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# Hospitality BIZ

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NOVEMBER 2022


VOL 15 | ISSUE 7 | PAGES 20



The rapid growth of  
**Asset-Light model**

# Hospitality BIZ

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**Ajay Wadode**

ajay.wadode@saffronsynergies.in | +91 8087127814/+91 8767031410

**Pooja Nalawade**

ooja.nalawade@saffronsynergies.in , +91 97690 52241

# Total 54 new hotels signed in FY22: JLL

HBI Staff | Hyderabad

The hospitality sector has witnessed a significant increase in hotel signings in FY22, up 63% from the year-ago, according to a report by real estate consultancy JLL.

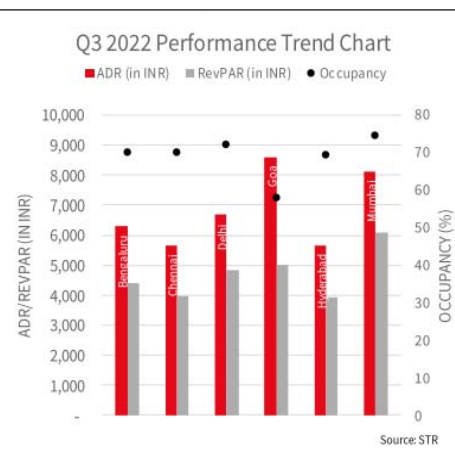
In all, 54 hotels, with 4,282 rooms were added during the year. While domestic operators signed 34 hotels, international firms were involved in 20 deals, the report added.

The Hotel Momentum India report said occupancies in the current quarter is expected to remain at optimum levels on the back of the wedding season, and leisure travel with the winter holidays expected to boost demand. Business travel, too, will be strong through the year-end, it added.

“We expect the hotel investment climate to remain buoyant in 2023 as hotel performances continue to strengthen. Hotels across major business and leisure destinations are performing either at par or at a higher level than the pre-covid RevPAR (revenue per available room) levels. This recovery has renewed confidence in the sector resulting in more development and investments. We believe this momentum will continue through the year-end,” said Jaideep Dang, managing director, hotels and hospitality group, India, JLL.

Key Hotel Market Performance			
Cities	Q3 2022		
	Change over same period last year		
	RevPAR change (%)	AOR change (pp)	ADR change (%)
Bengaluru	↑ 241.4	↑ 33.3	↑ 80.2
Chennai	↑ 123.6	↑ 23.1	↑ 50.3
Delhi	↑ 103.6	↑ 17.3	↑ 54.9
Goa	↑ 75.7	↑ 16.6	↑ 24.9
Hyderabad	↑ 140.9	↑ 20.2	↑ 71.1
Mumbai	↑ 114.4	↑ 11.8	↑ 80.0

Source: STR RevPAR: ↑ Increase ↔ Stable ↓ Decrease



India currently has around 150,000 branded hotel rooms.

RevPar for the sector saw 89% year-on-year growth in the September quarter, primarily driven by corporate travel. However, revenues per room fell 3.8% sequentially due to a decline in corporate travel in October given long weekends and festivals.

The company, though, said hotel room demand across business cities remained strong during the quarter primarily driven by Meetings, Incentives, Conferences and Exhibitions (MICE) and other business-related travel. Despite long weekends,

most business cities performed well with occupancy levels of 70% and also witnessed strong growth in Average Daily Occupancy (ADR) levels.

All six key markets witnessed strong growth in RevPAR levels in Q3 2022 as compared to Q3 2021, due to the comparable low base of last year amidst travel restrictions post the second wave of the pandemic. Bengaluru emerged as the RevPAR growth leader in Q3 2022 registering a growth of 241.4% over Q3 2021, followed by Hyderabad and Chennai with Y-o-Y growth of 140.9% and 123.6% respectively. ■

## Hospitality group Marriott International to add 13-14 properties in 12 months time

HBI Staff | Hyderabad

According to sources, Marriott International will be adding about 13-14 hotels in India under different brands in 12 months time, said a senior official.

“Currently, the Marriott is managing about 134 properties under different brands. Another 13-14 more hotels will be added in 12 months time,” Gaurav Singh, Market Vice President, South & East India, Bangladesh and Sri Lanka, said.

The group has about 60 agreements for hotels to open in the future.

In the markets overseen by Singh, Marriott will be opening the new hotels under brands like Courtyard, Sheraton, Tribute in India – south and east, Sri Lanka, and Bangladesh.

According to him, the new properties

in India will be in Meghalaya, Kerala, Karnataka, Telangana and other places.

He said that the tier II cities in India are offering good business potential and Marriott is tapping that.

Though the hospitality group is looking at converting an existing property to its own brand as part of expansion, Singh said almost all the upcoming properties are new ones.

About the business in India, Singh said it is good with the domestic travellers contribution being the major.

Queried about the business in Sri Lanka with the island nation facing economic turmoil, Singh said the nation has been going through tough times in the recent years – Easter bomb blast, Covid and now the economic issues.

“The island nation came out of the Covid pandemic early and the business in January and February was very good. In the last two months, the occupancy is about 50 per cent,” Singh said.

The hotels in the island nation get its business mainly from Europe. But with Europe facing economic issues, Singh said the focus is to promote Sri Lanka in the nearby regions.

Marriott is adding two more properties in Sri Lanka taking the total to four.

As regards the Bangladesh market, Marriott operates three properties and will be adding one more soon under the Sheraton brand.

The Bangladesh economy is doing well and its garment industry is good which gets the hotels their business, he said. ■



## ProWine Mumbai successfully concluded its second edition

**HBI Staff | Mumbai**

**P**roWine Mumbai wrapped up its second edition, held at the world-class Jio World Convention Centre on the 17th and 18th of October. ProWine Mumbai is a part of the globally iconic ProWein World and is jointly organised by Messe Düsseldorf India and All Things Nice.

The event rightly kick-started with the popping of Champagne Laurent Perrier and a ribbon-cutting ceremony attended by dignitaries from Consulate General of the Argentine Republic, The U.S. Consulate General Mumbai, Australian Consulate General Mumbai, Consulate General of France in Bombay, Consulate General of Ireland Mumbai, Consul General of Chile in Mumbai, ProChile Trade – Mumbai, Ambassador of Chile to India, Ambassador of Portugal to India, The Spanish Embassy, Consulate General of Ireland, South African Consulate General, Department for Trade & Investment – South Australia and Business France among others.

### SPOT ON TARGET

The event has witnessed an encouraging response from the industry with participation of over a thousand brands from across the world covering wines, spirits, craft beverages and allied segments. Participating countries include Italy, Armenia, Austria, Switzerland, Hong Kong, United Kingdom, Mexico, Finland, Germany, and India among others. ProWine Mumbai thrived on its comprehensive range of products from the wine and spirit industry and its visitors who turn this into success for their business. This concentrated decision-making competency opens doors for successful deals.

The range of exhibitors and countries represented on the show floor reflected India's

strong appeal to the global wines and spirits industry, including its key role as a gateway to do business in the region as seen by the growing participation of even lesser-known wine and spirits producing countries.

ProWine Mumbai featured over 150 companies showcasing 1000+ brands across 19 countries and 4140 attendees from the industry.

Thomas Schlitt, Managing Director, Messe Düsseldorf India states: "I am very delighted to see the stakeholders from the global Wines and Spirits industry converging at the 2nd edition of ProWine Mumbai 2022. With representation from national as well as international brands from 19 countries, ProWine Mumbai 2022 has set a new benchmark for the industry. For the first time, the winners of the India Wine Awards were felicitated during ProWine Mumbai Night, in association with the Sonal Holland Wine Academy. With a tasteful blend of Masterclasses, Exhibition and Networking night, ProWine Mumbai 2022 has, once again, successfully created a much revered platform for the industry to Meet, Network and Taste."

"This year ProWine Mumbai exceeded all our expectations. In its second year, we had a record number of exhibitors with participation from all over the world and a record number of visitors too. The Masterclasses were well attended and The ProWine Mumbai Night was a successful networking evening. We are intent on creating the biggest and most comprehensive platform – one that can compete on a world stage – to promote wine, spirits and craft beverage businesses, brands and awareness in India. We are humbled by the support of various governments and the eagerness to showcase their brands from local distributors and producers. We strongly believe that this is India's moment and we look forward to organising elevated editions of ProWine Mumbai in the years to

come", says Nikhil Agarwal, Founder – All Things Nice and Co-organiser of ProWine Mumbai.

The ProWine Masterclasses that ran alongside the show had a packed audience for all 15 sessions over the 2 days. The masterclass program was represented by eminent speakers from across the industry, a good mix of the veteran mentors and the young trailblazers introducing new trends, the best of knowledge and tastings that covered a range of wine and spirit categories. ProWine Mumbai gave the audience complimentary access to this experience.

Day 1 concluded with the ProWine Mumbai Night which brought under one roof, luminaries of the wine and spirits industry, leaders of hospitality, eminent media persons and key exhibitors to meet, network and taste. This year, ProWine Mumbai added the prestigious wine awards – The India Wine Awards by Sonal Holland Wine Academy to its foray. The winners of the best wines, both domestic and international, available in the Indian market were revealed and received their accolades with much gusto and cheering from the industry.

The night also felicitated some of the most revered women in the industry through a well curated panel discussion on 'The Rising Role of Women in the Indian Alco Bev Sector'. In addition, 'India Wine Insider' a white paper authored by Sonal Holland MW, emphasizing on the Indian wine market, was also released at the ProWine Mumbai Night.

Arth, Sommelier at United Beer and Wines, a visitor at ProWine puts the show in nutshell saying, "ProWine is the biggest beverage exhibition in India, can't miss it!"

The show concluded with high energy and positivity for the future of the drinks business.

The third edition of ProWine Mumbai is scheduled for 12-14 October 2023. ■



## ‘We are looking at expanding in Bhutan to further broaden our luxury offerings in the country’

The Kingdom of Bhutan recently reopened its borders after two and a half years. Now the country is eyeing the Indian market for tourists as it is one of the top source markets. Marriott International’s Bhutan operations leg, which offers the country’s top two luxury hotels, Le Meridien Paro and Le Meridien Thimphu. These two hotels are all set to welcome guests putting their best foot forward to present Bhutan as a ‘destination of choice’ for the travellers. The brand is also mulling to expand its luxury segments in the country. In a conversation with **Asmita Mukherjee, Arun Kumar, Market Vice President – North India, Nepal and Bhutan, Marriott International** explains...

### Q How important is the Indian market for Marriott in Bhutan? What percentage do the Indian tourists contribute towards your revenue?

One of the key factors which influence the Indian market is the proximity that Bhutan shares with India. It has always been considered as the preferred short-haul destination of choice for an off-beat travel experience, and Indian travellers have grown to explore unconventional travel itineraries and destinations. For Bhutan, India continues to be a major source market for tourists, and the reopening of the country bears greater significance for the markets which have thrived largely on short haul travel. For us at Marriott International, the Bhutan leg of operations has two stunning properties Le Meridien, Paro and Thimphu, one of the larger properties in the region which have often been the preferred choice among both the premium as well as frequent travellers. In this regard, Indians comprise close to 50-55% of inbound tourists, with the mix of guests consisting of traveller segments from across the globe.

### Q What are the marketing activities that you have planned for the Marriott properties?

A careful study on a travellers sentiment, often guides most of our communication effort across markets. In this respect, Bhutan which was largely away from a traveller’s cognizance needs the necessary push to bring back the same fervour around travel in this region. At Marriott International we are putting our best foot forward to present our guests with messages around the best experiences that Bhutan as a “destination

of choice” has to offer. While we’ve taken special care to ensure that the guests receive all possible information around our stunning properties therein, in all our channels and in our internal marketing collateral, including mailers to our esteemed Marriott Bonvoy members, the marketing initiatives are skilfully aligned to the same goal.



### Q Are you seeing any changes in the booking behaviour of guests?

Traditionally, most of the business is done through our travel agent partners both in Bhutan and India alike. But with the growing demand for destinations, guests have also explicitly shown interest in terms of exploring avenues to avail our stays and services. Over time there has been a notable change in the bookings recorded, with travellers now booking directly with personalized travel plans & itineraries and working out stays and reservations in personal capacities. Nonetheless, with the double-digit growth observed in traffic, the reservations continue to come through our vendor partners and travel agent associations.

### Q How attractive is Bhutan as a market for MICE and weddings?

The kingdom of Bhutan boasts of a

pristine environment with stunning and breath-taking landscapes, which makes it an absolute short-haul international destination of choice, not just for vacations, but weddings, honeymoons, and corporate events. Tucked away from the hustle and bustle of the city it provides a relaxing atmosphere for clear thinking and reflections. Both our Le Meridien properties in Paro and Thimphu offer the best in class services along with warm Bhutanese hospitality, which resonates perfectly with a destination aimed at becoming one of the first choices for destination weddings, events, team bonding sessions, seminars and corporate meetings.

### Q Marriott has two Le Meridien properties in Bhutan. Do you have any plans to introduce other brands of the Marriott Group in Bhutan?

Both our existing properties in Bhutan wonderfully showcase the rich Bhutanese culture and is the most appropriate reflection of the hospitality infrastructure of the region. Le Meridien Paro and Le Meridien Thimphu have become testaments of the Marriott properties which symbolise the ethos of craft and elegance. The reception that our signature properties in the region have received, gives us an optimistic view/ perspective to expand our portfolio of properties in the region. Additionally, we are looking at expanding in Bhutan to further broaden our luxury offerings in the country and to cater to the expanded set of premium traveller base who have significantly grown in number in the past couple of years. ■

*asmita.mukherjee@saffronsynergies.in*

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# Hospitality BIZ

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## EDITOR-IN-CHIEF & CEO

Sheldon Santwan

## ASSISTANT EDITOR

Prasenjit Chakraborty  
+91 9819263364

prasenjit.chakraborty@saffronsynergies.in

## EDITORIAL TEAM

Mumbai

## CHIEF SUB-EDITOR

Disha Shah Ghosh  
disha.shah@saffronsynergies.in

Hyderabad

## SR.REPORTER

Asmita Mukherjee

asmita.mukherjee@saffronsynergies.in

## CONTRIBUTORS

Anurag Yadav (Delhi)  
Nivesh Bhagtani (Delhi)  
Marcellus Baptista (Mumbai)  
Bhisham Mansukhani (Mumbai)  
Dominic CostaBir (Mumbai)

## MARKETING TEAM

Mumbai

## HEAD - SALES & MARKETING

Ajay Wadode: +91 8087127814  
ajay.wadode@saffronsynergies.in

## MANAGER

Pooja Nalawade : +91 97690 52241  
+91 78208 73901  
pooja.nalawade@saffronsynergies.in

## COORDINATION, SUBSCRIPTION & DATABASE

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

\*Responsible for selection of news under the PRB Act



Saffron Synergies

## MUMBAI

Sterling House, 5/7 Sorabji Santuk Lane,  
Opp. Dr. Cawasji Hormasji Street, Dhobi Talao,  
Marine Lines (E), Mumbai 400 002  
Tel: 91-022-6101 1700 / 701 Fax: 91-022-6712 1854

## CODE RED FOR CLIMATE CHANGE

*While global instructions make their grand entrances, minor yet firm and dramatic changes in hotels can herald a more efficient beginning.*

Ever heard about the 'grey rhino effect'? Well this is a term that has gained currency in the wake of Covid. It indicates an event or development that is sudden, almost cataclysmic, quite probable and yet neglected. Travel and hospitality has learnt the hard way how such an event can drive a knife in its vitals. No wonder there is a rush to frame protocols and actions to develop long term resilience to climate change in the business.

Unfortunately, this has yet to percolate down to the common denominator that forms a huge chunk of the industry.

The Sustainable Hotel Alliance has developed something towards that end. The Hotel carbon measurement Initiative, or HCMI is a methodology put in place to calculate a hotels carbon footprint.

The progenitors of the methodology recognise that the methodology has certain limitations, but it is designed to be applicable to all types of hotels around the world even those with no previous experience in carbon reporting.

While it assists in 'measuring emissions coming from activities such as travel but guests' travel to and from the hotel as well as employees' business travel, production of purchased materials and consumables, waste disposal and other outsourced activities except laundry are excluded from its ambit. This does tone down the rhetoric a bit but we guess it's still a process in the making.

Meanwhile the small placard in bathrooms regarding utilising less water and changing towels only if necessary has now turned into mere tokenism. Stricter and more creative solutions are needed for making a start. How about a discount in room rate for a commitment to not change sheets and towels for guests' brief stays? How about actually going totally paperless? How about bulk sized, refillable toiletries in bathrooms in place of those fancy miniature bottles and how about removing the bath tub?

Sounds rude? Well, The UN Secretary says it is a code red sign now. That urgency should better seep in fast for our own good.

Anurag Yadav  
Industry Expert

Anurag Yadav is a travel author and columnist, writing on hospitality and design. An avid traveller, he has published five books and divides his time equally between Delhi and London.

The views expressed in the column are of the author, and may or may not be endorsed by the publication.

## BRANCH OFFICES

### NEW DELHI

C/o Economic Research  
India Ltd  
D-100, 1st Floor,  
Okhla Industrial Area  
Phase - 1, New Delhi -  
110020  
Tel: 91-011-  
26810964/65/66  
Fax: 91-011-26810968

### BANGALORE

C/o Adfactors PR Pvt Ltd  
AL-LATHEEF, 2nd Flr.,  
No. 2 Union Street, Off  
Infantry Road  
Bangalore - 560 001  
Tel.: 91-80-4154 0382  
Fax: 91-80-4113 3059

### KOCHI

Poothully Lane,  
Poothully Junction,  
Mathai Manjooram Road,  
Kochi - 682014  
Tel.: 91-484-404 9871  
Fax: 91-484-404 9871

### CHENNAI

709 - 701,  
Bathari Road,  
Office No. 204,  
Prince Center, 2nd Flr.,  
Chennai - 600006.  
Tel.: 91-44-42655800  
Fax: 91-44-28552497

### GOA

402, Fourth Floor,  
Central Towers, Near Sai  
Mandir, Boca-da-Vaca  
Road, Panjim - 403001  
Cell: +91-9822100020  
**Harshad Bhonse**  
Head - Goa  
+91-8999047490  
harshadrhonse@gmail.com

### HYDERABAD

Saffron Media 302 Dega  
Towers, Rajbhavan Road,  
Somajiguda,  
Hyderabad: 500 082  
Tel.: 040-66103103

Printed and Published by Sheldon Eric Santwan On Behalf Of Saffron Synergies Pvt. Ltd, Printed At Indigo Press (India) Private Limited, 1c/716, 21 Bharat Crown Compound, A.G. Pawar Marg, Dadoji Konddeo X Road, Ghodapdev, Byculla (East), Mumbai 400 027 And Published From Saffron Synergies Pvt. Ltd. 902, Cozy Apartments Chs Ltd. Yari Road, Versova, Andheri (West), Mumbai 400 061. **Editor : Sheldon Eric Santwan**

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Despite being a chai nation, coffee culture has been quietly and steadily growing upwards in India. According to **Abhinav Mathur, Managing Director, Kaapi Machines**, coffee has become an art and a lifestyle beverage. But due to the huge demand, coffee is facing challenges like never before, from farm to cup. Mathur mentioned that unprecedented climate change sparks a domino effect over crop quality and quantity and due to the uncertainty; it is forcing roasters to compromise. Also the lack of the right information in time affects the product. In a conversation with **Asmita Mukherjee**, Mathur elaborated on the various challenges that the growing coffee industry in the country is facing.

## ‘Coffee industry is facing challenges like never before’

**Q India is transforming from being a chai nation to a coffee nation. As an industry stakeholder how do you view the transformation?**

India is mostly seen as a tea-drinking nation, with its famous filter ‘kaapi’ confined majorly to the southern parts of the country. With time came higher and more progressive standards, coffee became an art and thus garnered more price and became a lifestyle beverage.

This movement has led several cafes across the country to conduct detailed demonstrations on how to make coffee using various equipment. Restaurants across the country are realizing the importance of serving better coffee and cafes are now expanding their coffee menus further to provide an experience that is unique to the subcontinent by experimenting with flavours.

**Q As soon as Starbucks entered into India the whole scene of consuming ready-to-drink coffee changed. The consumers are now well aware about the various coffee variants available so their need has become varied now. As a stakeholder, how do you plan to suffice the need, as that requires skilled baristas in the country?**

Kaapi Machines was founded at a time when the café concept was just growing in India. The idea was to provide coffee businesses with the right equipment, training, and support to grow and thrive. The company has since grown and serves many top café chains, hotels and corporates and is considered a market leader in the

coffee equipment industry. With the advent of Specialty Coffee cafes like Blue Tokai & Third Wave Coffee Roasters, the choice available to millennials for their coffee brew has multiplied. With millennials demanding ‘Cold Brew Coffee’, ‘Nitro Brew’, ‘Syphons’, ‘Pour Over’ and other such coffee brews, the café chains are having to constantly innovate and upgrade their menu. We support the café businesses by launching products that provide multiple advantages – newer brewing techniques, great design, efficiency of operations and automation. Apart from the best-in-market coffee-making solutions, we also offer extensive barista training and espresso training for new café owners, café staff, coffee aficionados, baristas and anyone who wants to learn the art of making a good cup of coffee. Our espresso and barista training are centred on engagement and innovation that will run through the coffee-making process step by step.

**Q According to you, what are the challenges that the coffee industry is facing due to the upsurge in demand?**

Coffee is facing challenges like never, from farm to cup. Unprecedented climate change sparks a domino effect over crop quality and quantity. The uncertainty is forcing roasters to compromise. Lack of the right information in time affects the product. With growing consumption, the supply falls short. It is difficult to find out if the coffee industry is following ethical methods. More consumption is also leading to new challenges such as wastage of energy, harmful packaging, low wages, and an

increase in commodity coffees. As they now say, need is the mother of innovation, the coffee community continues to innovate – new farming techniques, efficient processing methods to new technologies in roasting and sorting, etc. These coffee innovations tell us the future will shine bright.

**Q What are the B2B tie-ups that you have?**

Kaapi Machines has had a very successful partnership with Probat (Germany), the world’s largest Coffee Roasting equipment manufacturer through a JV, under which we have been manufacturing Roasters for over 5 years now. There is interest from a select few international partners on various technical collaborations including possible manufacturing, and we may see some of those projects break ground sometime this year.

**Q Do you have plans to launch new products?**

Kaapi Machines has always been about innovation and technology and we have been working towards a very exciting product line-up. Our new product lines includes, Boiler-less Coffee Machine, Café automation products – to standardize and automate all processes including tamping, milk dispensing and even milk foaming; Rancilio’s new range – with patented Steady Brew technology; new cutting-edge Grind-By-Weight Grinders by Mahlkonig, the world’s iconic Grinder brand; and new products from the stable of WMF Germany for small and medium hotels. ■

*asmita.mukherjee@saffronsynergies.in*

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**For more details, contact:**

**Gauri Sawant: +91 8369080796**

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# 'We plan to add another 75 keys to our hotel portfolio'

Stotrak Hospitality is the brainchild of three hoteliers, Yogita, Manish and Pradeep who came together to give form to a vision of running a business to create experience-driven stays in the country. Having been founded in 2020, the brand has successfully managed to gain popularity among consumers within a very short span of time. It is currently operating/ managing 4 hotels in Uttarakhand and 2 hotels in Rajasthan. **Asmita Mukherjee** spoke with **Pradeep Shekhawat, Partner, Stotrak Hospitality** to know more about their plans for 2023 and beyond.



**Q What is the business model followed by Stotrak? Are you planning to adopt new business lines in the near future?**

We are currently operating on management consultation, revenue sharing and sales & marketing support models. For the initial 5 years, our plan is to follow a very asset-light model of operations.

Going forward we shall surely be exploring newer avenues of business, which will include leasing to long-term management contracts and even having hotels of our own.

**Q What is the number of properties that are owned by the group and how many properties are run by the brand? (Kindly elaborate)**

We are operating at 4 properties in Uttarakhand and 2 properties in Rajasthan. Our profile boasts 6 beautifully architected hotels such as Sukoon Retreat and Spa, Dakpathar, Uttarakhand; The Kenilworth, Mussoorie, Uttarakhand; Spice hotel, Selakui,

Uttarakhand; Rishikesh Grand, Rishikesh, Uttarakhand; The Earth Resort and Spa, Ranthambore, Rajasthan; and Desert Adventure camp, Jaisalmer, Rajasthan, which offers world-class amenities for guests.

**Q What are the new products that you are planning to launch? (Segment wise - Luxury/Leisure)**

We are planning to expand our portfolio in Himachal and in Jaipur.

One of our very special projects - Amyr's Estate, a luxury property in Himachal is coming up on the outskirts of Nahan, which is very close to the new Paragliding site approved by the Govt. of Himachal which has recently started operating flights from June 2022. This hotel would be purely a company-owned luxury hotel and we are planning to launch the operations by Diwali 2023.

Another property situated in Jaipur very close to Jalmahal, would be a boutique 18-room hotel, focused on the leisure segment.

**Q What are your market strategies to compete with other brands which already have a strong foothold in the same space?**

Our strategies have been very simple, to provide delightful services backed by unique products. Consistency in services being offered creates a niche space in the market for itself, that's what we have been able to do in the past two years. Providing our guests with a similar quality in all our hotels. Most importantly in today's scenario what is online sells it, hence we have a huge marketing team which is on its toes to provide us with the most visibility across platforms.

The industry experience of us three gives us confidence as well as strength to our properties to make memorable memories for our guests.

**Q Kindly let us know about the investment and expansion plans of the group.**

The group is currently investing in the project in Himachal and shall further keep expanding in a sustainable form, taking a step at a time is what we have mastered, being born during the covid-19 times.

We shall focus on strategic expansion which will give us footprints as well as help us add more unique experiences.

**Q What is the number of rooms that you plan to add by 2023?**

Currently, we are operating with a total of 160 keys in our hotels. We are adding another 20 rooms to our existing hotels. If all goes well we are targeting to add another 75 keys to our hotel portfolio in the year 2023. Also, we plan to expand into 3 more destinations.

**Q What are your goals for 2022-2023 and how do you plan to reach your target?**

Our goals for the year are clearly sustainability and creating more opportunities of being able to be environmentally sensitive. With the right type of associations, it has been easier for us to create these within our destinations, a few initiatives like the use of solar electricity, organic vegetables, rainwater harvesting and minimising the use of single-use plastic. Going forward these initiatives will be strengthened and we shall continue to add more such practices.

**Q Which geo-locations are you targeting to penetrate?**

We are targeting locations such as Jaipur, Udaipur, Kumbhalgarh, Mukteshwar and Goa. Our business development team is currently looking at various options wherein we are in talks with the hotel owners and other stakeholders. ■

*asmita.mukherjee@saffronsynergies.in*

As the market opens up after a hiatus of two years, hotel companies are inclining towards an asset-light model to expand faster in the market. According to BCG, asset-light models can deliver a better return on assets, lower profit volatility, greater flexibility, and higher scale-driven cost savings than asset-heavy models. While “light” is not always the right choice—and sometimes is absolutely the wrong choice—its applicability is growing. **Asmita Mukherjee** spoke with industry experts to know the pros and cons of being asset-light.

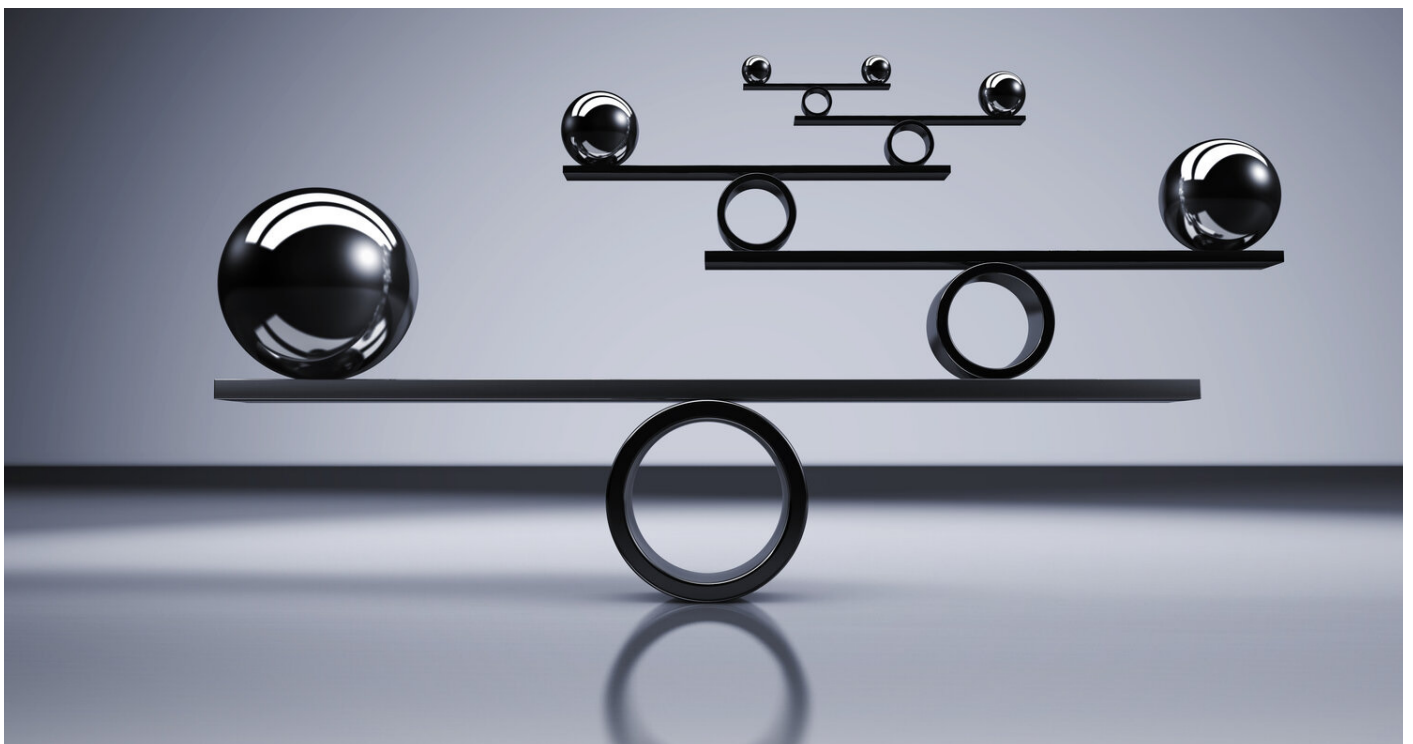
### RAPID EXPANSION: A KEY BENEFIT

The asset-light model involves managing and franchising (pre-existing properties) hotels rather than owning them which includes a complex and unpredicted timeline of the hotel to be constructed and operational. The reduction of this timeline along with many other factors results in rapid growth of brand presence.

According to Akhil Arora, Chief Operating Officer, Espire Hospitality Group, the asset-light model certainly enables a brand to expand rapidly, as soon as in 30 days, however being asset-light does not necessarily imply a reduction of time but a shift in capital investments. “The time required depends on the type of project. In case of brand conversion from one brand to another, it would definitely save time, but in terms of Greenfield and Brownfield projects, the property will take its due time to build. Our recently opened Country Inn Hall of Heritage, Amritsar is a prime example of this. It was an independent operational hotel, which we rebranded to Country Inn within a time frame of 30 days.”

Echoing similar thoughts, Basant Sabu, GM Development, The Fern Hotels & Resorts mentioned that being asset-light certainly reduces the time required to expand into new geographic locations. He said, “We were able to close a deal with 70 keys of existing property in Gangtok within 3-4 months of engagement. This enabled us to have a presence in North East India wherein we were not present till last year. If we were to build on our own, we would have required at least three years to go live. Similarly, we opened

# The rapid growth of Asset-Light model





**Akhil Arora**

Chief Operating Officer,  
Espire Hospitality Group



**Basant Sabu**

GM Development, The Fern  
Hotels & Resorts



**Atul Upadhyay**

Senior Vice President, Pride  
Group of Hotels

continued growth. “We are a growing and evolving brand that aspires to have a strong presence across India. Our asset-light model revolves around the expansion of our portfolio and brand presence in three ways, through management contracts, revenue share leases, and a franchised model,” he added.

### FUTURE PLANS

Most of the hospitality brands are careful about ‘putting all of their eggs in one basket’ although the asset light business model is definitely attractive, and instead

seem to be interested in following a balanced approach between being asset - heavy and asset - light.

Espire Hospitality Group is a prime example of this approach. The brand has divided its pipeline tactfully. Throwing light on the plans of the brand, Arora said, “With our robust pipeline and expansion plans in the next few years, we plan to focus more on an asset-light model. By 2025, our portfolio will be 20% owned, 40% lease and 40% on management contract.”

Although, The Fern is majorly focusing upon being asset-light, they are exploring other options as well, informed Sabu. The brand is launching its first owned property by acquiring a 51% stake in an under construction 108 keys upscale hotel in Jambughoda, Gujarat which shall commence operations next month, branded as Bhanu The Fern, Jambughoda. “We are open to looking at acquisition opportunities going forward as well which meets our investment criteria,” shared Sabu.

Upadhaya informed that The Pride Group is now looking at an approximate 1:2 proportion of being asset-light and asset-heavy. “The Pride Group performed exceedingly well in 2021-2022 compared to 2020-2021. There are many factors that influence profit margins, but not all of them are quantitative. The asset-light model helps increase the portfolio, as the profits are expected after ample patience,” he said.

Sharing a key topline factor which sways decisions, Arora stated that in terms of hotel operational profitability, having an asset-heavy model is surely more profitable than compared to an asset-light model.

According to Upadhaya, while the asset-light model is very helpful to move faster and achieve long-term sustainability, however, asset-heavy models have higher margins due to their exclusive nature. But the key con in asset heavy models is the heavy CapEx. “In the initial period of the asset-heavy model, huge capital expenditure is needed to start and succeed,” he stated.

While explaining his perspective Sabu said, “There is limited upside in going asset heavy in Tier I cities of India given the land and construction costs prevalent currently. However, there is a theme we are working on named “Explore the Unexplored”. Herein we see that there are many leisure locations which are not explored to the full extent currently. If we can be the first mover in those territories, firstly we will be able to acquire land at decent valuations and through the upside, in performance, we can increase the valuation of those assets as well. We are open for such opportunistic acquisitions going forward.” ■

*asmita.mukherjee@saffronsynergies.in*

a 68 keys property “The Fern Residency Katra-Vaishno Devi” this year in the month of October. This was again an existing property which we rebranded and made operational under our brand after 6 odd months of upgradation and minor renovations. This again would not have been possible in asset-heavy models.”

Sharing his brand’s usage of the asset - light model, Atul Upadhyay, Senior Vice President, Pride Group of Hotels said being asset-light helped them to launch new properties in Vadodara-Alkapuri and Manjusar, Udaipur, Bhopal, Somnath, Sasan Gir, and Mussoorie.

### BUSINESS MODEL

The Fern (upscale segment offering) and The Fern Residency (midscale segment offering) have primarily been asset-light since the inception of the brands during 2008-09. While explaining the brand’s business model, Sabu said, “We only engaged on a management contract basis with the prospective hotel/resort owners. In this model, the asset continues to belong to the owner, however, we as a brand take ownership of the entire day-to-day operations of the facility including sales, marketing, recruitment, training, etc. In essence, we are responsible for the P&L of the hotel.

Explaining that running a hotel based on an asset-light model is not an easy task, he added, “We need to deliver on the Gross Operating Profits (GOPs) as agreed during the start of the financial year for us to continue the engagement. If we deliver on our operational and financial commitments, the contract continues or else the ownerships have termination rights if we don’t perform as per contractual terms. In this model, any upside or downside in the performance belongs to the owners, as operators are remunerated with agreed-upon management fees basis the total revenues and total GOPs we make during the financial year. We at present have 5000+ keys with 90 hotels and resorts on a pan-India basis out of which 89 hotels are on a management contract basis only.”

Sabu informed that they have identified a few brands under The Fern’s umbrella that suit the business model. “The Fern (Upscale Hotel/Resort), The Fern Residency (Midscale Hotel/Resort), Beacon (Economy Segment Hotel/Resort), ZINC by The Fern (Upscale Lifestyle Segment Hotel / Resort), The Fern Habitat (Serviced Apartment offering) and ZINC Journey by The Fern (Lifestyle segment boutique Hotel/Resort) shall be our brand’s which are well positioned to tap opportunities in each of the segments going forward,” he added.

According to Arora, the asset-light model that his brand has planned to follow will enable them to expand rapidly and drive

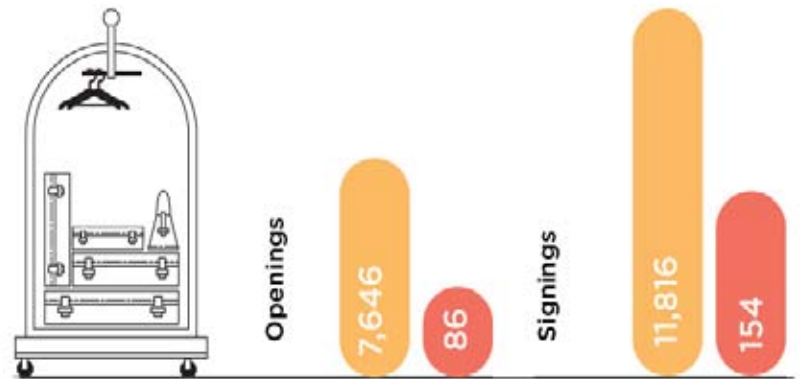
## Increasing corporate travel, relocation business, small meetings, and staycations are the main demand drivers; HVS Anarock report

HBI Staff | Hyderabad

According to HVS Anarock's Hotels & Hospitality Overview (H2O) October 2022, the Indian hotel industry's performance bounced back in September 2022, following a seasonal dip in August 2022. The report also said that corporate travel, relocation business, and small meetings, as well as the staycation and visiting friends and relatives (VFR) segment, which has increased in recent months, were the main demand drivers. The strong recovery in demand is driving consistent increases in average room rates, which along with RevPAR continue to be higher than their pre-pandemic levels for the month. Mumbai and New Delhi remain the top markets with occupancy rate crossing 75% in September 2022, said the report. ■

### Branded Hotels<sup>3</sup> (YTD September 2022)

By Keys  By Properties 



<sup>3</sup> Data collated by HVS from 20 hotel operators and media reports as of 21<sup>st</sup> Oct 2022 Year-to-Date (YTD)

### Hotels Sector

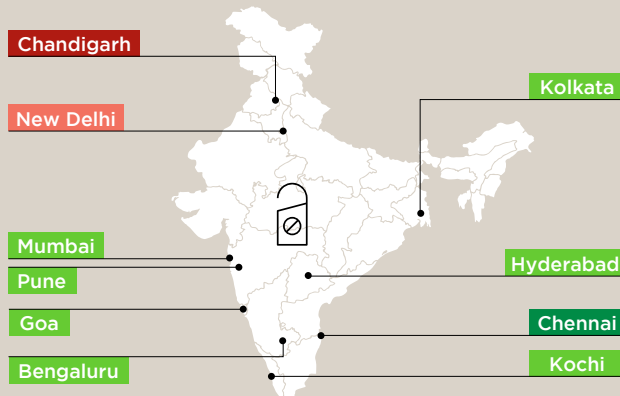
Key Stats (India Average)

	Sep 2022	Sep 2019	Sep 2021	Aug 2022
ADR	₹ 5,900 - ₹ 6,100	↑ 7-9%	↑ 43-45%	↑ 1-3%
Occupancy	62% - 64%	↓ 1-3 pp	↑ 12-14 pp	↑ 2-4 pp
RevPAR	₹ 3,658 - ₹ 3,904	↑ 4-6%	↑ 81-83%	↑ 6-8%



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

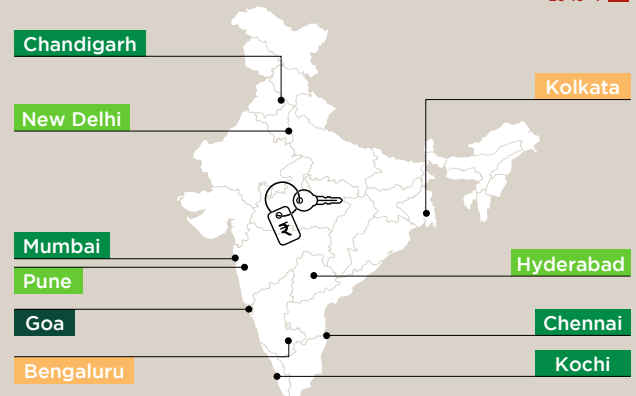
Key Indian Markets (Change over Sep 2019)



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

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

Key Indian Markets (Change over Sep 2019)



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

Source: HVS Research

# Brands continue to grow Y-o-Y with a larger share than same time in 2019 : Amadeus

HBI Staff | Hyderabad

According to Amadeus Hospitality Market Insights Report- South Pacific is leading occupancy into November and is aligned with 2019 levels, worldwide. Only the Middle East and North America are pacing ahead. Booking windows, except for China, continue expanding to longer lead times. There is a strong share of Group business for November with almost the same number of confirmed groups as in 2019. Brand continues growing year on year with a larger share than same time in 2019.

The US is on pace with 2019 and Canada is ahead of 2019 pace for November, with Group business contributing more to the overall market segment mix. Forty percent of US room nights committed are Group, exceeding 2019 contributions of thirty-six percent.

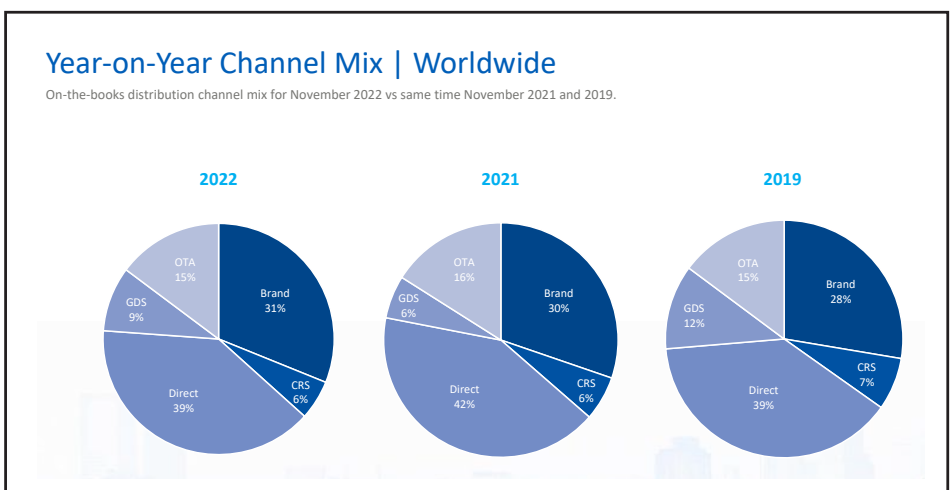
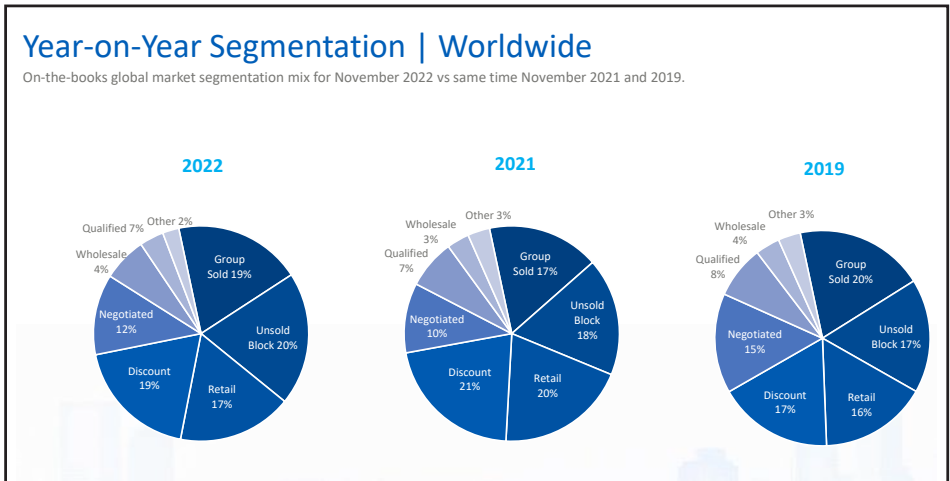
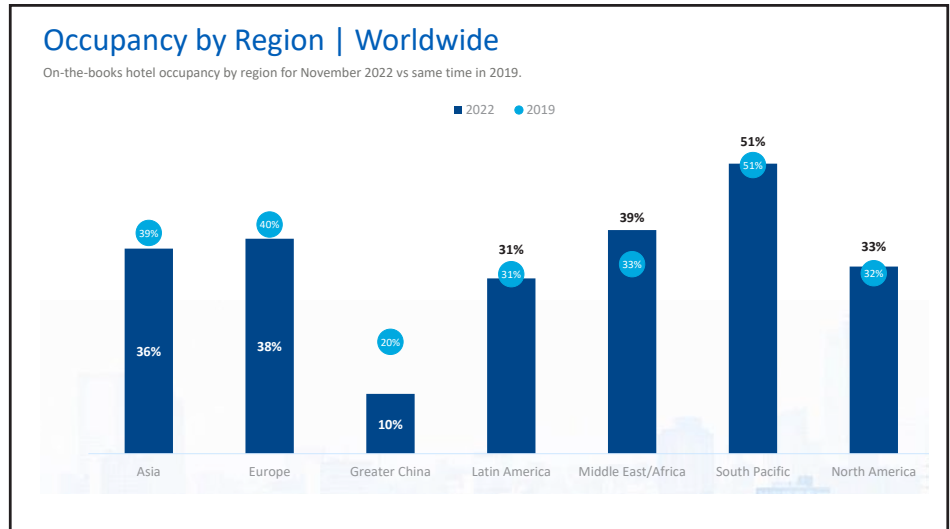
China occupancy drops for the second month in a row, yet with Blocks, Groups Sold and Direct booking shares larger than pre-pandemic.

Throughout the rest of Asia, Tokyo followed by Singapore is leading occupancy in November, aligned with and exceeding 2019 occupancy levels. Retail and Brand are exceeding 2019 shares whilst Negotiated and GDS are almost at the same share.

Europe occupancy has been aligned with 2019's levels since May and will remain aligned until the end of the year with strong Retail and Brand. GDS are picking up at almost the same share as November 2019.

October in the Middle East was the region's second busiest month this year, with levels exceeding 2019 occupancy since May and throughout the rest of the year. Cape Town leads occupancy levels in November, followed by Abu Dhabi.

Latin America remains at almost 60% occupancy, which has been slightly ahead of 2019 since April. ■



# Changing Target Audiences | Skilling The Chefs' Brigade

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



In my last column, I outlined the great opportunity for skilling chefs - to continue eating together as a healthy nation. The juggernaut of interest and admission related impasses can be addressed by thinking laterally about target audience sourcing.

Much skilling in our ecosystem, follows the 'guru-shishya' or 'ustaad-shahgird' skilling mechanism. A profusion of emerging learning methodologies, have opened up multiple interest groups. Since cooking is an unbounded skill, encapsulating interest groups into distinct target audiences, could open new sources of talent. These can be incorporated into our talent inventories, to showcase culinary expertise in a wide variety of consumption formats.

Spontaneous Skilling Systems are omnipresent but are likely to be driven by unstructured learning and intuitive compulsions. It finds expression in outstanding talents hidden away in domestic confines, while the more enterprising ones incubate micro-small and medium enterprises. They add silently to a large nutritional contribution as the nation eats, however selectively. On the other hand Structured Skilling Systems based in institutions are diminutive. Much of the professional orientation towards skilling, is therefore cradled in organizational skilling routines for customized impact. The emerging target audience landscape, must therefore been seen in this context of skilling chef talents laterally.

Professional chefs often obscure self-taught audiences, which learn commonly from face

to face absorption or even definitively lean on digital and/or social electronic resources. There is abundance of such digital content, because aesthetic and experimental cooking has gained prominence in post pandemic living. The challenge is to identify these multiple interest groups from the grid above, using this mapping to find talent in the cross hairs. Structured Skilling Systems could enhance capacity to concentrate on hybrid professional audiences. Spontaneous Skilling Systems on the other hand, can leverage market opportunity to skill small, but scale high impact TAs as a priority for cooking talents.

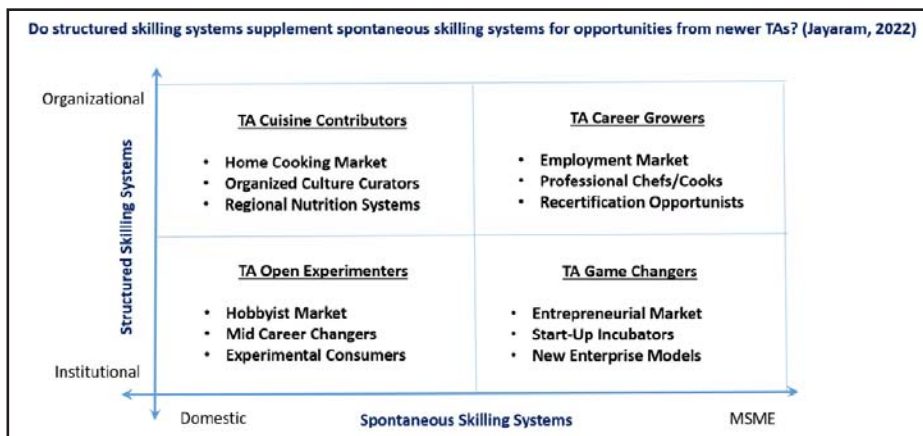
- TA Open Experimenters:** An emerging market of hobbyists, motivated to cook purely for the joy of synthesising ingredients or incubating their own signature recipes is growing. Many mid-career changers have found joy in cooking, relinquishing linear career choices. Institutional systems can harness their potential, many flourishing home businesses are proof. Acceptance of new gastronomic experiences, has also spawned many experimental recipe curators. It is important to consider these experiential chefs in making, as potential sources of new talent.
- TA Game Changers:** Talents with viable business ideas in simple, routine consumption formats have taken unit solutions like masala-chai, an Indian favourite into franchise business models. Many focused home or innovative recipes have found their space in start-up incubations and cloud kitchens. Institutional support to enhance these new-age TAs, can be a potential source of talent as they create new enterprise

models. Whether being one-recipe specialists or providing entire portfolios of signature meals, this niche market holds high growth potential.

- TA Cuisine Contributors:** A well-established yet hidden, home cooking market abounds, providing staple meals for niche audiences. Many organized culture curators also cook certain unique sets of meals, for traditional occasions, following customary norms and mores. Entire communities have benefitted from regional nutrition systems, which serve meals in places of worship or social welfare schemes. Organizational support to these signature curations either in the form of professional scaling or support for long term sustainability can also supplement.
- TA Career Growers:** This employment market faces its sharpest challenge, as the speed of creating bench-strength, does not match either growth or frequent attrition. So creating opportunities for gifted cooking talents to grow professionally is necessitated. Redundancies and latent stagnations can be avoided by upskilling. Organizational skilling routines can create a set of accredited standards, as industry level skilling can be leveraged. This audience is impoverished for structure, from industry specific rapid skilling standards to achieve scale.

In conclusion, micro-market opportunities to integrate talents, purely for cooking without being bounded by demographic dogma is a solution. The creation of gig-opportunities for many signature recipes to enter formal domains, remains a lesser explored possibility. Bringing culturally significant impact into our cuisine domains, requires paradigm shifts. As noteworthy sources of hidden talent enter and flourish co-operatively in main-stream food service systems, this tribe will grow. Celebrating authentic recipes and signature monikers tucked away in multiple domains, is a way forward to showcase potential cooking talent. This latent intellectual property curated over the years or even developed spontaneously, deserves entry into both contemporary and futuristic consumption models. ■

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





American Brew Crafts, a home-grown beer manufacturing company, recently launched its flagship brand BlockBuster beer. The company is now mulling rapid expansion across Jharkhand, Chhattisgarh and Odisha by next month and across Gujarat, Delhi, West Bengal and the North Eastern part of the country (Sikkim, Manipur, Nagaland) by next year. In a freewheeling conversation with **Asmita Mukherjee, Srikanth Naraparaju, Chief Strategy Officer, American Brew Crafts** mentioned that due to the positive response received by the brand from the consumers, such a huge and rapid expansion across the country has been planned. “We started with the two markets of Telangana and Andhra Pradesh, and now we are contemplating expansion in 6 more markets. We want to explore more places, regions and the aim is to make people aware of our brand.” The brand has already established a strong presence in AP, Telangana, Goa, Pondicherry (Karaikal, Yanam) and Andaman.

## American Brew Crafts’ BlockBuster Beer on a rapid expansion spree

Asmita Mukherjee | Hyderabad

The brand has a unique business model whereby it acquires non-performing breweries to turn them into revenue generators by renovating them with state-of-the-art German equipment. The company is using these latest German machinery at SangaReddy in Telangana, and Kakinada in Andhra Pradesh to make their offerings meet international standards. It has plans for acquiring more breweries in different parts of the country, to ensure their presence across the country, Naraparaju informed. He also added that the breweries will act like assets for the company. “We want to gather more assets which ensure that the product is available across the country. These breweries boast 20 acres of state-of-the-art factories built with automated machinery

imported from across the world. The breweries add value to the brand as well.”

The brand, which has a capacity of 6 lakh cases per month across Telangana and Andhra Pradesh, holds a total of 5% market share in both the states. Naraparaju informed that the soon-to-be-launched products in their pipeline are Ultra-Strong beer and Ultra-Lager beer under its premium range, Seltzers-low calorie beer in cranberry, lemon, ginger, mango peach flavours, and Beeryani Beer. “We are also re-launching our wheat ale called Flying Monkey. We plan to get into more premium spaces” he added. With this, the brand is targeting 5 million cases by FY23-24.

As the brand is aggressively planning for expansion and wants more visibility across the country, their aim is to touch 5 million cases by FY23-24, stated Naraparaju.

Speaking about their hospitality tie-ups,

he mentioned that even though they recently came into the fresh/draught beer segment but still within this short timeframe they have tied up with around 55 hotels and restaurant outlets such as Abs, Hyatt Place, Insomnia, Raga etc in Telangana and 20 outlets in Warangal, and Karimnagar.

The brand is also focusing big on marketing its existing and new products while keeping a deep focus on its consumers. Naraparaju informed that as a part of their promotional and marketing plans they have started trials in many pubs. “The brand gives importance to the taste and likes of the consumers. We take their feedback very seriously and try to focus on the improvement areas. So most of the marketing of our brands as of now happens, at the Point-of-Sale and Point-of-Consumption,” he concluded. ■

*asmita.mukherjee@saffronsynergies.in*



# 'ICF award is for chefs, by chefs'

**Chef Davinder Kumar, President of Indian Culinary Forum who is also the Vice President – F&B (Production), Hotel Le Meridien New Delhi** recently spoke with **Asmita Mukherjee** regarding the Indian Culinary Forum and the vision of the event for the future of the culinary industry.



**Q What was your vision while forming the ICF?**

When I entered the culinary world 5 decades ago, we were called 'khansamas'. The profession wasn't respected much back then, and none of the parents would encourage their children to take it up as the first career option. This had to change, as careers in the culinary world can literally take you around the world. The vision while forming the ICF was to bring the much needed respect and recognition to the culinary professionals. Not just that, the culinary professionals need a common platform to address issues that are unique to the fraternity. ICF is that platform

that fosters community-building, networking, and presents the professionals with the right opportunities, through training and skill development programmes and events.

**Q What makes this award different from other awards in the culinary world?**

This award is for chefs, by chefs. We believe that the power and support lie within us. We have stringent selection criteria, we conduct proper trade tests, with thoughtfully curated evaluation parameters, and nominations are invited for the pre-defined criteria, from hotels, restaurants, colleges, and other establishments. The jury

is WACs certified and 85% is the minimum score benchmark. Winners are chosen based on their credentials and performance, by the stalwart jury, with due transparency.

**Q How will ICF help the budding chefs of the future?**

Catching them young and honing their knowledge, skills and attitude, through inviting them to participate in the event, through trade tests and competitions, has been our first step in connecting the budding chefs of the future to the experienced ones. This year's panel discussion had a unique feature. Each panel comprised

one student panellist. This was our way of telling them that we care for you and your future, we are there for you and are eager to welcome you into the fraternity. One learns by experiences and we are here to provide a plethora of experiences and opportunities to build their personalities and careers. The role models for the future generations are not inaccessible anymore. The idols are in action, ready to shape the future of Gen Z and Gen Alpha. ■

*asmita.mukherjee@saffronsynergies.in*



# 'We need to really upgrade our Hospitality education'

According to **Chef Vivek Saggar, General Secretary, Indian Culinary Forum** the major challenge that the industry is facing of talent, as hospitality is not the most preferred career choice nowadays. In a recent conversation with **Asmita Mukherjee**, Saggar pressed upon the fact that hospitality education needs to be revamped and upgraded.

**Q According to you, what was the need behind the Indian Culinary forum and the awards associated with it?**

The Indian Culinary Forum (ICF) is the peak industry body representing Indian professional chefs, cooks, apprentices & culinary students. At Indian Culinary Forum, we strengthen the cooperation among chefs and all culinary professionals. ICF enables in enhancing and developing the

skills of culinary trade. Our aim is to improve culinary skills of all the chefs and bring them together to share their knowledge with each other. We provide a networking platform by organizing industry events.

Everybody needs motivation in life to succeed and recognition for the excellent work done by them. The Chefs' Awards were organized for the sole purpose of encouraging young and talented chefs to come forward and showcase their culinary skills and be recognised for creating and innovating new dishes.

**Q What challenges in the culinary profession do you foresee in the next decade?**

The major challenge that we are facing is of talent as hospitality is not the most preferred career choice. We need to really upgrade our Hospitality education by establishing new and modern labs, offering lucrative packages to new chefs. Chefs are the backbone of the hospitality industry. Without good food this industry cannot survive, but we need to do more for our chefs so that more and more students aspire to become chefs.

Another challenge that we will

see in the coming decade is how to reduce cost of operations. We need to cater to global audience but the cost of importing food ingredients is way too high. We need to look for alternative food ingredients that are locally produced, which will give much better taste due to their freshness as compared to imported ingredients which are not fresh. We also need to upgrade our culinary skills and be ready to witness major changes that will be witnessed in the culinary sector. We have to be ready to sustain ourselves by constantly improving our skills. ■

*asmita.mukherjee@saffronsynergies.in*





## The St. Regis Goa Resort

The resort is a curated sanctuary between the Sal River and the Arabian Sea near India's southwestern coastal city of Goa.

The resort features 206 guestrooms including 46 suites offering private terraces overlooking the tranquil lagoons or the golf course. For the bespoke luxury of an exclusive kind, there are 20 luxuriously appointed suites and villas with plunge pools, private access to the beach, and all-day indulgent dining at The Manor.

The resort offers four exquisite dining venues and two bars. The St. Regis Goa Resort features a swimming pool surrounded by foliage, along with a well-equipped gym for fitness enthusiasts.

## Taj Wayanad Resort & Spa

Located at driving distance from Kozhikode, Kannur and Bengaluru, the 10-acre resort features 61 rooms and villas, each paying ode to the beauty of the surrounding environment. The resort offers 270 degree views of the Banasura Hills and lake, where guests can experience the tranquil beauty of the destination with a touch of wellness at the award-winning Jiva Spa offers signature Ayurvedic therapies. From enjoying favourites at the iconic all-day diner, Shamiana; to indulging in South Indian specialities at Southern Spice; languid evenings at Tropics – the poolside grill and bar and world-class cocktails at a maritime-themed bar; guests can choose from myriad dining experiences during their stay.

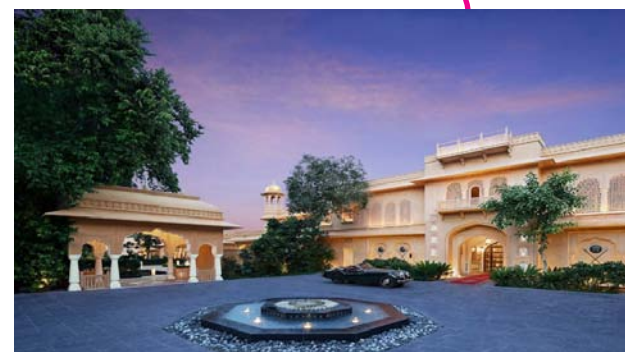


## Fortune Park Katra

Perfectly located at a distance of a mere 850 meters from Shri Mata Vaishno Devi Katra Railway Station and just one kilometre from the Katra Bus Stand, the well-appointed rooms of this hotel, the elegant atrium lobby and the sprawling open greens promise an ethereal experience to all guests. The aesthetically adorned, spacious rooms equipped with all modern amenities are meant to offer a relaxed and hassle-free experience to guests and devotees who come seeking the blessings of Mata Vaishno Devi. The scenic beauty and spiritual air make this property an ideal place for a journey to the divine and a tranquil stay to reconnect with one's inner self.

## Sawai Man Mahal by IHCL

Sawai Man Mahal is inspired by the rich Rajputana heritage. Each of the aesthetically designed and spacious 51 rooms opens into private courtyards laced with greenery. The palace's façade is an ode to Amber Fort and also showcases the 187-year-old Golden Gate, Rambagh Palace's original gold gilded entrance in the lobby. Maharaja Sawai Man Singh II served as the first ambassador to Spain and the influence is reflected in La Mesa; the Spanish-themed all-day-diner and La Terraza an elegant al-fresco dining choice. Guests can enjoy prized malts at 1835; the library-themed cocktail lounge with books dating back more than 200 years for company.



## Super bean-based protein, Hello Tempayy launches in Delhi & Gurugram

Vegolution, a Bengaluru-based food startup, has launched – Hello Tempayy, a super bean-based food that can be adapted across cuisines, meal occasions and cooking styles, in New Delhi and Gurgaon. This expansion comes close on the heels of the brand's successful launch in Bengaluru, Hyderabad, Chennai, Coimbatore, Kochi and Mumbai in its first year of operations. Tempayy is a nutritious, wholesome and 100% vegetarian protein-rich food made by fermenting the best quality non-GMO soybeans. The brand is now planning to expand its offerings to the HoReCa segment. The product is priced between INR 145 and INR 165 for 200 gm. packs.



## FSIPL announces 8 New Products

Food Services India Pvt. Ltd. (FSIPL) is now expanding its portfolio of gravies and cooking sauces by launching 8 new products and taking another step towards becoming a complete food solutions provider to its customers. Presently, FSIPL has a presence in over 200 cities countrywide, with a portfolio of 8 brands, including Chef's Art, Springburst, Sunbay, SIL, D'Amour, MarimBula, Spicefield & FX Foods.

FSIPL has launched two hallmark recipes for Indian cuisine— 'No Onion and No Garlic – Red Gravy', and 'No Onion and No Garlic – Yellow Gravy'—

which are among the most recent products that FSIPL has launched under their brand Sunbay, along with 'Pav Bhaji Base', 'Chopped Masala' and 'Udupi Sambar Concentrate' to make your dishes more flavorful.

## Puratos India launches coloured and flavoured compound and compound filling

Keeping up with the market landscape, Puratos India has now launched Colored & flavoured compound and compound filling in two categories – Hard Compound Chocolate, Carat Cover Classic, and Fat-based filling, Carat Supercrem.

Puratos Cover Classic range is designed for customers looking for an easy melting profile, good snap, excellent shine, and versatile application – Coating, Ganache, Garnishing, and Enrobing. The flavourings include Mango, Strawberry, Orange, and Pineapple.



## Bira 91 launches Three New Limited-Release Beers

Bira 91 announced the second phase of 'Imagined in India', a portfolio of three new limited-release beers – Fest Oktoberfest Lager, Fireworks Hoppy Wheat, and Diwali Vintage Scotch Ale. These limited-release beers have been crafted as the perfect companions for the festive season and are set to elevate the celebrations across the country.

Phase two of 'Imagined in India' Limited Release beers will be available in 330ml bottles and 500ml cans across Mumbai, Bengaluru, Delhi, and Pune.

## MARRIOTT INTERNATIONAL



**Rashi Sharma, Cluster Marketing and Communication Manager, Sheraton Grand Pune and Le Méridien Mahabaleshwar Resort & Spa**

Backed with an MBA from SIMC, Pune and BBA from NMIMS, Rashi will spearhead the marketing activities for both properties. She is looking forward to creating a unique positioning for the properties through effective and innovative strategies.

Prior to this, she was spearheading the PR mandate at Taj Santacruz, Mumbai for three years. During her tenure in the PR industry, she has worked with agencies including Edelman India, and Fleishman Hillard to develop the reputation strategy for brands including Kimberly-Clark, Jaguar Land Rover, United Nations, and CashE across verticals including FMCG, automobile and finance. Her forte lies in travel & hospitality having worked with Taj Group Hotels both from the brand and agency side.

**Satish Kumar, General Manager, St. Regis Goa Resort**



A well-recognized leader with over two decades of outstanding experience in luxury hospitality, Kumar will be leading the task of introducing the legendary outpost to the country.

Kumar has successfully launched over 8 luxury hotels across various geographies. With his strong leadership skills and forward-thinking approach,

Satish has succeeded in building high-performance teams that strive for the best and emerge as winners. In his new role, he will be responsible for overseeing hotel operations and ensuring the highest standards of guest services synonymous with the St. Regis brand, are met.

**R. Srijith, Director of Sales and Marketing, St. Regis Goa Resort**



Srijith began his journey in the year 2008. Prior to The St. Regis Goa Resort, Srijith – a seasoned hospitality professional, has worked with many established hotels in India including The Leela Group, IHHR Hospitality Private Ltd, and Ginger Hotels. Srijith is known to be a result-driven professional who is analytical and passionate about

marketing, sales, and revenue management. With his expertise and knowledge about international markets and business verticals in India, he will work towards establishing The St. Regis Goa Resort as the ideal location for business, wedding, and leisure travellers.

## SAROVAR HOTELS



**Amit K Singh, General Manager, Golden Tulip Lucknow**

Singh is a seasoned hospitality professional with a strong background that boasts of an illustrious and ascending career graph with a rich experience of working with good hospitality brands.

Before associating with Golden Tulip Lucknow, he was with Sarovar Hotels as Cluster General Manager for The Muse Sarovar

Portico New Delhi- Nehru Place & Kapashera. In the past, he has worked with hospitality brands such as Sarovar Hotels & Resorts, Park Plaza & Radisson Hotels.

## HYATT REGENCY



**Sanjeev B Kammath, Head Chef, Hyatt Regency Thrissur**

In his new role, he will lead the entire culinary operations to maintain high standards consistent with the brand. Chef Kammath specializes in handling various operations that demonstrate capabilities in menu planning, food styling and standardizing recipes. Team management has been an asset in his career to contributing managerial and leadership

skills. An avid expert in driving operational brilliance, Chef Sanjeev has been instrumental in scrutinizing constructive guest feedback to ascertain robust improvements to enhance the guest experience.

## HRAWI

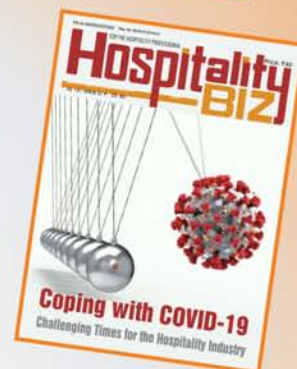


**Pradeep Shetty, President, HRAWI**

Prior to taking over as the President of the Hotel and Restaurant Association (Western India), Shetty served as its Sr. Vice President and has been an active member of the Association for over a decade. He has also served as the Jt. Hon Secretary of the Federation of Hotel & Restaurant Associations of India – the country's apex Hospitality Association. The

youngest President of the Association, Shetty is also considered one of the foremost legal minds on hospitality. He has spearheaded several legal campaigns at the behest of the hospitality industry and played a critical role in bringing together hoteliers and restaurateurs protesting the unethical business practices of OTAs and FSAs, cable TV / TRAI matters, service charges, and MRP issues faced by the members.

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## Contact Us

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

**Pooja Nalawade:** +91 97690 52241  
pooja.nalawade@saffronsynergies.in

**For Subscription**

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