also recently launched a model specifically designed for existing smoking rooms, to help remove the foul smell from them. SmokePoint cabins are ideal for hotels, bars, pubs, restaurants, shopping malls, multiplexes, offices, airports, and other public places. They make socialising enjoyable, without having anyone face the risk of passive smoking.

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PEPPERED

with taste & flavour

Condiments give food their flavour. They are agents of taste in salads, appetisers, and desserts. Some eminent chefs tell us how they continuously innovate on them to satiate fast-adapting Indian palates.

Kanchan Nath

It is not unknown that the unique flavour of Indian dishes is primarily owed to the plenitude of spices and condiments that are added to them. Aroma and zest is not all that these condiments bring to the table. They are rich in minerals and vitamins and high on nutritional value. Each condiment can be combined with another to bring out a unique flavour and tantalise Indian taste buds.



Chef Prem K Pogakula

Chef Prem K Pogakula Executive Sous Chef, The Imperial, New Delhi

DISTINCT FLAVOURS

In India, tastes and flavours change every 100-150 kms. Choices vary from culture to culture, region to region. It is not easy to list a few prominent flavours in this multi-cultured, diverse country. Each flavour is distinct and popular in its region and is loved by the community it belongs to. Nowadays, the more people travel, the more exposed they are to varied cuisines.

PERSONAL FAVOURITES

- Gunpowder and *ghee*
- Spicy chilli garlic and coriander *chutney*
- Sweet chilli sauce
- Honey mustard sauce
- *Tahina* garlic sauce



This results in the increase in popularity of regional cuisines at a national and global level.

It is really up to a hotel or organisation to conceptualise a specialty restaurant menu that caters to different palates. Staffing and training is also crucial to accentuating the authenticity of a region. For instance, mint *chutney* goes very well with *kebabs* while South Indian breakfast dishes gel well with coconut *chutney*, gunpowder, and *ghee* (clarified butter). North Eastern specialties, on the other hand, are mostly served with spicy chilli and garlic *chutney*. All condiments are healthy and nutritive in their own way, developed over many years, perfectly complementing the main dish. While working on recipes, local taste preferences are kept in mind.





Chef Sahil Arora

Chef Sahil Arora

Executive Chef, Renaissance Mumbai Convention Centre Hotel and Lakeside Chalet, Mumbai- Marriott Executive Apartments

BALANCING FLAVOURS

With more and more Indians travelling around the world and being exposed to new cuisines, their adaptability to new flavours has generously increased. Different cooking techniques also add to varied flavours and textures of dishes. In Asian countries, condiments play an important role in balancing the flavours of food. In India, particularly, this principle exists in all forms of food offerings, from starters to main course dishes. For instance, South Indian food is accompanied by coconut *chutney*, and North Indian food is often accompanied by curd or pickles.

Sauces and condiments that are increasingly becoming popular among Indians are mint *chutney*, garlic *chutney*, hung curd, tamarind, lime, raw mango, compotes, and pickles, among others.

Most condiments and sauces used to complement Indian dishes are there to enhance flavours, adjust spice levels, or simply to add tanginess to the food. However, condiments such as hung curd and chutneys also have nutritional qualities.



PERSONAL FAVOURITES

- Spring onion and tamarind *chutney*
- Hung curd and minced garlic
- Lemon pickle
- *Athania mirch*
- Gooseberry pickle



Chef Neeraj Tyagi

Chef Neeraj Tyagi

Executive Chef, Shangri-La's – Eros Hotel, New Delhi

PERFECTLY SYNERGISED FLAVOURS

In India, pickles and *chutneys* are condiment strongholds. Across the country and its vastly distinct cuisines, there are *chutneys* and pickles of every type. Pickles are a regular feature in almost every meal. Those made with seasonal produce are always packed with flavours. Similarly, there are so many different *chutneys* from the different cuisines of India. Mint *chutney* is easy to make, simple in its components, and extremely versatile.

PERSONAL FAVOURITES

- Hollandaise and béarnaise sauce
- Anything with fresh tomato
- Mushroom based sauces
- Aioli – a garlic and olive oil based sauce of Mediterranean origin



Dahi ki chutney, a yoghurt-based *chutney*, is a cooling condiment that perfectly suits a spicy *biryani* or even grilled meats. Before we talk about nutritive qualities, it is important to note that freshly made condiments have the highest nutritive value owing to their freshness. Try swapping ketchup for freshly made salsa. Salsa is not only denser in terms of flavour but also carries more nutritional value. It has a low calorie count of about 20 calories per quarter cup and is loaded with both Vitamin-C and Vitamin-A.

Mustard is yet another healthy condiment that is rich in Vitamin-E that promotes hair and skin health.





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Chef Mandar Madav

Chef Mandar Madav
Executive Chef, Conrad Pune

**VARIED REGIONS,
VARIED COMBINATIONS**

Prominent condiments used in Indian meals are ginger, garlic, chilli, cardamom, and coriander. Curry leaves and black pepper are also common flavourings extensively used in South Indian dishes. *Garam masala* powder is another popular spice in India but each culinary region has its own distinctive blend.

Indian condiment combinations are different in different regions. Dishes of North India are usually accompanied by *pudina* (mint) *chutney*, *dahi ki chutney*, and *papads*. South Indian cuisine includes a *chutney* called *Thuvaiyal*, made of lentil, coconut or tomato. Condiments also vary depending on the type of cuisine, i.e., vegetarian or non-vegetarian.

PERSONAL FAVOURITES

- *Pudina chutney*
- *Tomato chutney*
- *Dahi chutney*
- *Kairi ki chutney*
- *Til chutney*



Raw mango is an excellent source of Vitamin-B and Vitamin-C, proving to be highly beneficial in strengthening the immune system.

Sesame seeds are a good source of calcium, magnesium, iron, phosphorus, Vitamin-B1, zinc, molybdenum, selenium, and dietary fibre. They are also believed to have a cholesterol-reducing effect and prevent high blood pressure.

Bitter gourd is an excellent remedy for diabetes. It purifies the blood and is the ideal treatment for blood disorders.



Chef Vivek Bhatt

Chef Vivek Bhatt
Executive Chef, JW Marriott Hotel New Delhi Aerocity

COMPLEMENTING CHOICES

A harmony of flavours is essential to create the perfect dish. India, as a nation, is too vast to generalise the choice of prominent flavours. For example, North Indian cuisine generally veers away from sweet tasting main course dishes, whereas these flavours are present in main course



PERSONAL FAVOURITES

- Aioli with *kasundi*
- Tahini chickpea
- Caesar
- Mixed olive tapenade
- Extra virgin olive oil



dishes of Gujarat and Bengal.

The choice of condiments should complement the main course. They range from garlic and chilli-based sauces to fresh berries and super grains.

Oils from various seeds (walnut oil, avocado oil, peanut oil, herb scented oil, pumpkin seed oil, and the quintessential olive oil) are used to make a number of sauces. Middle Eastern dips are also finding a lot of favour these days. Not only are they rich in vitamins and fibres, but are also packed with energy that lasts an entire day.

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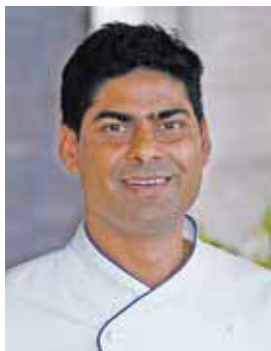
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Chef Raheel Ahmad

Chef Raheel Ahmad

Executive Chef, JW Marriott Hotel Kolkata

MELTING POT OF FLAVOURS

Indians have always loved their food, and each part of the country has a distinct set of spices and aromas that define its local cuisine. Hence, it's difficult to generalise prominent flavours, but what remains common across all Indian cuisines is the rich and complex melting pot of flavours.

Indian food is rooted heavily in the use of spices and layering of flavours, and condiments are inarguably an essential part of this experience. Some common condiments that are used to enhance flavour are *chutneys*, pickles, and some

raw vegetable salads. Lately, more and more people have begun to experiment with sauce and condiment combinations and are coming up with innovative pairings to complement the same old dishes.

These combinations have added delicious twists to age-old local and authentic options. For instance, regular hummus has now given way to beetroot hummus, to be served with Lebanese dishes; spiked mayonnaise dips have also replaced regular mayos in accompanying fries. Condiments and sauces not only tantalise your taste buds



PERSONAL FAVOURITES

- Green chilli-garlic momo sauce
- *Kasundi* mustard
- Mint garlic *chutney*
- Mango chilli sauce
- Sweet pineapple *chutney*

but are also composed of an impressive list of phytonutrients, essential oils, antioxidants, minerals, fibres, and vitamins that are essential for overall well-being.



Chef Anupam Banerjee

Chef Anupam Banerjee

Executive Chef, The Ritz-Carlton Bangalore

MAKING FLAVOURS BOLDER

Indians like to enhance their food with robust flavours and hence, take to condiments that add flavour to simple dishes. It is good to respect the

uniqueness of flavour of each region and keep dishes as authentic as possible. For instance, in South Indian dishes it is better to stick to flavours that are bold but those that people can relate to.

PERSONAL FAVOURITES

- Hollandaise
- *Harissa*
- *Kasundi*
- Peri peri
- Remoulade



When doing authentic Punjabi dishes, there are strong flavours that come into play but certainly different from the *chutneys* one finds in the south. Bengalis have a fondness for mustard and have developed their own mustard sauce or *kasundi*, which is at par with French Dijon mustard. One must always be mindful to not mix these flavours as Indian taste buds are quite used to original, authentic flavours.

As travel becomes more popular, Indians are discovering flavours beyond the ones they have grown accustomed to. Asian condiments inspired by Thai and Vietnamese cuisines are quickly gaining ground as also some strong flavours of sriracha and peri peri. Condiments act more as enhancers of taste than nutritional favourites. They are accessories that help make flavours bolder.

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Artistic WARES

Deepak Agarwal, Director, Clay Craft India, shares new trends in the tableware segment and the markets the company is all set to tap.



Deepak Agarwal

WHAT IS THE USP OF YOUR COMPANY?

Clay Craft focuses on quality and innovative utility products. We are a design-centric company that offers a wide range of products from dinnerware, tea and coffee serve-ware to mugs and gift items. Our USP may well be defined as quality ceramic-ware at affordable prices.

WHAT ARE THE TRENDS THAT YOU ARE WITNESSING IN YOUR INDUSTRY SEGMENT?

Casual settings have been the norm in our industry for a couple of years now. Both new and old hoteliers and restaurant owners are trending-it-up with innovative table setting ideas by employing mix-and-match concepts or placing brightly coloured dinnerware against a backdrop of classic whites.

WHAT ABOUT CHALLENGES AND COMPETITION?

Clay Craft is a design-driven brand. For us, focus on innovation is paramount. This can also be seen in the variety of products we

offer. Being managed by a team of young directors and professional sales-staff, we have become the leaders in the ceramic tableware segment.

That said, the unorganised market in our segment and cheap imports often act as a hindrance to our business.

WHICH NEW PRODUCTS DO YOU HAVE IN THE PIPELINE?

Clay Craft, with its continuous R&D practices, has always aimed at providing functional ceramic dinnerware with close attention to utility and design.

This year, we aim to bring in retro designs and mix them up with casual and classic trends to widen our range of innovative concepts. You will be able to see stylish, vibrantly-coloured dinnerware, platters, and accessories as well as a smooth, embossed plain-whites collection.

HOW HAS E-COMMERCE INFLUENCED YOUR DISTRIBUTION AND SALE?

The HoReCa (Hotel/Restaurant/Café) sector has not yet extensively explored e-commerce options. However, for our home and gift product categories, we have reached out to over 20,000 additional pin codes in the country with the help of e-commerce.

“

We aim to bring in retro designs and mix them up with casual and classic trends to widen our range

”

Supreme® FURNITURE

The all new!

MULTIPURPOSE FOLDING TABLES FROM SUPREME

Supreme - The undisputed leader in the moulded furniture market now launches yet another exciting product - 'Multipurpose Folding Tables'. Using the latest blow moulding technology for the first time in India. A concept relatively new in the country. These tables are available both in round & rectangular shapes in a variety of sizes & colours. Seven new tables have already been launched in this series. The blow moulding technology imparts extra toughness and a smooth finish to these table tops due to their double walled construction.

These tables are a boon for the catering & tent house industry as they are light in weight yet



Easy to fold leg frame.

very sturdy. Easy to store & transport, termite proof, weather proof and much more hygienic than the conventional wooden tables that are being used in the industry right now. These tables are also quite useful in the households as they are easy to fold and store. So one can use it for party & dining purpose as an extra table whenever required.

Now there is no need to hire a table from the caterer or substitute your dining table. When you need an extra serving table, just pull out the 'Supreme Folding Table' from your store and let the party begin.

All Supreme products comply with International norms & are created from the finest grade of virgin polymers & glass reinforced speciality polymers, the best additive and pigments offering true value-for-money to the customers.



Buffet Table



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The **BLUEPRINT** of design

H.S. Ahuja and Associates, an interior design firm based in Delhi, strives to convert the vision of customers into reality.

The interior design firm, H.S. Ahuja and Associates (HSAA), has a vibrant team of distinguished, well-experienced interior design consultants, interior designers, architects, and civil engineers that cater to markets across India and rest of the world. The company has been instrumental in the styling of bars and restaurants of varied themes.

All projects in India are designed and executed under the skilful eyes of our Vice-President and Senior Interior Design Consultant, Hema. HSAA gives end-to-end interior design solutions and services to hotels, restaurants, food courts, eating joints, and banquets. HSAA has also undertaken interior design projects of Shree Rathnam Restaurant Noida and Hotel Ramada Jamshedpur

Bistapur. With a strong presence in cities like Srinagar, Manali, Indore, Delhi, Gwalior, Siliguri, Darjeeling, Shimla, and Goa, the company has earned a good reputation for itself.

The company's team of experienced professionals has earned them turnkey projects from a number of national and international clients for residences, institutions, corporate offices, hotels, and restaurants. HSAA is committed to excellence in design that embodies responsibility and sustainability. Dedicated to the creation of custom interiors, the company prides itself on employing architectural design to find unique and aesthetically pleasing solutions.

Complete range of **F&B SOLUTION FOR HoReCa**

Food Service India Pvt. Ltd. (FSIPL) is a leading food and beverage solutions provider for the HoReCa segment in India. It carries forward a legacy of over 75 years from its parent group, VKL Seasoning.

FSIPL offers its products through five brands – Springburst, Chef's Art, Sunbay, Spicefield, and Marimbula. The team at FSIPL comprises of experienced chefs and sales professionals specialising in the HoReCa segment.

FSIPL offers three differentiated services to its customers – building food and beverage menu, standardising recipes, and in-kitchen demonstration and training.

Building food and beverage menu: As part of this service, an expert chef discusses and understands the vision of a customer's business.

The food chef then helps design the food menu and a beverage chef helps design a drinks menu for the business.

Standardising recipes: One of the major problems in any food business is maintaining the consistency of

taste. Due to changes in ingredient quality and variations done by different chefs, the taste varies. FSIPL provides solutions that ensure consistency of ingredients.

In-kitchen demo and training: FSIPL has a team of food chefs and beverage chefs to understand the unique requirements of each customer. These chefs visit customer kitchen and bar facilities to understand which solution best fits a customer's setup.



A dance of **FLAVOURS**

Chef **Salikaram Khamcha**, Executive Chef, Express Inn, Nashik, spills the beans on the nuances of cooking.

ABUNDANCE OF FLAVOURS

Each state in India has a different style of cooking. They are all unique in terms of food authenticity and flavour. While the basic ingredients of a particular dish may remain the same, the combination of condiments that each of them imbibes varies significantly. As a result, it becomes fairly difficult to establish few prominent flavourings used in Indian dishes. However, in my attempt to list a few, saffron and coconut would be favoured ingredients to bring out a unique taste and aroma in a dish.

MIXING IS KEY

At our hotel, we mix and match vegetables of different colours to make condiments. Vegetable pastes like those of beetroot, bell peppers, coriander, spinach, and mint are often used to come up with exquisite blends.

BACK TO BASICS

These days, Indians are not only exploring western cuisines but are also increasingly getting intrigued by the plethora of dishes that the various regions of India have to offer. People are going back to basics. Apart from ketchup and mustard, mint *chutney* and curd accompaniments are being savoured by Indians and foreigners alike.

PERSONAL FAVOURITES

- Fresh green and leafy vegetables
- Salsa
- Tomato ketchup
- Mustard
- Barbeque sauce



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EXECUTIVE EDUCATION, INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Revenue Management and Dynamic Pricing

May 2-6, 2017

A perishable service is one that cannot be used after a certain time. The potential revenue from an airline seat is lost if it is not filled by the time the flight leaves. A railway seat is lost if it is not filled by the time the train leaves. The revenue from a hotel room left empty for a night is lost. A rental car left idle during a day is a revenue loss. Airline seats, hotel rooms, and rental cars are some of the examples of perishable services. Some examples of perishable service providers are broadcasters and telecommunication companies.

Revenue management is a proven technique that helps service industries to maximize revenue. Coined as the "number one emerging business strategy" by the Wall Street Journal, revenue management is the art and science of price driven profit maximization. This programme on Revenue Management and Dynamic Pricing, perhaps the only programme of this topic in India, is being offered every year from 2004.

TARGET AUDIENCE

The participants of this programme are expected to be senior level executives who are responsible for maximisation of revenue. These persons will be either from the commercial sector, information technology sector or marketing sector. Persons who are engaged in developing pricing systems in hotels, airlines, car rentals, restaurants, internet service providers, movie theatres, casino broadcasters, healthcare, trucking, transportation service providers, energy, petroleum, sports complex and cricket associations, cruise liners, and manufacturing would find this programme extremely relevant and useful. In addition, this will be an interesting area for consultants to work on.



OBJECTIVES

- provide an insight into concepts of revenue management
- acquaint the participants with various tools and techniques used in revenue management
- discuss the practice of revenue management in various industries
- provide an understanding of how revenue management systems improve revenue
- discuss the technical and organisational challenges for implementing revenue management systems

Faculty chair: **Prof. Goutam Dutta**
Mobile: **+91 98251 08105**

For enquiries and nomination form, please write to Officer, Executive Education

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ELANPRO to launch product range at AAHAR, 2017

This year, Elanpro will be showcasing innovation with an orientation towards the environment. Keeping Indian weather conditions in mind, the company will launch two products from this range - SP and U-GO.

SP is a perfect solution for HoReCa operators. Available in one, two and/or three bowl configurations, it simultaneously prepares one or more products. Equipped with the patent iTank technology, the elegant design of the product is easy-to-clean and comes with a safety stop button.

U-GO is one of the most compact counter-top machines that can dispense both Soft Serve ice-cream and frozen yoghurt. Designed with a capacitive LED-lightened control board featuring three different consistencies, the machine allows products to remain fresh even at night when not in use. Its two models— Gravity and Pump are a

union of design and technology, available at good prices.

Tapping into the unprecedented growth of the stand-alone units and restaurants, we are bringing two new products, specifically for this sector- EIM 61BW, a portable ice machine, uniquely designed to work without an online water connection, and EIM 101TT, a 100 kg machine that has in-built top that can be used as a table top.

We market a comprehensive range of commercial refrigeration products and services that cater to the industrial, commercial, and hospitality sectors.



Indulgent LUXURY

Jackson Industries (India) has a long-standing commitment to quality. Their products are manufactured under the brand name Aqua Shui Water, and used by several hotels. **Gurdial Nayar**, Founder, Jackson Industries (India), tells us more.



Gurdial Nayar

WHAT MAKES YOUR PRODUCTS SELL?

Our products are paraben-free and we use natural aroma oils instead of synthetic fragrances. We are a one-stop shop for all room ancillaries and being a manufacturer, we can match customer demands by producing what they desire.

HOW HAVE THINGS CHANGED IN YOUR SEGMENT?

Hotels are now seeking branded bath products to add a touch of luxury to their bath amenities and overall experience for guests.

They are more open to buying our in-house brand, Aqua Shui Water, instead of getting their brand logo printed on the products.

Another major change that the industry is witnessing right now is that smaller properties are also wanting to take an entire basket of products. With time, it is getting more and more important to make the guest experience memorable. Guest amenities, being such an integral part of the guest

stay, is making hotels increase investments in good quality bath products. As a result, we now need to sample much more than we ever did before.

HOW DO YOU DEAL WITH CHALLENGES AND COMPETITION?

Being one of the oldest room amenity manufacturers in the industry, Jackson Industries, as a brand, has rarely had to face competition in the Indian market.

Our quality makes us a preferred brand. We have witnessed a similar demand in the international market.

ANY UPCOMING PRODUCTS?

With constant changes in customer requirements, innovation and a bigger portfolio of products are key to survival.

We are soon going to introduce handmade scrub soaps with eco-friendly packaging, especially designed for the hospitality industry.



Exciting SMART DINING & SNACKING SETS FROM SUPREME

Gone are the days of old wooden dining tables. Supreme brings you exciting options in plastic moulded furniture. A collection of vibrant, durable & termite proof dining & snacking sets.

Supreme understands the need of modern living and has created compact dining sets. A boon for cafeteria & restaurant owners. They are cost effective as compared to wooden furniture. Ideal for dining & cafeteria applications as they use less space, are quite comfortable in sitting, easy to clean and maintain.



Web with Olive Table

Oak Chairs with Marina Dining Table

Elegance & functionality made for each other. Oak Chairs and Marina Table make a perfect pair and adds class & style wherever displayed. Available in exciting range of colours, these sets blend beautifully with any contemporary decor. The combination is ideal for cafeterias, banquet halls, offices, restaurants and beyond. True value for money!

Web with Olive table

Web's unique modern design, complements the Olive folding table beautifully. Together, they are a great combination, making them ideal for poolsides, restaurants, cafeterias and lawns. Use it as a compact dining set or a snacking set just about anywhere.

'Supreme Premium Collection' of plastic moulded furniture truly spells class, wherever displayed. Chairs like Web, Diva, Omega & Oasis in this collection are shining examples of contemporary design besides the evergreen & useful Pearl series, Ladder & Antik chairs.



Oak with Marina Table

PROJECT CONSULTANT

We plan to build a PAN INDIA brand for sauces and other food additives and dips like mayonnaise, salsa, mustard and a wide set of such products. We intend to set up the food processing unit in North India and need a PROJECT CONSULTANT to advise us through the process of setting up the project from machines, ingredients and processes to the fruition of a premium marketable product.

The Consultant would be absorbed in the project on a long term in a suitable position if he shows cutting edge eligibility during the setting up process. Candidates with suitable industry experience and capabilities to run through the setting up process may apply immediately to set up a personal interview with the management.

We are currently an established brand of stationery and enjoy good brand salience across the country and are looking to add a new business vertical to the group.

Please share your details in strict confidence with amit@filexindia.com

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CARVED TO PERFECTION

◆ The Great Eastern Home presents its exclusive range of Chinese antique cabinets that are aesthetically and elegantly designed. Made with the highest quality Burma teak wood for longest durability, the collection highlights unique designs and exquisite carvings. Providing an opulent lifestyle has always been the core value of The Great Eastern Home and this extensive collection exemplifies it perfectly. The range is an amalgamation of inspirational ideas and innovative designs, expertly executed to enhance the beauty of your home.

FRESHENED ENVIRONS

◆ VitrA introduces its latest range of stylish WCs, VitrAfresh. The liquid cleaner tank on top of the WC pan adds liquid detergent to the flushing water, with every flush ensuring a fresh aroma while expertly maintaining hygiene and sanitation. The thermostatic stop-valve integrated to the WC pan allows users to mix hot and cold water coming from the bidet nozzle and fixes the water at maximum 38 degrees for added comfort. VitrAfresh is now available in Metropole, D-Light, and Nest series.



BEAN THERE, BLEND THAT

◆ jTierra! brings forth its newly-integrated offering, jTierra! Brasile 100% Arabica Espresso. An jTierra! Origins product, this special, single-origin coffee has been expertly blended to provide an intense, extraordinary, sustainable flavour. Each cup of jTierra! Brasile 100% Arabica Espresso exudes the intense liquorish flavour of Central American coffee beans and the delicate acidic aroma of South American coffee beans.



DIP INTO DELIGHT

◆ Cornitos launches its new range of lip-smacking Chunky Salsa dips, offering three variants of Hot, Mild, and Pineapple. A 100 per cent vegetarian product with no added preservatives, these gluten-free dips are a healthy snack available in wide-mouthed jars. Spoon a dollop of the dip onto any Mexican meal and enjoy a tangy kick.



THE MIGHTIER PEN

◆ Cross, known for its stylish and classified mechanism, adds a new edition to its Peerless series, the Peerless Fonderie 47 collection. This collection highlights black PVD plating with 23 KT gold-plated appointments. The cross disk used in the pens is made of steel transformed from an AK-47 destroyed in Africa. Each pen includes a certificate of authenticity signed by its creators and the serial number of the gun that was taken out of circulation to create the masterpiece pen.

DETOXIFY AND REJUVENATE

◆ uPamper2 from OSIM is an excellent combination of power-packed tapping massage, soothing warmth, and Gua sha massage, all in one compact handheld massager. The Gua sha massage session stimulates circulation with downward strokes to promote the body's detoxification process. This massager has been awarded the Red Dot Award, 2016, for its brilliant design and technology.



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Imbuing delightful AROMAS

Vedic Aroma Lab has been creating signature scents for leading hotels in India and abroad. **Vishesh Vijayvergiya**, Perfumer and Scent Branding Consultant, Vedic Aroma Lab, Lucknow, tells us more.



Vishesh Vijayvergiya

KINDLY TELL US ABOUT THE USP OF YOUR COMPANY.

Vedic Aroma Lab is part of one of India's oldest families in the field of fragrances. With a combined experience of six generations, spread across 150 years, we have an unprecedented knowledge of what the customer's requirement is and what would be the most cost-effective solution for the same.

We deal with all our clients directly and do not depend on agents. We have a dedicated aroma house and have the complete range of aroma solutions under one roof.

Our company is the first in India to launch an online portal that is dedicated to the hospitality industry and caters to their diversified aroma requirements.

WHAT ARE THE TRENDS YOU ARE WITNESSING IN YOUR INDUSTRY SEGMENT?

The industry's fragrance requirement is more intriguing than ever before. Thanks to internet and social media, the awareness surrounding aromas has increased manifold.

Hoteliers now explain their aroma requirements with an all new enthusiasm. More and more hoteliers are keen on implementing our strategic marketing practices, such as diffusing the aroma of coffee in a coffee shop, thereby attracting guests to come in and have some coffee, in turn increasing revenue. Another shift is from using basic fragrances to more complex accords.

WHAT CHALLENGES DO YOU FACE?

The biggest challenge is in educating the actual user of aromas – the housekeeping staff. Each aroma has different properties and each format has its own uniqueness and there should be a

harmony in the application for desired outcome. Using less or more can have a negative impact on the performance.

Challenges, we would say, are good for an industry to grow and prosper. However, the difficult part is that traders who have minimal or no knowledge venture into the Aroma business and often end up selling inferior quality or dilute the products to bring down the cost which in turn badly effects the performance. Rarely do they guide the hoteliers in the usage and effects of different scents. So, hoteliers end up paying and get a substandard or no desirable effect from the aroma.

WHICH PRODUCTS DO YOU HAVE IN THE PIPELINE?

We are actively promoting our division that creates signature scents, enabling each hotel to have its own, unique olfactory logo. There has also been a rise in the usage of odour neutralisers to combat the problem of cigarette smoke, etc.

Another concept that is now gaining acceptance is that of aroma gifts to be given to guests as souvenirs during their stay at the hotel. These gift-sets come in a variety of shapes, sizes, and prices, and offer several customisation options.

We are making an online programme that will enable hoteliers to visualise the aroma perceived to match a particular atmosphere, and help them select from a range of options and adjust quantities that suit their specific needs. Our perfumers will then use the same inputs to create a perfect blend and send across samples for approval.

As of now, we are focusing on selling products through our online portal.





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VINTAGE CARS AT BUDDH INTERNATIONAL CIRCUIT

The seventh edition of the 21 Gun Salute Vintage Car Rally and Concours Show was flagged off at India Gate, New Delhi, by General Bipin Rawat, Chief of Army Staff, Indian Army. Hundreds of vintage beauties then rallied through areas around Rashtrapati Bhawan, continued to the DND Toll Road, and finally assembled at Buddh International Circuit, Gautam Buddha Nagar. The legendary 1912 Rolls-Royce Silver Ghost, 1967 Phantom V, 1922 Moon, 1927 Lanchester, and 1933 Cadillac V12 7-Passenger Limousine, along with other handpicked vintage cars raced on the Buddh International Formula 1 racing track. Speaking at the occasion, **Madan Mohan**, Chairman, 21

Gun Salute Heritage and Cultural Trust, said, "The idea is to not just showcase our motor heritage but also explore the internal beauty of our country and the outlying rural regions that remain untouched."

After two days of heritage motoring indulgence, the third day of the show was dedicated to the overdrive. The category races and concours were open to spectators, who also enjoyed cultural performances like *Kathakali*, *Bharatnatyam*, *Ghoomar*, and Nagaland folk dance performances, scheduled in-between category races.



CULINARY ART INDIA, 2017, AT PRAGATI MAIDAN



Indian Culinary Forum, Hospitality First, and ITPO, in association with IFCA, is organising the twelfth edition of Culinary Art India, 2017, from March 7-11. The event will be held alongside AAHAR International Fair at Pragati Maidan, New Delhi. The five-day event will recognise excellence in culinary art. Renowned chefs from across the world will participate in the event as honorary guests and juries. Chef Willment Leong from Thailand will be presiding as the Chairperson of the jury in this year's competitions.

Chef **Davinder Kumar**, President, Indian Culinary Forum, said, "It gives me immense pleasure to announce the 12th Culinary Art India event, a professional culinary challenge where chefs are given a platform to demonstrate their culinary skills and improve techniques to meet international standards. ICF will constantly thrive to bring our fraternity closer and continue our commitment to encourage the betterment of the culinary profession in setting new benchmarks in the hospitality industry."

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CREATIVITY: The need of the hour

Keynote addresses by eminent personalities on the need for innovation in travel and tourism and building everlasting goodwill at IIHTTRC.

India International Hotel Travel and Tourism Research Conference, organised by Banarsidas Chandiwala Institute of Hotel Management & Catering Technology between February 17-18, 2017, was inaugurated with lamp lighting by Chief Guest, Gulshan Sharma and Guest of Honour, Nita Baluni.

The conference was also attended by Rishab Tandon, Human Resource and Training Manager, Crowne Plaza Today New Delhi Okhla; Bhupesh Kumar, President, IIHTTRC and Director, BCIMCT; Shusha Gupta, Shri Banarsidas Chandiwala Sewa Smarak Trust Society; Pradeep Gupta, Deputy Director- Administration, BCIMCT; and Alok Aswal, Convenor, IIHTTRC.

The annual Hospitality & Tourism Research Journal- Indian Journal of Applied Hospitality & Tourism Research, Vol. 8, and a book, 'Trends and Issues in Indian Hospitality and Tourism: Research and Innovation', were released during the inauguration ceremony.

Nita Baluni, Area Director-HR, North & West, SWA at IHG, spoke about the fast-growing travel and tourism industry and the various innovations of the hotel industry. Deliberating on similarities between the service and hotel industry, Baluni insisted on the need to build relationships with brands and concluded that with customer being king, the focus should always be on guests and their needs.



Gulshan Sharma, Director General, International Chamber for Service Industry, interacted actively with the audience and asserted on the importance of grabbing opportunities and using them to the hilt. He also spoke about the fast-evolving trend of cinematic tourism and its impact around the globe. According to Sharma, a focus on building relationships helps create everlasting goodwill. Professor **Phillip Xie**, Dean, Faculty of Hospitality and Tourism Management, Macau University of

Science and Technology, Taipa, Macau, China, delivered a keynote on "Creativity and Innovation in Hospitality and Tourism". He discussed about the uniqueness of hospitality and tourism in Macau.

He also went on to explain the challenges for the gaming industry, the opening of Studio City, transformation of the casino industry, creative tourism, and the advent of smart hotels and smart tourism destinations.

Xie also introduced new terms like "Bleisure" (Business and Leisure) and "Edutainment" (Education and Entertainment). He emphasised that everyone was looking for authentic experiences and that the future lay in mobile-ready services, more food and beverage options, and service-based luxury.

Parikshat Singh Manhas, Professor, The Business School and Director, School of Hospitality and Tourism Management, University of Jammu, gave a keynote on "Emerging Trends & Innovations in Hospitality & Tourism Industry: A Global Insight" which enlightened the gathering on when new products are brought into the market and what contributes to making them groundbreaking.

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PAUL STEVENS

Chief Executive Officer
Accor Plus

★ Paul Stevens has been appointed Chief Executive Officer of Accor Plus, AccorHotels' travel, dining, and lifestyle programme. Stevens joined AccorHotels, Australia, in 1997, holding several General Manager positions before leaving the group in 2004 and rejoining in 2005. From 2014, he assumed his most recent role of Vice President (Operations) for the mid-scale and economy brands, Upper Southeast Asia. In his new role, Stevens will bring his passion for food, beverage, and loyalty, together with his wealth of management experience to help grow the Accor Plus business across the region.



KESHWAR BHAGAT

Director of Sales & Marketing - India
Akaryn Hotel Group

★ Keshwar Bhagat joins Akaryn Hotel Group (AHG), part of the small luxury hotels of the world, as Director of Sales & Marketing – India. With a career spanning over 12 years, she is a familiar face on the tourism scene, having been an intermediary for the travel trade fraternity and various regions of France during her role as Promotions Manager for Atout France. Prior to this, Bhagat worked with the French Government in various capacities with the Consulate General of France and Promosalons. She will continue to be based in Mumbai to promote Akaryn's portfolio in India.



BHAWNA VERMA

General Manager
Courtyard by Marriott
Gurugram Downtown

★ Bhawna Verma has been appointed as General Manager, Courtyard by Marriott Gurugram Downtown. With an illustrious career of over 16 years, Verma brings with her immense experience in handling operations, guest satisfaction and engagement, and financial success. At Marriott, she will be responsible for overseeing and implementing high operational standards and driving performance across verticals of the hotel. Having worked with many renowned brands like Holiday Inn and Suites, Crowne Plaza, Hyatt Regency, The Imperial, and Taj Palace, she brings to the Marriott family thorough knowledge and experience in operations for leading the team in achieving the hotel's vision and strategy.



VINEET CHOPRA

General Manager
Radisson Blu Atria
Bengaluru

★ Vineet Chopra has been appointed as General Manager of Radisson Blu Atria Bengaluru. With more than 15 years' experience in the hospitality sector, he brings to the table a strong understanding of rooms and F&B with an excellent track record for staff retention. In his new role, Chopra will be responsible for the overall functioning of the hotel, creating visibility for the brand in the city, and establishing the property as a business hotel to drive corporate crowds for both short and long stay visits.

Form - IV
Statement about ownership and other particulars about newspaper FHRAI Magazine to be published in the first issue every year after the last day of February

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