

Hotel TALK

Volume 4 | Issue 2
March-April 2026

RNI No.: DELENG/2023/87484

Pages 64 | ₹20

**Elevate hospitality education
to a professional status**

KUNAL VASUDEVA

**AAHAR 2026 to host
GLOBAL HOSPITALITY SHOWCASE
10-14 MARCH**



Hospitality Never Pauses.
Neither Should Your Equipment.



Commercial laundry and dishwashing solutions designed for the demands of modern hospitality.



Commercial Laundry



Commercial Dishwashing

- Impeccable hygiene
- Consistent output at scale
- 24x7 IFB service support
- Built for peak service loads

Visit IFB at

 Hall 11 | Stall A11-21



Scan here to visit our website

080-458-45678 | industrialenquiries@ifbglobal.com | www.ifbappliances.com

Tomorrow's hospitality lies in people-first leadership



Having reflected often on the development and growth of hotels, I would like to contemplate on leadership lessons learnt over decades of hospitality this time.

To a great extent, hospitality is portrayed as a business of brands, buildings, and balance sheets, yet no one can take away that hospitality has always been and will remain a business of people.

Till some time ago, hotels operated in a world without online reviews, revenue algorithms, or instant bookings. Decisions were slower, relationships deeper, and loyalty was built through familiarity and not digital engagement. Guests returned not because of loyalty-based programmes but because people remembered their preferences, their stories, and very often even their families.

Over the years, the industry transformed dramatically. Technology improved efficiency, brands standardised experiences, and data played a crucial role in guiding decisions. This brought scale and professionalism but somewhat altered the role of leaders. General Managers evolved from hosts and mentors into business strategists, primarily responsible for positioning and performance.

Today's young hoteliers enter a faster and more demanding job content. Leadership now requires balancing operational excellence with emotional intelligence and managing constant change while preserving the human connection at the heart of hospitality. Leaders must always depend on humility, consistency, and the ability to make people feel welcome. The future of our industry will belong not to those who manage hotels only but those who truly understand people also.

Dear Readers, it is extremely sad to see the escalation of war in the Middle East. Let's hope and pray for a very quick end to this unnecessary destruction of life and property and a return to normalcy through sensible dialogue.

Cheers,
Sunil Ghadiok

66

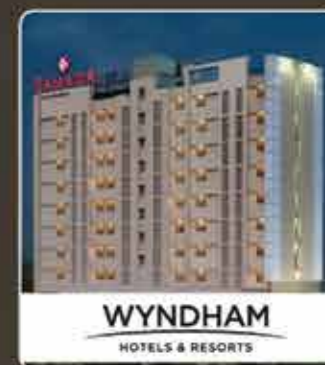
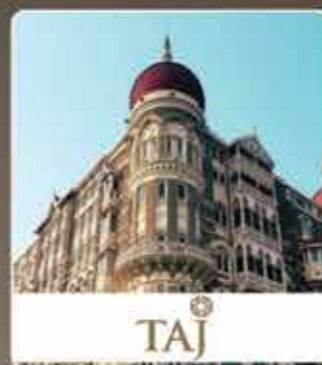
“Leadership today demands a balance between operational excellence, navigating constant change, and preserving the human connection at the heart of hospitality.”

Eclipse[®] INTERNATIONAL

AMERICA'S BEST MATTRESSES SINCE 1905



Our Prestigious Clients



World's Largest Mattress Group

5 Continents | 62 Countries | 78 Licences

Powered By



www.eclipsemattress.in



For More Enquiry

+91 9999080706 +91 9354864441

karan@eclipsemattress.in sales@eclipsemattress.in

Contents

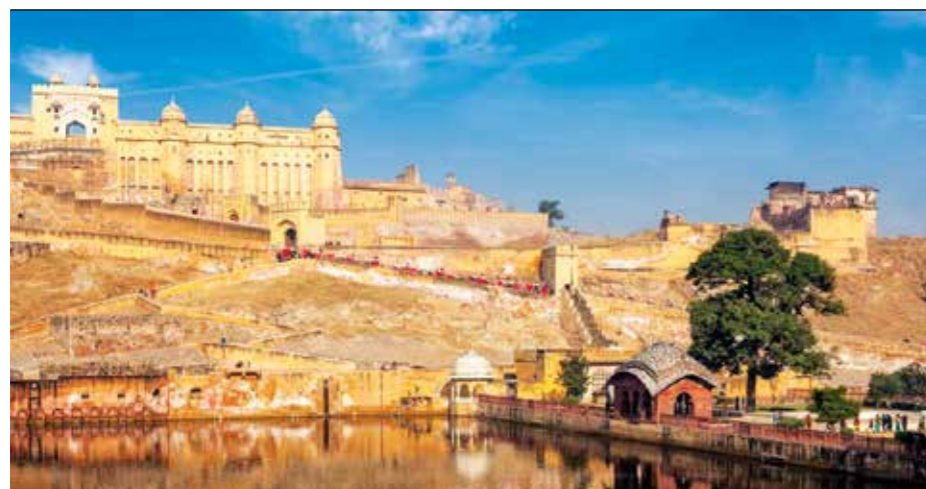
AAHAR 2026 Special

Cover picture credit
The Verve Estate, Goa.



12 The catalyst MICE needs

With the growing infrastructure and connectivity, Dr Suman Billa says a single-window system can streamline the fragmented MICE ecosystem and create more opportunities for hotels.



14 India puts hospitality at the heart of tourism investment strategy

With an improved policy, the Tourism Minister avers that tourism now stands as a priority sector for foreign investment, allowing 100% FDI under the automatic route.

18

Landmark anniversary celebrations for two industry stalwarts

Union Minister Gajendra Singh Shekhawat lauded ITDC as a “multi-dimensional growth engine for the hospitality sector during ITDC’s 60th, and The Ashok’s 70th anniversary event.



Smart Commercial Kitchen Solutions



Largest commercial kitchen manufacturing facility in India

- ISO 9001:2015 certified turnkey commercial kitchen manufacturer
- Advanced factory with CNC & laser machines
- Kitchen delivery and completion within 30 days
- Pan-India service support within 24 hours
- Use of best-quality stainless steel grade and gauge
- 1,000+ kitchens successfully installed
- Experienced in-house team
- End-to-end services: design, fabrication & installation



We Are Present **ACROSS WORLD**

Expertise across

Restaurants, Hotels, Government Buildings, Healthcare, Education, Temples, Prisons, QSRs, Cloud Kitchens & Bakeries



22 Today's hospitality breaks the single-skill mould

Kunal Vasudeva says that hospitality should be treated as a professional discipline with robust governance frameworks.



26 Charting a course for strategic expansions

With the upcoming launch of its sixth hotel in Europe, Miiró Hotels by InterGlobe continues to deliver meaningful stays that connect guests with local neighbourhoods.

36 Experience-led luxury redefining modern hospitality

Grandeur has lost its meaning in today's luxury concept. Gurnoor Bindra stresses that luxury is now defined by how each experience makes the guests feel.

42 Indian luxury weddings: Experience over spectacle

Steeped in immersive experiences, India's luxury wedding narrative is evolving as global couples choose the country as their top destination.



Taj Corbett Resort & Spa, Uttarakhand

**HANDICRAFTS
INDIA
YEAR BOOK**

PUBLISHER
SanJeet

CONSULTING EDITOR
Sunil Ghadiok

CHIEF EDITOR
Nisha Verma
nisha.verma@ddppl.com

EXECUTIVE EDITOR
Lipla Negi
lipla.negi@ddppl.com

EDITORIAL DESK
Potshangbam July

ADVERTISING
Delhi
meetu.malhotra@ddppl.com
+91-9650911399
jaspreet.kaur@ddppl.com
+91-9650196532

Mumbai
harshal@ddppl.com
+91-9619499167
samantha.pereira@ddppl.com

ADVERTISEMENT DESIGNER
Nitin Kumar,
Aditya Pratap Singh,
Anil Khatri Chhetri

ECOMMERCE
Ashish Chakraborty

GM - PRODUCTION
Anil Kharbanda

PRODUCTION MANAGER
Ramesh Gupta

CIRCULATION MANAGER
Vivekanand Maurya

GM - BUSINESS
Ashok Rana



New Delhi
72, Todarmal Road,
New Delhi - 110 001
Phone No: +91 11 233 44179

Mumbai
504 Marine Chambers,
43 New Marine Lines
Mumbai 400 020, India
Tel: +91-22-22070129

UAE
P.O. Box: 9348,
Sharjah, UAE
Tel: +971 6 5528954



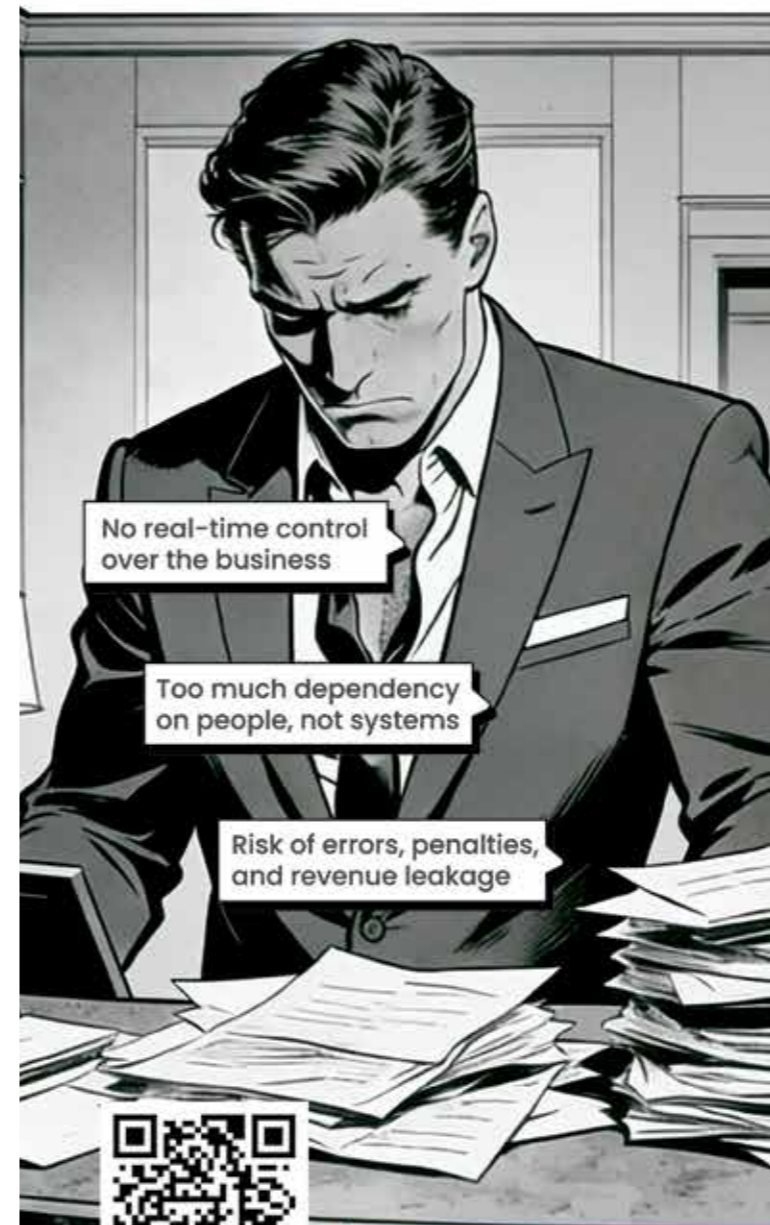
PROLOGICFIRST
Smart Hospitality Solutions



THE PMS YOU CHOOSE TODAY DECIDES WHETHER YOUR HOTEL SURVIVES TOMORROW.

A LOW-COST PMS SOLUTION
JUST ABOUT RUNS YOUR HOTEL

PROLOGIC FIRST'S CLOUD PMS
POWERS YOUR PROFITABILITY



No real-time control
over the business

Too much dependency
on people, not systems

Risk of errors, penalties,
and revenue leakage



Smarter operations
with less manual work

A GST-compliant system that handles
more as your business grows

Complete visibility of the
business, anytime, anywhere

+91 93794 39995 | sales@prologicfirst.com | www.prologicfirst.com

Marriott signs 102 deals 99 of them with India

Setting its sights on strategic expansion in 2026, Marriott closed 2025 on a high note with record signings and 219 property openings across South Asia.



Rajeev Menon
President
Asia Pacific excluding China
Marriott International Inc.

within the next three to five years, driven by the country's strong and sustained growth in travel and hospitality demand.

Menon added, "India and South Asia are entering a structurally different phase of growth. What we are witnessing is not cyclical uplift; it is long-term demand transformation."

At the close of 2025, Marriott had 219 open properties across South Asia with over 36,000 rooms, of which 204 properties are in India. **HT**

WORDS BY HT BUREAU

Marriott International has announced a stellar year in South Asia for 2025, signing a record of 102 deals, representing over 12,000 rooms, with India leading the growth momentum, accounting for 99 of total deals signed. Deals signed rose 143 per cent year over year, and rooms signed increased 76 per cent, marking the company's strongest development year in the region.

The company reported double-digit RevPAR growth in the region alongside its highest-ever annual deal signings in South Asia, reinforcing the region's importance within Marriott's global growth strategy, with India at the region's core. RevPAR for the South Asia comparable portfolio increased 10 per cent year-over-

year, driven by ADR growth, reflecting sustained pricing power and premium demand trends.

Betting big on India

Rajeev Menon, President, Asia Pacific excluding China, Marriott International, said that India is poised to become the company's third-largest market globally

Looking ahead 2026

Marriott plans to open over 50 hotels across South Asia. Key properties include:

JW Marriott Ranthambore Resort & Spa: Expanding wildlife and luxury resort portfolio.

Le Méridien Dehradun Resort & Spa: Deepening premium presence in the Himalayas

New Delhi Marriott Marquis Aerocity: Enhancing MICE capacity in the capital.

The St. Regis New Delhi Aerocity: Elevating ultra-luxury in one of India's strategic urban markets.

Noor Mahal, Autograph Collection: Debating the Autograph Collection brand in India.

SMOKE SOLUTION INDIA

CLEAN AIR IS OUR PASSION

Engineered in Denmark | Designed for Modern Workspaces



OUTDOOR SMOKING CABIN



INDOOR SMOKING CABIN

NO DUCTING REQUIRED

NO PASSIVE SMOKING

99.99% CLEAN AIR

NO FOUL ODOUR

Fireproof Ashtray - 3500 / 7000 Cigarettes,
Sensor Based - Low Energy Cost - Can Be Easily Shifted



WHAT ARE YOU REALLY BREATHING RIGHT NOW?



Meet the P44 Air Purifier – Certified Clean Air, Compact Enough to Go Anywhere.

- True HEPA Filter
- Top Rated
- Eco-Friendly Design

SOME OF OUR CLIENTS



All India Distributor:

S.N.Global
H 8 - F, Hauz Khas, New Delhi - 110016 INDIA
Mob.: +91 9810032811, 9958034716, 9910061227

shashi@smokesolutionindia.com, ashutosh@smokesolutionindia.com
sameer@smokesolutionindia.com | www.smokesolutionindia.com



Why convention bureaus matter to hotels

With a new central support framework planned, **Dr Suman Billa** says establishing robust city-led convention bureaus will drive India's next phase of MICE competitiveness.

WORDS BY DEVIKA

For India's hotels, the next phase of MICE growth will not be decided by new ballrooms or bigger convention centres. It will be shaped by how cities organise themselves. That was the clear message from **Dr Suman Billa**, Additional Secretary and Director General Tourism, Government of India.

Dr Billa urged the industry to move beyond constant debates around budgets and infrastructure.

In his view, India has already crossed that threshold — hotels, venues, and connectivity are no longer the constraint. “Ten years ago, we did not have the infrastructure. Today, we do,” he said, pointing to India's proven ability to host large international events. The real issue, he stressed, is structural readiness for MICE.

Fixing a fragmented system Globally, cities that perform well in the meetings and conventions space do so through strong

city convention promotion bureaus. These bodies act as a single platform, aligning hotels, venues, transport providers, local authorities, and service partners. “All across the world, how does MICE work? You have a city convention promotion bureau. They get the city to start rolling,” Dr Billa explained.

In India, this model is still limited. Apart from Hyderabad and, more recently, Mumbai, most cities lack a formal convention bureau. The absence



of such structures has direct implications for hotels. Without a unified platform, the MICE business becomes fragmented and transactional rather than strategic. For hoteliers, this fragmentation often translates into lost opportunities.

International organisers expect destinations to bid collectively, offer coordinated pricing, and provide clear incentive mechanisms. In mature markets, cities routinely reduce upfront

year. Central assistance for MICE bids will be linked to a key condition — states must establish city convention promotion bureaus. “We will support states to bid for MICE, but the prerequisite is that you need to have a city convention promotion bureau,” Dr Billa said. Under the proposed model, state funding will be matched by central support.

For hotels, this shift could be significant. A functioning convention bureau creates

The absence of city convention promotion bureaus has direct implications for hotels

costs for organisers, knowing the wider economic benefit will be recovered through delegate spend across hotels, food and beverage, transport, and experiences. “You bring down the cost for the organiser, but you make up the cost through the delegates,” Dr Billa said. India, he acknowledged, has yet to fully embrace this approach.

Support mechanism

Recognising the gap in the sector, the Ministry of Tourism plans to introduce a new support framework from the next financial



Dr Suman Billa
DG and Additional Secretary
Union Ministry of Tourism

predictability, coordinated sales efforts, and long-term visibility in the global MICE marketplace. It also enables hotels from competing in isolation to collaborating as part of a destination strategy.

Boosting the MICE ecosystem

Beyond revenue, Dr Billa placed MICE within a broader tourism philosophy that resonates strongly with hospitality.

“It's not about creating work. It's about creating worth,” he said, emphasising how tourism enriches local communities and guest experiences become more meaningful. MICE, he added, is uniquely positioned to drive year-round demand, geographic dispersion, and repeat visitation.

Looking ahead, his message to the industry was pragmatic rather than aspirational. “Most of the pathways are already there. What we need to do now is push,” he said. For India's hotels, push means engaging actively with city-led convention bureaus and recognising that the future of MICE competitiveness will be built collectively, not property by property. **HT**

Hospitality sector anchors tourism investment push

Tourism Minister highlights hospitality as a priority sector for foreign investment, backed by full FDI access and infrastructure status benefits.

WORDS BY HT BUREAU

India's hospitality sector was placed firmly at the centre of its tourism growth narrative as **Gajendra Singh Shekhawat**, Union Minister of Tourism and Culture, outlined clear opportunities for global investors.

Enhanced policy landscape

Addressing international delegates at ITB Berlin, Shekhawat described tourism as "a strategic pillar of growth" and linked it directly to India's economic expansion. He made it clear that hospitality is not peripheral to this vision but foundational to it. "The government of India has allowed 100 per cent foreign direct

investment through the automatic route in the hospitality sector," he said, underscoring the policy environment now in place. The automatic route signals openness and regulatory clarity for overseas capital.

New developments

He further announced that 50 new iconic destinations of global standards will be developed over the next three years. These destinations are expected to create fresh demand corridors for hotel development across categories. "Whatever investment is being made by foreign investors or domestic investors, for banking it is going to be considered as infrastructure," he stated.

By granting infrastructure status recognition for such



Gajendra Singh Shekhawat
Union Minister of
Tourism and Culture

investments, the government is enabling easier access to long-term financing and more favourable lending terms. This move aligns hospitality with other core development sectors

Allowing 100 per cent FDI through the automatic route underscores India's openness and regulatory clarity for global investors

and reinforces its role within national growth planning.

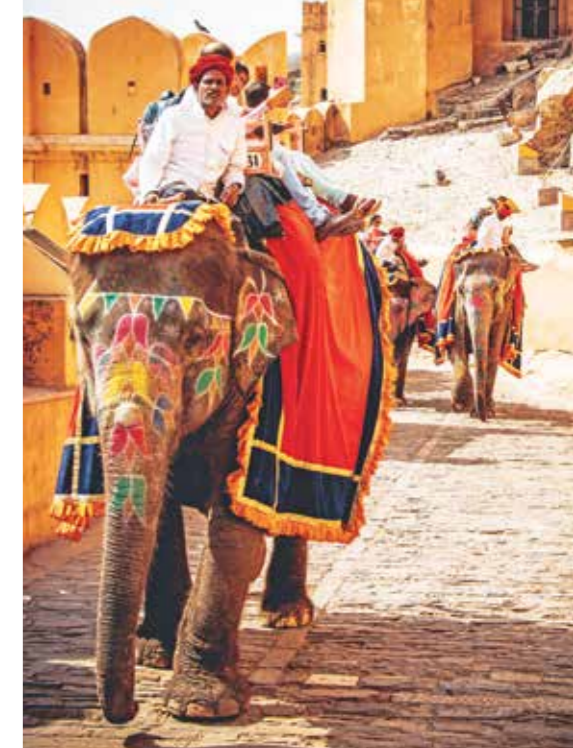
Strong growth driver

The Minister anchored these policy announcements against the scale of India's travel market. In 2025, the country recorded over 20 million international arrivals and more than 32 million outbound travellers. Domestic tourism, however, remains the strongest driver. "Three billion domestic travels have happened in the last one year, which is going to increase by 30 per cent in the coming years," he said. The Minister added that these figures "are not just

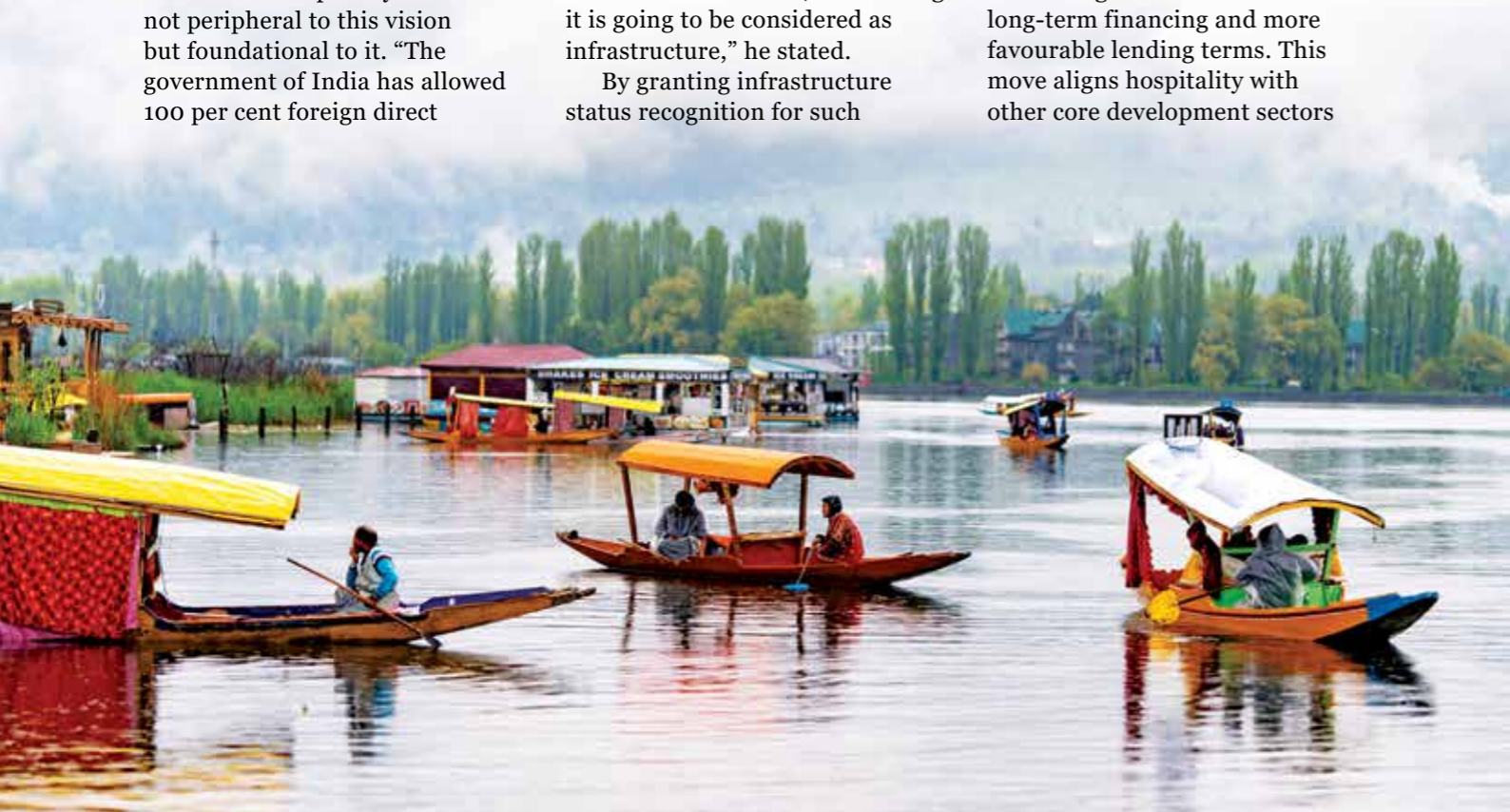
statistics, they reflect aspiration," pointing to rising mobility and growing consumer confidence across the country. Infrastructure expansion continues to support this momentum.

Peak time for investment

Tourism, being a state subject within India's federal framework, also opens decentralised investment incentives. Shekhawat noted that several states are offering tax concessions and other fiscal benefits to attract hospitality projects. "I think this is the best sector and the best time to invest in," he said,



reinforcing his message to stakeholders. Through policy reform, destination development, and demand expansion, hospitality has been positioned not simply as accommodation capacity, but as a central instrument in India's long term tourism strategy. **HT**



**EXCEPTIONAL STAYS
BEGIN WITH TEAMS THAT STAND ALL DAY.**

**TUNGSTEN SHOES™
BY STANDARD MRO
SINCE 2015**



UNIFORM SHOES SUPPLIER TO THE HOSPITALITY SECTOR.

With rich experience in the hotel industry, we understand the operational demands of hospitality professionals – long shifts, polished presentation, and uncompromised safety. Trusted by hospitality leaders across India.

OXFORD SHOES | KITCHEN CLOGS | SAFETY SHOES | LADIES BELLY | SNEAKERS | KST-GUMBOOTS | PREMIUM CRUST LEATHER SHOES

+91 90090 00031, +91 82699 90031, SALES@TUNGSTENSHOES.IN

Rethinking tourism

Policy reforms meet storytelling

Puneet Chhatwal outlined what it takes to grow a hospitality brand while navigating policy gaps, marketing constraints, and rising ESG expectations.



WORDS BY NISHA VERMA

In a fireside conversation with **Anita Mendiratta** at the PATA India Tourism Powerhouse 2026, the core message of **Puneet Chhatwal**, Managing Director & CEO, Indian Hotels Company (IHCL) and Chairman, FAITH, was consistent, from hotel investment economics and global marketing to measurable sustainability and Taj’s international strategy. He underscored that India’s tourism opportunity is real, but it needs better policy, sharper storytelling, and stronger delivery.

Policy & patience

Claiming that FAITH is the sector’s unified mechanism, Chhatwal said, “FAITH is the apex body of all important travel and hospitality associations. The sector was so fragmented that the government said there should be one body which represents everyone.”

Making the time-horizon clear, he added, “You must think of a consistent investment in time, in resources, and over a three, five, or seven-year period before you will be able to make any changes.”

Unchanged demand
Chhatwal claimed that the

industry’s wishlist from the government has not changed much. “For the last five years, our ask has been limited to simple three things — infrastructure status, industry status, and finally, marketing of India, outside of India,” he added.

Clarifying that these not as corporate asks, but ecosystem enablers, he said, “We are a debt-free company. But if it enables a lot more new entrepreneurs, it will help the sector to build the destinations.”

IHCL’s global expansion
Coming to the international expansion of IHCL, Chhatwal

For the last five years, the industry has been asking the govt for three things — infrastructure status, industry status, and global marketing



Puneet Chhatwal,
MD & CEO, IHCL and
Chairman, FAITH

was clear, saying, “Outside of the Indian subcontinent, we just want to grow with Taj.” He further explained, “Taj has now been consistently rated as the world’s strongest hotel brand and India’s strongest brand across all sectors. Taj is not just a brand. I have gone on record saying that Taj is an emotion.”

He stressed that there is space for Asian brands globally, especially post-COVID. “In the Western Hemisphere, service levels have dropped. The prices have more than tripled. Hence, there is an opportunity for Asian brands in general and Indian brands in particular to make that difference.”

Decoding ‘Tajness’

For hotel operators, one of the most operational insights was how IHCL defines Taj culture for every role. “We created a definition which was so easy for anyone — from a dishwasher to a housekeeper to a general manager. We said T stands for the trust of all our stakeholders; A is awareness of the communities we work in and live in; and J is for the joy in doing whatever we do.”

Adding the management lesson, he said, “When you make your strategy a part of your culture and your core values, it will sustain the test of time. You cannot change your core values or your culture.”

Significance of ESG

Anchoring sustainability in measurement, Chhatwal said, “We have a programme called Pathya, which has defined, measurable goals.” Returning to the investor lens, he explained how ESG is critical to investment, saying, “Most of the investors are not allowed to invest in your company, if you do not have a comprehensive ESG-plus programme.” **HT**

Two milestones, one iconic moment

The iconic Ashok Hotel completed 70 years & ITDC commemorated its 60th anniversary at a grand celebration, where Union Minister **Gajendra Singh Shekhawat** hailed their multi-dimensional growth.



WORDS BY HT BUREAU

The India Tourism Development Corporation (ITDC) marked its 60th anniversary alongside the 70th anniversary of The Ashok Hotel with a grand commemorative event in New Delhi. The celebration was held in the presence of the Union Minister of Tourism & Culture **Gajendra Singh Shekhawat** and Minister for Tribal Affairs **Jual Oram**, along with senior government officials including **Dr Shrivatsa Krishna**, Secretary, Ministry of Tourism; **Sanjay Jaju**, Secretary, Ministry of Information and Broadcasting; **Arunish Chawla**, Secretary, DIPAM; **Moses Chalai**, Secretary, Department of Public Enterprises; and **Dr Vinod Paul**,

“Strengthen market leadership through modernisation, institutional reforms, and technology-enabled transformation.”

Member, NITI Aayog. The evening commenced with the ceremonial lighting of the lamp, while Minister of State for Tourism and Petroleum & Natural Gas **Suresh Gopi** joined virtually.

In her welcome address, **Mugdha Sinha**, Managing Director, ITDC, reflected on the organisation’s six-decade journey, from laying the foundation of India’s tourism infrastructure to



defining hospitality benchmarks and strengthening the country’s global outreach. “As ITDC celebrates its *Shashthipoorti* (60 years), it continues to strengthen market leadership through modernisation, institutional reforms, and technology-enabled transformation,” she noted.

Shekhawat underscored this transition, describing ITDC as

a “multi-dimensional growth engine for India’s tourism and hospitality ecosystem”, aligned with the Prime Minister’s vision of *Viksit Bharat @2047*.

In collaboration with the Department of Posts, ITDC released a customised commemorative “My Stamp” sheet celebrating 70 years of The Ashok — transforming heritage into collectible memory. ITDC also

partnered with Amar Chitra Katha and launched an illustrated comic book, *A Day at the Hotel*, designed to introduce young students, particularly from tier II, tier III and rural India to careers in hospitality. The initiative aligns with the Union Budget 2026–27 announcement proposing a National Institute of Hospitality Management.

Besides, a stylised commemorative postcard embedded with a QR code was launched at the event. It seamlessly allowed guests with digital access to a film on The Ashok, blending nostalgia with immersive storytelling.

The event saw the signing of an MoU between ITDC and the Ministry of Tribal Affairs to train 1,500 tribal homestay operators across India through IHM Ashok — equipping them with hospitality standards, financial literacy and digital skills. **HT**

So Sweet
and yet no calories
100% Natural, 0% Calories Sweetener

So Sweet Stevia is a versatile natural sweetener, perfect for coffee, tea, shakes, mocktails, and all your favorite sweet desserts.

100% NATURAL | ZERO CALORIES | DIABETIC FRIENDLY | NO BITTER EFFECTS | SUGAR FREE | KETO FRIENDLY

shankar@herboveda.com | +91 98112 74853, 96506 64242
www.sosweet.co.in

MADE
in
INDIA

REAL
LVT
HOT PRESS
TECHNOLOGY



Scan the QR code to
visit Wonderfloor website

WONDER SUITE *by* WONDERFLOOR

Manufacturers of: Residential Flooring • Sports Flooring • School Flooring • Hospital Flooring
• Transport Flooring • Office Flooring • Semi-commercial Flooring • Hotel Flooring • Commercial Flooring + more

Disclaimer - Sample shown is for reference only, actual product may vary in shade and appearance

WONDERFLOOR

Contact: Email: mkt@rmgpoly.com
Call: +91 9015313059 (Available between 10am-6.30pm)



Single-skill thinking is obsolete

Hospitality education in India needs the same professional architecture that governs accounting, law, and medicine, not another academic rebrand, opines **Kunal Vasudeva**.

WORDS BY LIPLA NEGI

Q1. How do you view the government's move to upgrade NCHMCT into a National Institute of Hospitality?

A. I see this as an important starting signal, not a finished reform. Hospitality today is no longer a single skill-based sector. It sits at the intersection of consumer behaviour, data, taxation,

service design, operations, project management, and people leadership. Any national body that continues to view hospitality only as hotel operations will fall short of the market reality.

A National Institute can help only if it becomes a professional body, not an academic controller. The government should define the mandate, legitimacy, and governance framework. The



Kunal Vasudeva
Co-founder and
Managing Director
India School of Hospitality

National Institute must certify capability, not just course completion



profession must define what is taught, how it is taught, and how competence is measured. India already follows this model in professional education. The Institute of Chartered Accountants of India governs the accounting profession, the Bar Council governs legal education, and the Medical Council governs medical training. Hospitality now requires the same seriousness. This reform can succeed only when hospitality is treated as a professional discipline with national standards and industry ownership.

Q2. What more needs to be done to position India as a global hospitality talent hub?

A. India needs a professional governance model for hospitality education. The National Institute must be autonomous and function like a professional council. Industry representation must rotate across sectors and companies to avoid capture by any single group. Faculty must carry joint responsibility with industry for good outcomes. Institutions alone cannot be held accountable for employability.

This model requires every stakeholder to act in their enlightened self-interest. Industry needs to invest time, leadership, and resources. Institutions must accept external accountability. Besides, standards enforcement is crucial for institutes without micromanaging delivery. India can become a global

India needs a professional governance model for hospitality education





talent hub when hospitality produces professionals who understand business, lead people, and manage complexity across service sectors. That shift requires a professional body. Nothing less will deliver scale, credibility, or long-term impact.

Q3. How real is the skill gap, and can the National Institute address it meaningfully?

A. The skill gap is real, but the language around it is often inaccurate. India does not lack trained hands. India lacks professionals who can think, decide, and lead in complex service environments. This is the gap between skill education and business education within the hospitality sector.

Skill education trains execution. Business education builds judgement, accountability, and ownership. The current system produces a large volume of skilled graduates but a limited pipeline of future leaders.

A National Institute can close this gap only if it clearly separates these tracks. It must define professional

India lacks professionals who can think, decide & lead in complex service environments

competencies across levels and certify capability, not just course completion. It must hold the industry accountable for training outcomes through structured apprenticeships and assessments. The gap narrows when education builds professionals and when industry accepts responsibility for shaping them.

Q4. Compared to global systems, what gaps exist in India's syllabus, and what can be learned?

A. The core gap lies in integration. Leading global systems treat hospitality as an interdisciplinary business discipline. They integrate consumer psychology, finance, data literacy, tax structures, service operations, and project

management into a single learning architecture. They assess students on decisions and outcomes, not only on processes.

India's syllabus remains fragmented. It focuses heavily on operational competence while under developing business understanding. This limits career mobility and slows leadership development.

India can learn from global systems by redesigning hospitality education around convergence. Education must connect service orientation with numbers, people's leadership with system's thinking, and projects with accountability.

When hospitality education reflects how businesses actually operate, graduates grow faster and travel better across markets. **HT**



Powering F&B Businesses Nationwide



From kitchen to table, Posiflex delivers a total solution for food service excellence

- Store Associate Checkout
- Table Service
- Self Ordering
- Kitchen Display and more

3,00,000+
Installations

3 years
Warranty

3000+
Servicable Pincodes

POSIFLEX TECHNOLOGY (INDIA) PVT. LTD.

Contact : +91 9535432110 | marketing@posiflexindia.com



InterGlobe positions Miiro for meaningful stays

Miiro Hotels by InterGlobe has expanded to five properties in 16 months since its 2024 launch, with its sixth property set to open in Vienna by the end of March.

WORDS BY LIPLA NEGI

Q1. Miiro was launched in 2024 as InterGlobe's new lifestyle hotel brand. What gap in the market prompted the creation of Miiro, and how has the brand performed so far in its first year of operations?

A. Miiro is the new lifestyle hotel brand from InterGlobe, launched as part of our diversification strategy into Europe. We noticed a distinct gap in the landscape for hotels that offer authentic, neighbourhood-led experiences without sacrificing the comfort or consistency travellers expect.



Neena Gupta
CEO, Miiro Hotels and
Executive Director-Group
Strategy and International
Hospitality, InterGlobe

The timing was also key. Post-pandemic, we saw a shift in what people value. Travellers are moving away from generic tourist hubs and looking for meaningful stays in hotels with unique character, and lively, local communities. Because InterGlobe had already focused on acquiring architecturally unique properties in great locations, we were perfectly positioned to meet this demand.

We curated Miiro specifically for those seeking “unfiltered” experiences. The name comes from the Latin word *miro*, meaning “I wonder.” It is a gentle nudge for our guests to pause, look around, and savour the moment, which is at the heart of our “Brilliantly Considered Stays” philosophy.

Since our 2024 launch, the response has exceeded our expectations. In just 16 months, we have opened five unique hotels: Le Grand Hôtel Cayré in Paris, Templeton Garden in

London, Borneta in Barcelona, The Mansard in Gstaad, and Palais Rudolf in Vienna. Our next property, Spittelberg in Vienna is launching in March 2026.

The feedback from our guests has been extremely encouraging, with many appreciating the authentic design of our hotels and the warm, personalised service they experience. Seeing high occupancy levels and repeat visits so soon after our opening reinforces that our approach is resonating. This positive momentum makes us very excited about what lies ahead.

Q2. InterGlobe has consistently emphasised localisation over standardisation. How does Miiro translate the cultural heritage of each destination into hotel design without losing brand coherence?

A. You are absolutely right — the philosophy of localisation over



Our staff acts as “neighbourhood curators”, offering personalised recommendations & bespoke experiences





standardisation is central to how Miiro is designed and operated. Miiro begins each project by deeply engaging with local architects, designers, and artisans, ensuring that every hotel is deeply rooted in its neighbourhood. Rather than using a rigid template, we start every project by collaborating with local architects, designers, and artisans to ensure each hotel feels like a natural extension of its neighbourhood. We intentionally move away from the “one-size-fits-all” approach.

Most of our properties are buildings which have existed for decades, and some are even listed buildings, each with its own story to tell. We make it a priority to preserve and restore original features whenever we can. For instance, at Le Grand Hôtel Cayré in Paris, Art Deco influences pay tribute to the artistic legacy of Saint Germain des Prés. Borneta in Barcelona reflects the warmth and craft traditions of El Born through Mediterranean colours

and textures. Templeton Garden in London uses calm, layered tones to reflect the calm, residential character of Earl’s Court, while Palais Rudolf in Vienna blends high ceilings and classic proportions with contemporary comfort to mirror the city’s timeless elegance. Together, these locally inspired expressions allow each hotel to carve its own unique identity.

At the same time, brand coherence is achieved through a shared design philosophy rather than identical design elements. Across all Miiro hotels, guests experience warm spaces, thoughtful layouts, natural materials, and calm colour palette that prioritises comfort and ease. Hence, while each Miiro hotel features a unique design that reflects its local surroundings, the brand’s fundamental values are consistent across all properties.

Local culture is also brought into the hotels through close collaboration with local designers, artisans, and suppliers. Artwork,

Most of our properties are decade-old buildings, some of them listed, each with a story of its own

furniture, and materials are often sourced locally, and interiors are designed to celebrate neighbourhood stories rather than impose a global aesthetic. Food and beverage concepts follow the same principle, drawing on local dining traditions and encouraging locals to use the spaces, helping the hotel feel like a natural part of the community rather than a standalone building.

Ultimately, the consistency across the brand is reinforced through service and guest

experience, rather than visual uniformity. All Miiro teams are trained to embody our service values of warmth, attentiveness, and personalisation, which are qualities encapsulated in our brand’s promise.

Q3. Looking ahead, what major trends do you believe will shape lifestyle hospitality globally this year?

A. The world of travel is constantly evolving, and as we look ahead



We are positioning Miiro at the forefront through our “Brilliantly Considered” philosophy

to 2026, I believe boutique and lifestyle hospitality will be shaped by a much deeper desire for authentic, experience driven stays.

Guests are no longer satisfied with simply ‘staying’ in a destination; they want hotels that help them connect meaningfully with local culture, neighbourhoods, and communities. This is driving continued growth in small to mid scale lifestyle hotels that reflect local design, history, and food culture, while still offering consistency and comfort. Brands that successfully balance individuality with operational reliability are the ones that will truly stand out. We are positioning Miiro at the very centre of this movement through our “Brilliantly Considered” philosophy.

We are also seeing hotels evolving into social hubs where locals and travellers come together through food, culture, design, and shared experiences. At Miiro, each hotel is designed to be a seamless extension of its city. This means working with local artisans and curating menus that highlight regional favourites.

Our staff act as “neighbourhood curators”, providing guests with personalised recommendations and curating bespoke experiences.

Design is also shifting. It is moving beyond mere aesthetics to becoming a part of a guest’s overall well-being. We have noticed a preference for spaces that offer a sense of openness, incorporate nature, and foster a quiet grandeur.

Finally, personalisation will become a quiet but powerful differentiator in lifestyle hospitality. Guests increasingly expect hotels to recognise preferences, anticipate needs, and offer tailored experiences. The ability to blend high touch human service with smart, intuitive technology will be critical to delivering memorable stays.

Q4. How soon might we see the brand enter the Indian market? What kind of destination or hotel would qualify as the right fit?

A. We are often asked about our expansion beyond Europe, and it is truly exciting to see so much global interest in Miiro. Our journey ahead is one of strategic, thoughtful expansions. Our immediate focus is the launch of our second Vienna property, Miiro Spittelberg, in March 2026.

Beyond that, we are continuing to look for iconic locations in culturally rich European cities while also exploring the potential of new markets.

India is close to our heart both culturally and personally, through our parent company, InterGlobe. Therefore, we will continue to monitor the market for opportunities and locations that are well-aligned with Miiro’s philosophy. **HT**



Upskilling critical for resilient hospitality

Continuous upskilling, from soft to digital skills, is key to building a future-ready workforce in the fast-evolving hospitality industry.



Rajan Bahadur
CEO, Tourism and Hospitality Skill Council (THSC)

WORDS BY HT BUREAU

The hospitality industry today is very different from what it was a decade ago. Guest expectations have changed, technology is deeply embedded in operations, and sustainability is no longer optional. As a result, the skills required to succeed in hotels, restaurants, and travel services are also evolving. While technical knowledge remains important, the industry now places equal — if not greater — value on human skills, adaptability, and continuous learning.

Human-centric skills

One of the most noticeable changes is the growing importance of soft skills. Today guests expect more personalised and emotionally aware services. Skills such as responsiveness, clear communication, and the ability to stay calm under pressure

The skills that matter most are those that combine technology, empathy, and adaptability

are becoming essential at every level. Rigid, rule-based service approaches are gradually being replaced by flexible and guest-sensitive responses.

Digital fluency

Basic digital literacy is no longer enough. Professionals are expected to be comfortable using property management systems, digital payment tools, and guest feedback

systems. Skills that rely heavily on manual processes or avoid technology are gradually becoming outdated in modern hospitality.

Responsible practices

Guests are more conscious about environmental impact and responsible tourism practices. Hospitality professionals are now expected to understand simple but effective practices such as reducing waste, conserving energy, and supporting local sourcing. These are no longer “extra” skills but are slowly becoming part of standard operational knowledge.

Moving forward

The hospitality workforce will need to keep learning and evolving. The skills that matter most are those that combine tech, empathy, and adaptability. Continuous upskilling is no longer a career advantage; it is vital for building a future-ready hospitality industry. **HT**

ARCHII
Since 1985

Invites Participation in the 40th edition of Aahar 2026



Product Displays

- Food & Beverages • Processed Food • Food Ingredients
- Food Processing Equipment
- Packaging Machinery
- Restaurant & Kitchen Equipment
- Supplies and Services
- Food Trucks & Trailers • Hotel Design
- Wine & Beverages

ARCHII is well recognized platform to discuss the possible arrangements, contracts, dealings between member's interest to regulate and standardize as far as ethical business practice in the hospitality trade.

ARCHII arranges, sponsors and support various conferences, exhibitions. It promotes goods/equipments by arranging meeting and one to one discussions with multiple invited high profile visitors and guests.

ARCHII has been actively involved with ITPO to organise Culinary Show & Seminars at previous edition of Aahar

For Space Bookings, Contact: Ms. Bharti (Ex. Sec.) 9871582149 Mr. Vijay Kumar: 9506315924



Association of Resource Companies For the Hospitality Industry of India

LB2/2, Manu Apartments, Mayur Vihar, Phase-1 New Delhi-110091

E-mail: archii.association@gmail.com | **Website:** www.archii.org



Taste the luxury that is born out of science.

Find the best of tech and tailor made comfort for your body.

Engineered Comfort for the World's Finest Suites

Sleepwell Hospitality Solutions designed for hotels that value comfort, durability, and consistent guest experience. A thoughtfully engineered range of mattresses created specifically for hotels, resorts, serviced apartments, and premium hospitality spaces that want to elevate the sleep experience of their guests.

Sheela Foam – Global Sleep Technology Leader

- Presence across India, Australia, and Spain
- 19 advanced manufacturing facilities across Europe and Asia Pacific
- Among the most R&D - driven foam manufacturers globally
- Trusted by millions of consumers and leading institutions

What Makes Sleepwell Special

With over five decades of expertise in foam science and mattress engineering, Sleepwell delivers trusted sleep innovation tailored for the hospitality industry. Designed for hotels, resorts, and premium hospitality spaces, Sleepwell mattresses combine advanced foam technologies with engineered comfort to ensure every guest enjoys a consistently luxurious sleep experience.

- Multiple Specialized Foam Technologies developed through years of research and innovation
- Engineered Multi-Layer Comfort Systems for optimal support and pressure distribution
- Consistent Luxury Comfort across all rooms and properties
- High Durability for Hospitality Use, ensuring long-lasting performance
- Breathable, Hygienic Materials for a fresh and comfortable sleep environment
- Customizable Comfort Solutions tailored to match your brand's hospitality standards

With Sleepwell Hospitality Solutions, hotels can create a signature sleep experience that guests remember long after checkout.

Where Comfort Meets Luxury

From everyday home comfort to world-class hotel luxury



India Business

Indian Consumer Brands



International Business

International Subsidiaries



Consumer Brand



We have already brought comfortable sleep to your homes,
Now we are bringing luxury comfort to hotels as well.

For More Inquiry: Call +91 98992 22559 - sunil.dutta@sheelafoam.com • mysleepwell.com

India hotel sector performance (December 2025), according to HVS ANAROCK's monthly update



Bengaluru leads with 20–25% ARR growth

The overall demand remained resilient despite air travel disruptions in December 2025, registering 7–9% YoY growth in ARR & RevPAR.

WORDS BY HT BUREAU

India's hospitality sector's performance showed moderation on a sequential basis due to disruptions in air travel in December 2025, according to HVS ANAROCK. Occupancy rates eased to 68–70 percent, and the average room rate (ARR) marginally softening to ₹10,000–10,200 (0–2 per cent MoM). Revenue per available room (RevPAR) declined by 6–8 per cent MoM to ₹6,800–7,140 post November. However, underlying demand remained resilient, reflected in

7–9 per cent year-on-year (YoY) growth in ARR and RevPAR, supported by continued rate discipline and stable occupancy.

ARR trends

Average rates in the period reflected a resilient YoY performance across India, with pricing momentum remaining even across almost all key markets. Bengaluru emerged as the strongest outperformer, recording the highest ARR growth at 20–25 per cent YoY, driven by sustained corporate and commercial demand. Hyderabad followed closely, posting robust

Chandigarh emerged as the strongest performer, recording the highest occupancy growth of 2–4% YoY

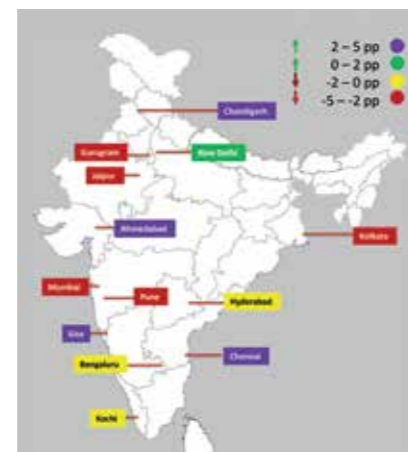
growth of 18–20 per cent YoY, highlighting the continued resilience of South Indian markets. In contrast, Mumbai and Goa both registered a marginal year-on-year decline in ARR of 0–5 per cent.

Occupancy trends

Occupancy at the national level reflected a largely stable YoY performance, indicating steady underlying demand despite market-level divergence. Chandigarh emerged as the strongest performer, recording the highest occupancy growth of 2–4 percentage points YoY. Gurgaon, Jaipur, and Mumbai registered year-on-year declines in occupancy of 3–5 pp. HT



HVS ANAROCK Research; Data for Calendar Year



HVS ANAROCK Research; Data for Calendar Year; pp - percentage points

Picture credit: HVS Research

Experience us @ Aahar 2026
10-14 March | Hall 14GF - 22A



Reliable.
Efficient.
Affordable.
Truly INDIAN.

82 96 22 33 77
reachus@cornellindia.in
www.cornellindia.in

Luxury shifts from Indulgent to Intentional

With a career spanning the Middle and Asia, **Gurnoor Bindra's** sole mandate is to preserve timeless luxury codes while recalibrating them for the new-age guest.



WORDS BY LIPLA NEGI

Q. What are the key challenges you currently face in your role, and how does the evolving traveller behaviour influence your strategy?

A. Today's luxury traveller is more intentional than indulgent, seeking meaning, authenticity, and real emotional connection, not just five-star comfort. One of the key challenges in my role is navigating this shift thoughtfully, preserving the timeless elegance and heritage of a luxury brand, while continually re-imagining what luxury should feel like for the modern guest.

Travellers value privacy, well-being, cultural immersion, and intentional experiences as deeply as they value design, service, and comfort.



"Sustainability is most meaningful when it is not treated as a separate agenda."

This evolution influences strategy in real ways. It shapes how we design guest touchpoints, personalise service, build experiences around wellness and restoration, and create moments that are quietly memorable, whether through intimate rituals, deeper storytelling, or bespoke service that anticipates needs rather than reacts to them.

At the same time, a key leadership challenge is ensuring that operational excellence keeps pace with these rising expectations. Luxury today is defined less by grandeur, and more by precision, in details, consistency, and emotional resonance.

Q. With the proliferation of sub-brands, do you see signs of brand fatigue among travellers, and how should brands respond?

A. Instead of fatigue, what we are witnessing is a more discerning

traveller, one who is increasingly selective about the brands they engage with. With an abundance of options available, guests are naturally gravitating toward brands that offer clarity of identity, purpose, and experience.

Guests are increasingly loyal to brands that stand for something distinct, not just aesthetically,



Gurnoor Bindra
General Manager
Raffles Udaipur



but emotionally and culturally. Consumers of luxury do not buy luxury for the price tag or the brand or for that matter, the status. They buy it for how a brand makes them feel and how they want to be perceived in society. As a consumer of luxury myself, I do not reach out for a piece just because of its brand tag, I pick it up for how it makes me "feel".

Similarly, travellers, when picking a destination or a stay, choose emotion over other factors. The response, therefore, is not more branding, but sharper storytelling and stronger differentiation.



“Travellers value privacy, well-being, cultural immersion & intentional experiences.”

Brands must return to their core promise. In the case of Raffles, it is about gracious service, elegance, and a deep sense of place, values that remain timeless even as the market evolves.

Q. How do you define and navigate your competitive set to maintain differentiation and relevance?

A. In luxury hospitality, differentiation comes not from competing on features, but on feeling and on being truly experience-led. While we remain aware of the global luxury landscape, our real competitive set is shaped by guest expectations for privacy, cultural depth, wellbeing, and personalised service. Today,

travellers are not just comparing destinations, but how each experience makes them feel.

At Raffles Udaipur, our relevance lies in crafting immersive moments across our island and lakeshore setting, complemented by the legendary Raffles Butler service and thoughtfully curated culinary, wellness, and cultural experiences. Each touchpoint is designed to evoke a distinct emotion and create memories that cannot be replicated elsewhere.

Because true luxury today is singular, defined by experiences that leave a lasting emotional imprint.

Q. How do you view skill development as a leadership responsibility, and what

level of investment is required to build a future-ready talent pipeline?

A. I strongly believe skill development is one of the most important responsibilities of leadership, especially in hospitality, where service excellence is entirely driven by people. A future-ready talent pipeline requires more than training programmes, it requires a culture of continuous learning, mentorship, and empowerment. Leaders must invest time in coaching teams, building emotional intelligence, encouraging cross-functional exposure, and preparing individuals for evolving guest expectations.

The investment is both financial and deeply personal, but it is



essential. Across the Accor group, there is a clear commitment to developing future leaders through structured learning, global mobility, and a culture that places people at the heart of excellence. At Raffles, in particular, service is not simply taught, it is cultivated, refined, and passed on through mentorship, craftsmanship, and an enduring dedication to gracious hospitality.

Q. From a leadership standpoint, how should

sustainability be operationalised within teams, and which initiatives deliver measurable impact?

A. Sustainability in hospitality is most meaningful when it is not treated as a separate agenda, but as an integral part of how an organisation thinks, operates, and serves.

From a leadership standpoint, operationalising sustainability begins with embedding responsibility

into everyday culture, guiding teams to see that thoughtful sourcing, mindful resource use, and conscious reduction of waste are not compromises, but expressions of modern excellence. Most importantly, it requires clear frameworks, shared accountability, and a commitment to measurable progress rather than performative intent.

Initiatives that deliver lasting impact are often those that are quietly consistent – reducing single-use materials, strengthening local and ethical supply chains, improving energy efficiency, and fostering deeper alignment between hospitality and community.

In luxury, true sustainability is never about visibility, it is all about intention and what we give back to the world.

Besides, it is refined, enduring, and rooted in care for both people and place. **HT**

Uniforms Unlimited

Chefs UNLIMITED

Styling Hospitality

The look That Cooks

Hospitality Uniforms • Chefwear • Designer Uniforms

Mumbai • Delhi • Bangalore • Kolkata • Chennai • Hyderabad

Soniya Gore +91-7045877488 | Zubin Mehta +91-9820236276

www.uuindia.com | sales@uuindia.com

Story-woven luxury weddings

Le Meridien New Delhi set benchmarks with their signature wedding showcase “Great Delhi Dreams”, capturing the spirit of Delhi.



WORDS BY HT BUREAU

Conceptualised as a narrative-led experience rather than a conventional exhibition, Le Meridien New Delhi hosted The Great Delhi Dreams, its signature wedding showcase. It offered an immersive and evocative celebration of Delhi’s rich wedding traditions. Held across the hotel’s iconic Desire and Sovereign Ballrooms, the evening reaffirmed the hotel’s standing as a premier destination for bespoke luxury weddings in the capital.

The event brought together heritage, artistry, cuisine, design, and emotion under one roof. The showcase reflected Le Meridien New Delhi’s philosophy of crafting weddings that are deeply personal, culturally rooted, and seamlessly executed.

Key highlights

The evening commenced with an intimate ceremonial welcome at

*“Our commitment
is to creating
weddings that are not
just grand in scale,
but meaningful
in emotion.”*

Desire, symbolising beginnings and promises, followed by a grand unveiling at The Sovereign. Guests were taken on a carefully curated journey through transformed venues, live performances, immersive décor installations, and an elevated culinary experience that blended regional flavours with global inspirations—true to the hotel’s refined culinary identity. The main attraction of

the evening was the presentation of Le Meridien New Delhi’s personalised wedding services, including its signature Wedding Ambassador and Wedding Shadow concepts, dedicated teams that work discreetly behind the scenes to choreograph every detail with precision and care.

Tradition meets contemporary

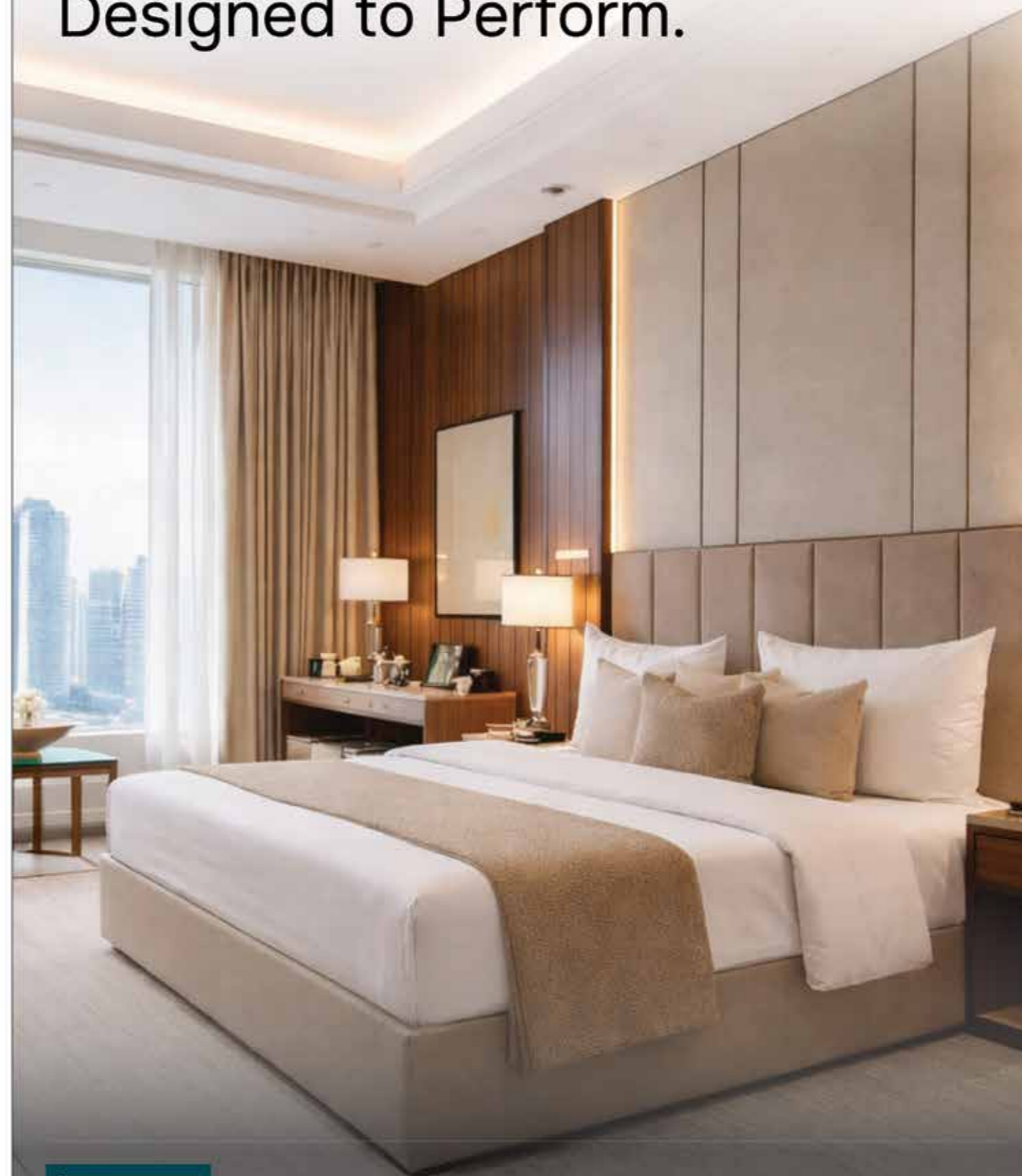
Speaking on the occasion, **Meena Bhatia**, Vice President & General Manager, Le Meridien New Delhi, said, “The Great Delhi Dreams reflects our commitment to creating weddings that are not just grand in scale, but meaningful in emotion — celebrations that honour tradition while embracing contemporary expression. This showcase is a reflection of our belief that every wedding deserves to be thoughtfully crafted, seamlessly executed, and remembered for a lifetime.”

The event welcomed an exclusive gathering of prospective couples and families, leading wedding planners and designers, photographers, influencers, luxury and lifestyle media, and key Marriott Bonvoy partners. The showcase reflected its storytelling approach, refined aesthetics, and emotional depth.

With The Great Delhi Dreams, Le Meridien New Delhi continues to set benchmarks in the luxury wedding and events space—creating experiences that transcend occasions and become lasting memories.

The Great Delhi Dreams was not merely a showcase, but a celebration of Delhi’s love stories—reimagined with elegance, artistry, and timeless hospitality. **HT**

Furniture Built for Hospitality. Designed to Perform.



Over 40 years of craftsmanship and in-house production excellence. Delivering tailored furniture & fixture solutions for leading hospitality brands.

kalatmak
spatial systems

8867107576

info@kalatmakss.com

kalatmakss.com



Intimate, Immersive, Indian

Seeking tradition & cultural depth, global travellers have awakened to the grandeur and serenity of hosting a wedding in India.

WORDS BY LIPLA NEGI

Luxury weddings in India come in many definitions and dimensions. Some unfold on a grand scale, others in intimate settings. Some are staged in opulent ballrooms shimmering with crystal and couture, while others take shape amid forests, riversides, and heritage courtyards.

It is little surprise, then, that India's wedding market continues to grow stronger, with NRIs increasingly choosing the country as their first destination for weddings

and intimate celebrations. They are quietly redefining what luxury truly means, by shifting the focus from spectacle to experience. "Today, it is about intimate weddings — close family, meaningful conversations, and settings that feel authentic," said **Nivedan Kukreti**, General Manager, Taj Corbett Resort & Spa, Uttarakhand.

A new luxury

At properties like Taj Corbett, nature is the grand designer. Verdant landscapes, riverside gardens, forest backdrops, and dramatic cliffs replace artificial



Nivedan Kukreti
General Manager
Taj Corbett Resort & Spa, Uttarakhand

"A curated sit-down dinner in India costs around ₹8,500 plus taxes per guest, compared to over US\$ 200 per person in the US."

embellishments. "You do not need to create big banquet setups here. The greenery and wildlife become part of the celebration. That is luxury now," Kukreti averred.

Post the Prime Minister's call for 'Wed in India', the ripple effect was measurable. Queries started pouring in and soon, Indian destinations became global wedding hotspots. "A London-based couple and another from Singapore chose to exchange vows in India, drawn not by spectacle but by setting. Their first evening unfolded as a 60-guest sit-down dinner beneath a canopy of trees. Minimal décor, no elaborate staging, only close

family and nature doing most of the talking," he shared.

Cost advantages

Today, Taj Corbett hosts approximately 20 to 25 weddings annually. Cost efficiency, too, plays a pragmatic role. "A curated sit-down dinner in India may cost approximately ₹8,500 plus taxes per guest, whereas similar experiences in the United States or other global markets can exceed US\$ 200 per person. Many feel it is more economical to host weddings here than abroad," Kukreti noted.

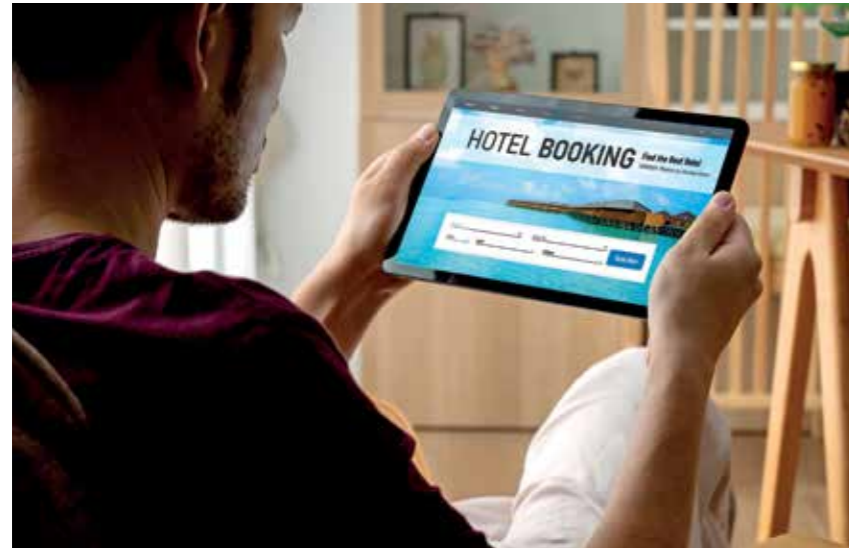
But affordability alone does not explain the surge. It is the

unique combination of intimacy and authenticity, privacy and self-discovery, tradition and global appeal that makes India stand apart. As global couples increasingly seek meaning over magnitude, the country's forests, rivers, and mountain horizons are quietly redefining the destination wedding narrative.

"For us, it is largely about word of mouth. When a guest leaves after hosting an excellent wedding and shares that experience, it often translates into two more weddings for us. Even guests who attend those celebrations go back and recount their experience with us — and that, in turn, generates further business. It is really as simple as that," he underlined. As vows are exchanged against nature's grand canvas, the experience lingers, etched into the memories of guests long after the celebrations fade. **HT**



Tier III cities power hotel growth



From growing dominance of tier III cities to event-driven travel, Booking.com indicates a strong and positive outlook for India's hospitality sector in 2026.



Santosh Kumar,
Regional Manager
South Asia, **Booking.com**

WORDS BY HT BUREAU

Booking.com, in partnership with Statista, released the third edition of its annual India Accommodation Barometer, offering insights from travel leaders across the country. It focused on current outlook, opportunities, and challenges facing the industry.

Optimism driven by tier III growth

Indian accommodation providers are entering 2026 with strong confidence, supported by rising occupancy and rates, investment intent, and the increasing role of tier III cities.

According to the report, 75 per cent of hoteliers expect positive business development, up from

positive business development, compared to 60 per cent of independent accommodations seeing ADR growth.

Training investment

Indian accommodations plan to hire 9.9 employees on average over the next 12 months; tier I cities lead with 10.5 planned hires per property, representing around 40 per cent of total workforce size and reflecting both growth and replacement hiring. However, 54 per cent cited lack of necessary skills or experience and 51 highlighted high salary expectations as key barriers; and in tier III cities, 67 per cent identified skills shortages as their primary hiring concern.

To bridge this gap, 41 per cent of accommodations are increasing their training budgets, scaling a combination of in-house development and externally supported learning.

AI: Driving efficiency

AI adoption remains high in trust and security use cases, with 70 per cent of Indian hoteliers viewing AI as helpful for fraud prevention and cybersecurity, followed by marketing and communications (53 per cent) and customer service (51 per cent). Hoteliers are more optimistic towards AI, with comparatively lower confidence in operational applications. "The third edition of our India Accommodation Barometer reveals that our industry continues to build momentum, marked by resilient demand and steady optimism," said **Santosh Kumar**, Regional Manager, South Asia, Booking.com. **HT**

75% of hoteliers expect positive business development, up from 69% in 2024, reflecting sustained optimism

Leadership from the lobby up

HOSPI Sigma™ is a UK-based hospitality capability framework founded by **Sanjeev Kumar** to strengthen decision-making and leadership readiness across hospitality. It reflects the challenge highlighted in the recent Union Budget: stronger academia–industry collab.



Sanjeev Kumar
Founder
HOSPI Sigma™

WORDS BY HT BUREAU

Q. HOSPI Sigma™ positions itself as a capability pathway, not a theory programme. What gap in leadership training were you trying to solve?

After three decades across some of the world's most demanding hotel environments — and leading large-scale transformation in financial services — I kept returning to the same observation. Hospitality has never lacked good training. What it has consistently lacked is the layer between training and performance. I realised, we were training people, but we were not building capability. HOSPI Sigma™ was built to close that gap — not just for students but for supervisors, managers, and hotel teams who have been on the floor for years and know something is still missing.

2. How does HOSPI Sigma™ address real-world operational blind spots that conventional training often overlooks?

Conventional training is largely procedural — it tells people what the SOP says. What it rarely

Industry responds when competence is validated, not merely described

addresses is what happens when the SOP runs out. This is precisely what HOSPI Sigma™ is built to address. Our Service-to-Systems pillar develops the ability to see how departments are interdependent and where service silently breaks. Our Judgment Under Pressure pillar builds the confidence to own a problem completely.

3. How CPD UK accreditation and IoH endorsement can help career progression for emerging and mid-career professionals?

Early in my career, I realised something important: the industry responds differently when competence is formally validated, not merely described. That distinction becomes especially relevant at key inflection points in one's career. CPD UK accreditation reassures employers that the individual has invested in disciplined, outcome-oriented development. For emerging

professionals, this provides meaningful differentiation in competitive selection processes. For mid-career supervisors, it bridges the gap between operational competence and leadership credibility. As IoH endorsement progresses, the value becomes even more industry-specific. **HT**



www.hospisigma.com

Recent Milestone

HOSPI Sigma™ has recently launched its pilot programme, in partnership with New World Hospitality, a UK-based hospitality management company, and the Kineer Garima Foundation, an organisation dedicated to empowering the transgender community.

The HOSPI Sigma™ Learning Pathway

Foundation: New entrants building their operational awareness and floor confidence from day one.

Associate: For early-career professionals consolidating their experience and developing consistent execution habits.

Specialist: For supervisors and team leaders translating instinct into structured leadership capability.

Expert: For senior managers and general managers embedding a culture of performance, consistency, and measurable excellence across their teams and properties.



The power of two

Taking their long-standing association to the next level, RHG–MBD signed a joint pact to propel RHG’s luxury footprint across India.

WORDS BY HT BUREAU

Radisson Hotel Group (RHG) and MBD Group have announced a long-term strategic partnership to accelerate the expansion of RHG’s luxury and lifestyle brands – Radisson Collection and Radisson RED – across India. As part of this strategic partnership, the iconic Radisson Blu MBD Hotel Noida will transition to Radisson Collection MBD

Sonica Malhotra Khandari, Joint Managing Director, MBD Group, explained, “The first decade of the partnership is targeted to deliver 50 co-branded hotels across the two brands predominantly through an asset-light model. The planned portfolio is expected to follow an approximate mix of 80 per cent managed and franchised hotels and

20 per cent owned properties.” Citing strong growth in India’s premium hospitality market, KB Kachru, Chairman Emeritus & Principal Advisor, South Asia, RHG, said, “India stands at the cusp of significant growth. With a large aspirational

“We see these two brands as central to our future, blending the strengths of both companies to create enduring landmarks.”

population under the age of 35, the opportunity ahead is substantial. We see these two brands as central to our future, blending the strengths of both companies to create enduring landmarks. Our focus is on anticipating what will be required and expected over the next two decades.”

“This partnership is aimed at accelerating the growth of our brands across India. We are opening a 350-key hotel in Udaipur and another 350-key property near Navi Mumbai Airport, with more developments in the pipeline. Our focus is to fast-track the expansion of Radisson Collection and introduce Radisson RED as a strong lifestyle proposition in the country. We firmly believe this is the right time for Indian consumers to experience a globally benchmarked lifestyle brand,” said Nikhil Sharma, MD & CEO, South Asia, Radisson Hotel Group.**HT**



(L to R) Sonica Malhotra Kandhari, Joint Managing Director, MBD Group; Monica Malhotra Kandhari, Managing Director, MBD Group; KB Kachru, Chairman Emeritus & Principal Advisor, Radisson Hotels Group - South Asia; Satish Bala Malhotra, Chairperson, MBD Group; Nikhil Sharma, Managing Director & Chief Operating Officer, South Asia, Radisson Hotel Group; Davashish Srivastava, Senior Director, Development, South Asia, Radisson Hotel Group.

Supported By

ESTD. 1993
Redefining Water, Sanitation and Plumbing Standards

Bringing Industry Together

India's Largest Exhibition of Water | Sanitation | Plumbing

Thursday Friday Saturday
16 17 18 April 2026

Hall No. 4, BIEC, Bengaluru

Key Highlights

150000 Sq. Ft.
Exhibition Area

250+
Exhibitors

50+
Start-ups

Bathroom
Challenge

Architectural Based Design
Competition 'Around the Drop'

Register Now

Exhibition
ENTRY FREE

A must for Water, Sanitation and Plumbing fraternity

Industry Partners

Principal

PIPES - BATHWARE

Diamond

Platinum

Sustainability

Sintex

Huliot India

Ruby

SUDHAKAR

Media

Gold

Curtain Raiser

Visitors Badge

Visitors Bag

Knowledge

Lunch Partners

AAGAM

ripple

GEBERIT

xylem

Registration Counter

Water Station

www.indianplumbing.org

AI: Big gains for mid-scale hotels



To achieve competitive global footing, embedding AI into its core operations is crucial for the industry rather than treating it as an experimental tool.

WORDS BY RAHUL BHADANA

India AI Impact Summit 2026, held in New Delhi, reinforced the government's intent to position AI as a national priority. For the travel trade, the relevance lies not in abstract innovation, but in how predictive intelligence and behavioural analytics could soon become operational essentials rather than optional tools.

From a hotel ownership perspective, **Arjun Baljee**, Founder, ICONIQA and President, Royal Orchid Hotels, expects the next 12–24 months to mark a structural shift. “We are moving away from generic, mass marketing towards AI-driven engines that analyse guest behaviour in real time to offer tailored experiences,” he said.

He added that AI is the ultimate equaliser for homegrown Indian brands, where SaaS-based models allow mid-sized and standalone hotels to access predictive tools without heavy capital investment.

The implications extend to travel agents, tour operators, and DMCs. Smaller players may be able to compete more effectively with larger networks, particularly in personalising itineraries and targeting niche segments.



Arjun Baljee
Founder
ICONIQA and President,
Royal Orchid Hotels

Avijit Arya, CEO and Founder, Internet Mogul, pointed to the importance of developing Indian-context AI models capable of understanding linguistic and cultural diversity. “Right now, the context for AI is coming from international LLM models. When Indian companies create Indian models, we will understand our



Avijit Arya
CEO and Founder
Internet Mogul

consumers better and create more curated experiences.”

For the travel trade, the summit signals a positive development — AI will soon move from being a buzzword to becoming the backbone of pricing, MICE bidding, itinerary design, and customer retention — placing India on the global tourism map.**HT**

SaaS-based models allow mid-sized and standalone hotels to access predictive tools without heavy capital investment

HOMESCAPES
LUXURY LINEN & BEDDING



Where Comfort Meets Elegance

Indulge in world-class luxury with HOMESCAPES

Room & Bath Linen | F&B & Banquet Linen | Soft Furnishings

CONTACT US	Amitabh Awasthy, Founder & CEO +91 9050009486	IHG Taj SAMIHI LEISURE HOTELS THE LAKELA MARRIOTT Kempinski park inn
	Mala Awasthy, Co-Founder & Director +91 9050009427	HYATT motherhood HCG WESTIN STAYBRIDGE INTERCONTINENTAL Radisson
	Arjun Awasthy Director +91 9813056184	CROWNE PLAZA Fairfield Holiday Inn SURYAA COURTYARD aloft COUNTRY RENAISSANCE W SHERATON NEEMIRANA lemon tree

Manufactured & Marketed by:
KESRI TRANSCONTINENTAL SINCE 1986
Plot No. 345-346, HSIIDC Industrial Estate Refinery Road,
Panipat-132140, Haryana, India ☎011-45093987

https://www.homescapessindia.com
corporate@homescapessindia.com



ISO 9001:2015 Certified
ISO 14001:2015 Certified

STANDARD 100

Temple towns spur hotel rush

As pilgrims increasingly seek quality accommodation across India's sacred cities, a new economic frontier has opened up for hoteliers.



Acknowledging this trend, **Anil Parashar**, CEO, InterGlobe Technology Quotient, noted, "Undertaking pilgrimages is no longer seen as a sign of retirement or a move towards the vanaprastha phase of life. India now needs technology-enabled crowd forecasting, global best practices, and innovative financing models."

If implemented thoughtfully, these measures would not only safeguard lives and cultural heritage, but also unlock opportunities for employment, community development, and inclusive growth.

Preserving local identity

GRT Hotels & Resorts does have a lot of projects coming up in temple towns like Thirukandiyur, which is known for Shiva temple. **Vikram Cotah**, CEO, GRT Hotels & Resorts, said, "The place is very popular in terms of holiness. So, we are coming up with a hotel there to cater to the pilgrims. We believe that spiritual tourism in India has already taken off and will only grow

WORDS BY HAZEL JAIN

Today's new-age travellers, particularly Young India's millennials and GenZ, are coupling spiritual journeys with immersive cultural and adventure experiences. To cater to this trend, many companies are tweaking their offerings. For instance, Thomas Cook (India) has designed its Spiritual Plus portfolio as a blend of pilgrimage, local experiences, and outdoor adventure — ranging from white-water rafting and night treks at Vaishno Devi to Rameswaram's vibrant marine life with PADI diving, bungee jumping in Rishikesh, or sunset views from the ghats, boating on the Ganges. Recognising the need for efficiency, they have also introduced curated aerial darshans for Char Dham and Do Dham. These aerial journeys



Vikram Cotah
CEO
GRT Hotels & Resorts

are fast becoming a preferred choice, offering the sanctity of darshans without the traditional travel fatigue.

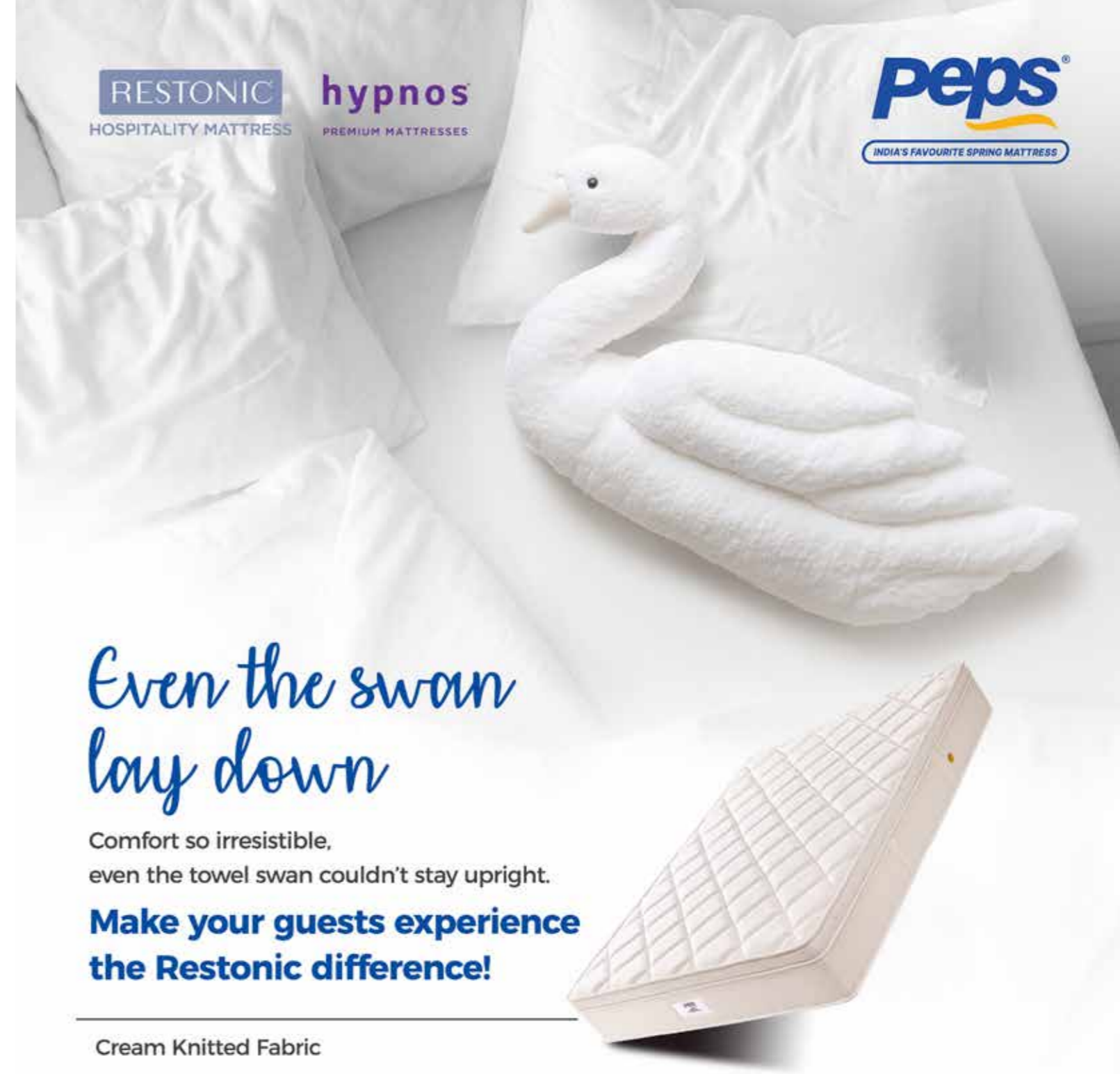
Fostering inclusive growth Religious and pilgrimage travel has rapidly become a major growth engine for India's tourism sector.



Anil Parashar
CEO
InterGlobe Technology Quotient

with Ayodhya and in the south region with Rameshwaram and other destinations.

He stressed that we are a chain, but we like to be as local as possible wherever our hotel is located. The brand's new Grand Vijayawada provides a gateway to the city's renowned pilgrim centres. **HT**



Even the swan
lay down

Comfort so irresistible,
even the towel swan couldn't stay upright.

**Make your guests experience
the Restonic difference!**

Cream Knitted Fabric

- Flame Resistant
- Approved by SGS
- Available wire type: Border wire or Box type
- Customization is provided on request
- Designs available
- BONNEL INNER SPRING OR POCKETED INNER SPRING
- Available thickness of the mattress: 6, 8, 10, 12 inches

Hotels that vouch for our Brand



Awards and Recognition





Beyond wildlife: Re-imagining eco-tourism

Beyond wildlife, eco-tourism must hinge on a holistic model built on community empowerment and story-centric experiences to draw inbound tourists.

WORDS BY **JANICE ALYOSIUS**

India's inbound eco-tourism conversation is shifting decisively beyond wildlife sightings and sanctuary visits. Industry leaders at a recent panel argued that the future lies in conservation-led tourism, community ownership, and storytelling-driven experiences — a shift that could unlock new inbound demand while protecting fragile ecosystems.

Moderating the session, **CB Ramkumar**, Vice Chair,

GSTC, questioned the traditional approach. He highlighted that moving beyond sanctuary gates — into agricultural corridors, cultural landscapes, wetlands, and community lands — could unlock a much larger tourism market built around boutique stays, slow travel, and immersive experiences.

Conservation-centric tourism
Supriya Sahu, Additional Chief Secretary, Environment, Climate Change & Forests, Government of Tamil Nadu, proposed reframing eco-tourism itself. "If tourism is



CB Ramkumar
Vice Chair
GSTC

led by conservation, you design programmes around carrying capacity, experience, and awareness — not revenue first," she said.

Sahu highlighted Tamil Nadu's Trek Tamil Nadu (Trek TN) programme as an example, with around 40 treks operated with local community participation and strict limits on visitor numbers. The learning, she noted, is that experience and conservation must

take priority while still generating livelihood opportunities.

Community engagement

From the private sector perspective, **Michael Dominic**, Director, CGH Earth, pointed out that eco-tourism should not be restricted to protected areas but embedded across destinations through principles of local employment and stakeholder ownership. "There is no restriction that eco-tourism is limited to a sanctuary. It is applicable anywhere if you follow the principles. When the local community becomes stakeholders — not just employees but entrepreneurs — they develop pride and ownership, and that is what makes projects sustainable," he said.

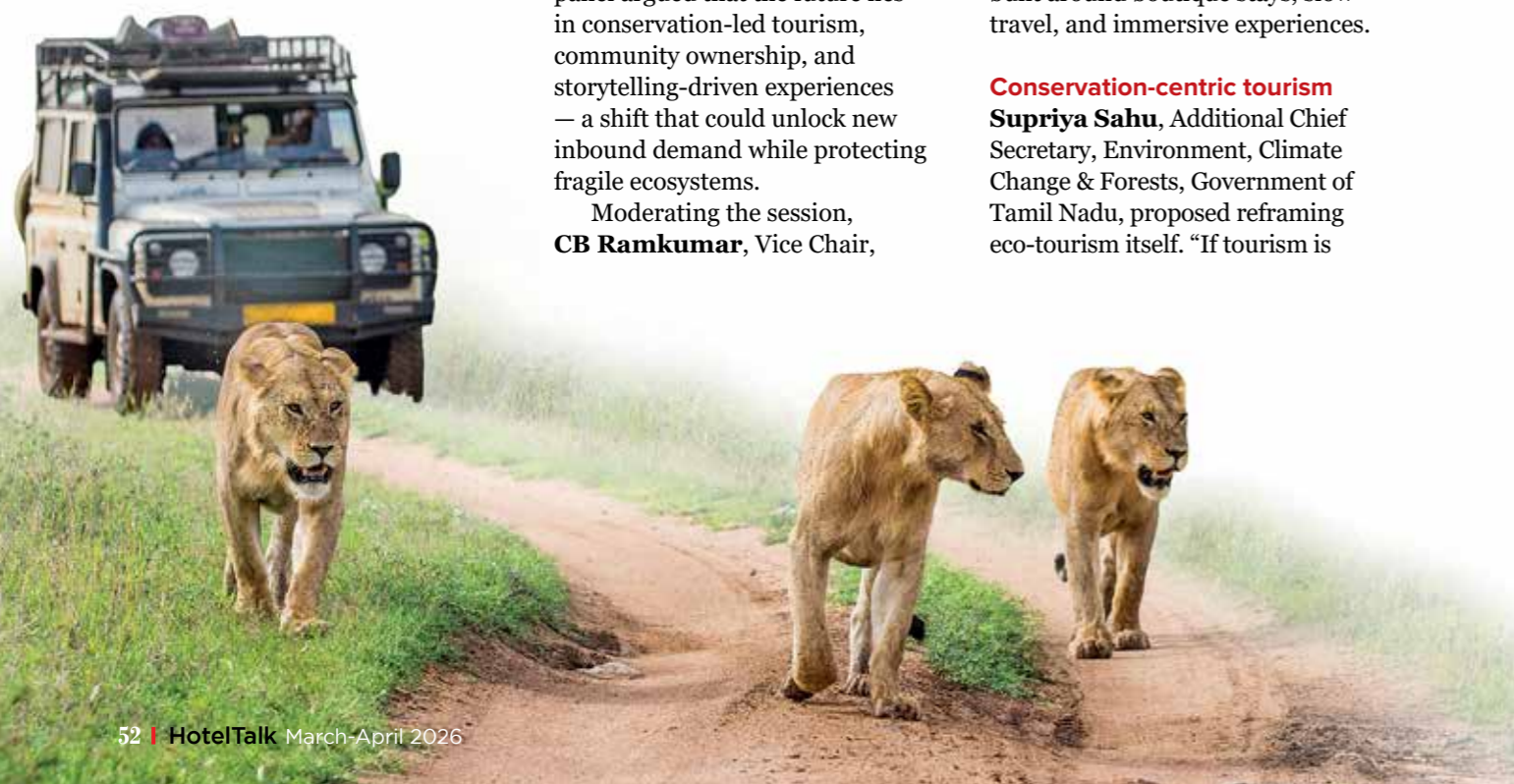
Way forward

The future of eco-tourism in India will depend on three



Supriya Sahu
Additional Chief Secretary
Environment, Climate
Change & Forests
Government of Tamil Nadu

important pillars — conservation frameworks, community stakeholderhood, and differentiated storytelling. If executed well, this shift could expand inbound tourism into new geographies while reducing pressure on iconic wildlife destinations — a transition the industry appears ready to embrace. **HT**



Experience Luxury at

MAMAKA BY OVOLO KUTA BEACH BALI

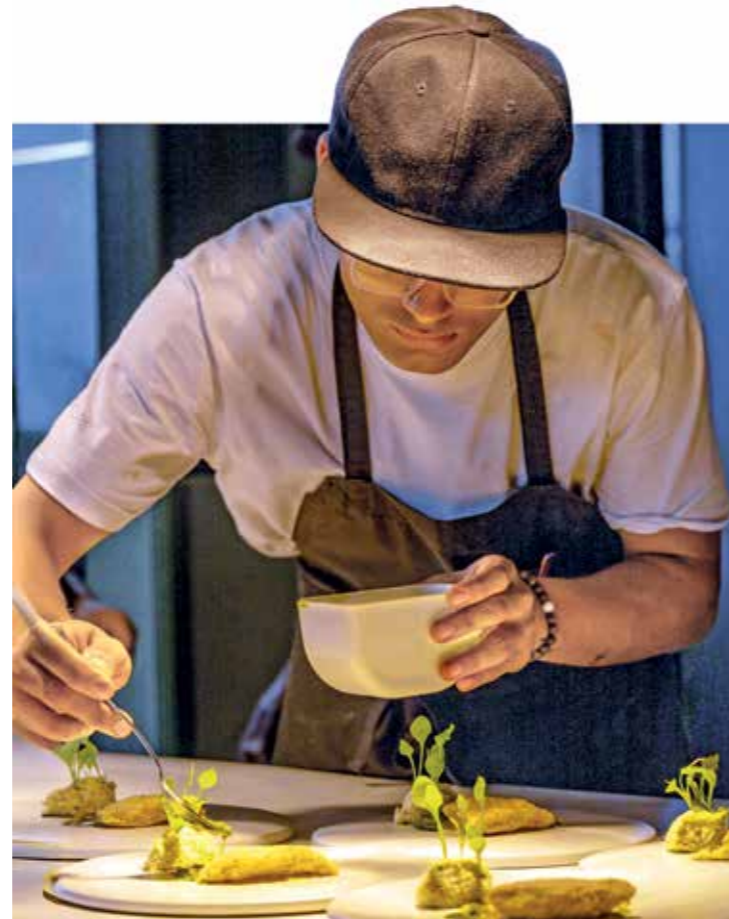





+91 7428392662,
ovolosales@buzztravelmarketing.com

Culinary success lies in adaptability

Culinary education today goes beyond technique. It now includes sustainability, technology, guest psychology, and global mobility, opines **Arjun Singh Datta**.



WORDS BY HT BUREAU

Over the past five years, chef training has evolved from being purely skill-centric to becoming multi-disciplinary. Technology now plays a central role, from precision equipment and digital recipe systems to food safety digitisation and global compliance standards. “Institutes must adopt competency-based learning with real-world kitchen simulations, focusing on adaptability, problem-solving, and cost efficiency rather than just execution,” said **Arjun Singh Datta**, Chief Operating Officer, IICA. Besides, curricula have also expanded to include plant-forward cuisine, sustainable sourcing, regional Indian food revival, nutrition awareness, and culinary entrepreneurship.



Arjun Singh Datta
Chief Operating Officer
International Institute of
Culinary Arts (IICA)

Chefs today are revenue strategists, digital ambassadors, and key architects of guest experience

Beyond kitchen

The modern chef is no longer confined to the kitchen. Datta defined the role of today’s chefs as brand ambassadors, entrepreneurs, consultants, and sustainability advocates who influence business strategy as much as culinary execution. “They design restaurant

concepts, drive revenue through menu engineering, build digital presence, and contribute to destination branding and guest experience,” he described. Indeed, many are also expanding into adjacent sectors such as packaged foods, cloud kitchens, cruise hospitality, airline catering, and food innovation.

Ability to adapt

Indian chefs are gaining strong global recognition due to their depth of flavour knowledge, adaptability, and internationally benchmarked training. At the same time, the growing demand for contemporary Indian cuisine, combined with structured migration pathways and global certifications, has accelerated overseas opportunities. “The one defining skill for modern culinary success is adaptability. The hospitality industry is evolving rapidly, with changing guest expectations, technological advancements, and sustainability demands. A chef who adapts to new cuisines, diverse teams, emerging trends, and operational challenges will consistently stay relevant,” he opined. **HT**

Zanuff[®]
FOOD SERVICE PRODUCTS

CORVUS[®]
SERVE YOUR BEST



PREPARE	COOK	STORE	SERVE
GASTRONORM PANS	COMBI OVEN ACCESSORIES FRYING PANS COOKPOTS	GASTRONORM PANS	CHAFING DISHES

ZANUFF INDUSTRIES INDIA PVT. LTD.

Mumbai : 225, Kaliandas Udyog Bhavan, S.H. Tandel Marg, Near Century Bazar, Worli, Mumbai -25

☎ 86558 83720 ✉ info@zanuff.com | sales.zanuff.com 🌐 www.zanuff.com

Innovate, scale, lead

To thrive in a digital-first world, hotels must shift from basic PMS to automation-driven solutions to reap a host of operational benefits.

WORDS BY HT BUREAU

For long-term gains, next-gen technologies must be a strategic priority in today's hospitality landscape to tackle labour shortages and guest expectations. Many properties are still burdened with fragmented systems or legacy on-premises software, leading to operational inefficiency and revenue loss. **Deepak Chauhan**, COO, mycloud Hospitality, said, "Hotels need tech that grows with them, from a boutique property to a multi-property group, without the complexity or cost associated with traditional systems."

Elaborating how their solution stands out in the market, he noted, "Our cloud-based solution, mycloud Hospitality suite, brings every core function, from PMS and POS to e-distribution and back office, into a single integrated platform, eliminating data silos and driving operational agility."

The company plans to invest in comprehensive APIs and connect to BI tools. Chauhan shared, "We are closing gaps around granular level data via APIs, real-time insights, and automation that legacy systems struggle with."

Finding balance

Scalability and localisation are at the heart of their product design. Their cloud native architecture allows properties of all sizes, from small hotels to large luxury chains, to adopt the same core platform without heavy IT investment as it is based on opex model. Chauhan noted, "Since mycloud runs in the cloud, adding new properties is as simple as adjusting permissions, without complex deployments."

In addition to being modular and customisable, he added that their solutions are highly



Deepak Chauhan
COO
mycloud Hospitality

configurable, enabling hotels to tailor workflows, reports, interfaces, meet operational rules to local formats while maintaining a unified system backbone. Their systems help brands stay consistent globally and operationally sensitive to each market they serve.

Actionable insights

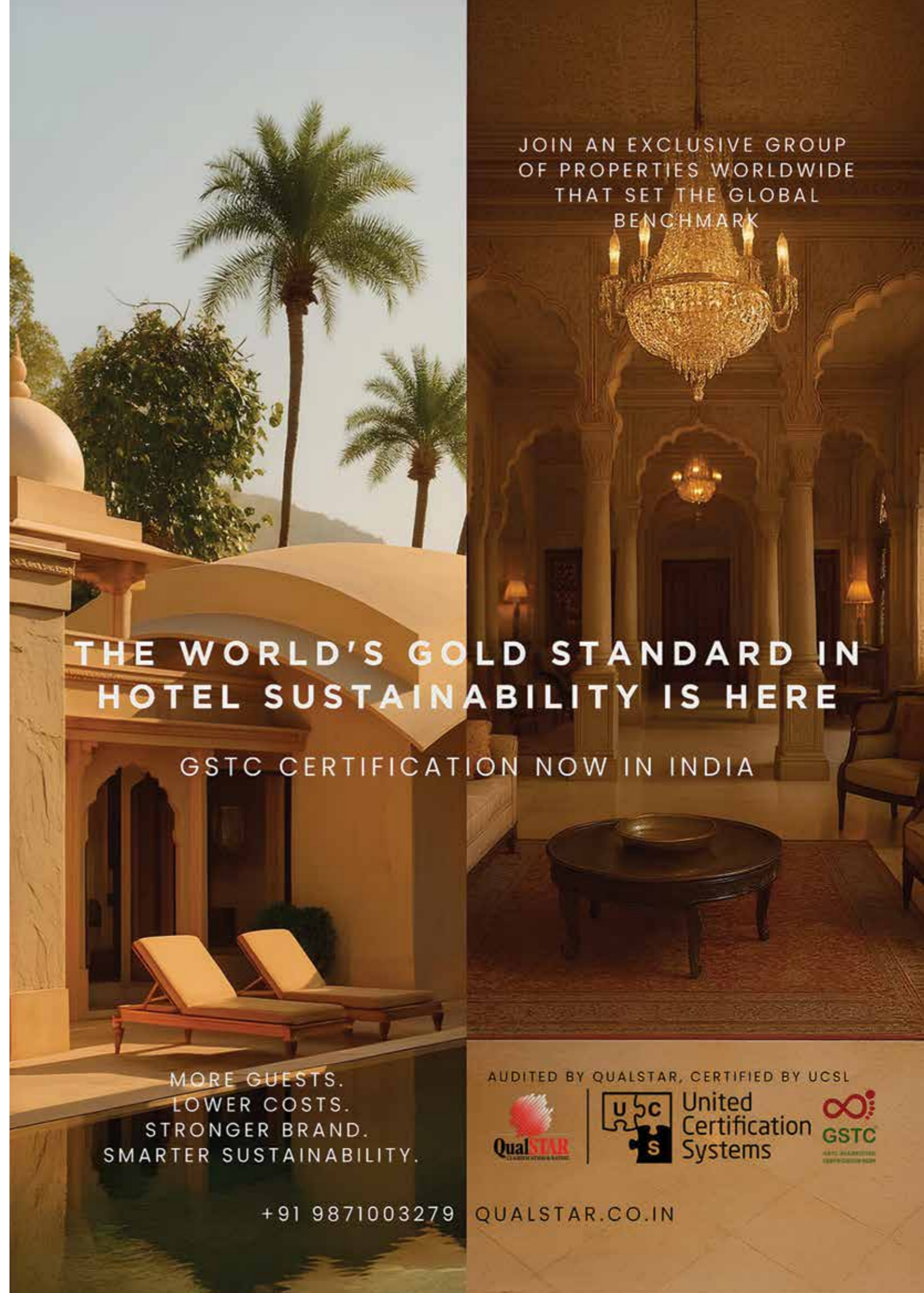
Today's hoteliers demand insights, not just data. The mycloud platform includes extensive reporting and dashboards, bringing operational metrics, financial KPIs, and insights into one place, empowering managers to act quickly. He said, "With more than

"Our cloud-based solutions enable to building a unified platform, eliminating data silos and driving operational agility."

1000 plus built-in reports and export capabilities, data becomes a strategic asset."

AI & future developments

As AI becomes more mainstream in hospitality for personalisation and conversational interfaces, Chauhan shared that the company is actively exploring how to embed these capabilities into the platform, enabling hoteliers to leverage machine learning for smarter decisions at scale. "Through these layers of insight and automation, we help hotels transition from managing tasks to optimising outcomes", he concluded. **HT**





Hotels to see 9-12% revenue growth in 2026: ICRA

India's hospitality sector is poised for double-digit growth in 2026, driven by steady demand across segments, though the demand-supply gap is expected to persist.

WORDS BY HT BUREAU

The Indian hospitality sector is expected to sustain healthy operating performance in FY2026, with revenues projected to grow by 9-12 per cent year-on-year, supported by steady domestic leisure travel, MICE activity, weddings, and resilient corporate demand. ICRA reported that the growth outlook remains favourable despite the high base of FY2025.

Pan-India premium hotel occupancy is estimated at 72-74 per cent in FY2026, compared with 71-73 per cent recorded during the first eleven months of the current fiscal. Average room rates (ARRs) are projected to increase to ₹8,200-8,500, from ₹8,000-8,200 in FY2025, aided

by sustained demand conditions.

Demand-supply disparity

Premium room inventory across 12 key cities is expected to grow at a CAGR of 5-6 per cent over FY2025-FY2026, trailing the estimated demand growth of 8-9 per cent. The demand-supply imbalance is likely to persist over the next 2-3 years, supporting occupancy levels and rate growth.

Margin profile

Operating margins for the premium hotel segment are projected at 34-36 per cent in FY2026, broadly in line with the estimated 35.8 per cent in FY2025 and materially higher than the 20-22 per cent levels observed in the pre-COVID period. Margin expansion continues to be

supported by operating leverage, cost rationalisation initiatives and improved revenue mix.

Demand & expansion strategy

Demand drivers have diversified materially and now span corporate travel, weddings and social events, MICE activities, religious tourism and leisure travel to tier II and tier III cities. This diversification has reduced the sector's vulnerability to global and cyclical shocks.

Hotel companies are increasingly adopting asset-light expansion models through management contracts and franchise arrangements. These models generate fee-based income with lower capital intensity, improve return on capital employed, and support stronger free cash flow generation. **HT**





Functionality meets aesthetics

The Balcoon bathroom range by Patricia Urquiola combines modernity with timeless elegance. Its minimalistic design features a strong identity, highlighted by an earthy terracotta shade for the ceramic objects. This range showcases the natural texture and unique material quality of the products, making it an ideal choice for those seeking a budget-friendly yet sophisticated bathroom design. ■

Style meets performance



Holistic well-being

GRAFF has unveiled Wellness Sanctuary, which transforms the everyday shower into a luxurious home spa experience focused on well-being. By combining cutting-edge technology with a design philosophy that balances innovation and emotion, the brand reimagines showering as a personal ritual of pause, reflection, and reconnection. ■



Innovative flooring solutions

SPAN FLOORS has introduced Flooma, an Italian atelier specialising in bespoke wooden floors, to the Indian market. Rooted in Italian craftsmanship, Flooma stands out for its structural integrity, performance finish, and adaptability to Indian climatic conditions. The engineered construction ensures long-term stability while promoting responsible use of hardwood resources. ■

EST. GREENKARMAS 1981

Nature creates it.
We just bottle it.

Sourced from Kashmir without pollutants

Available in multiple pack sizes (100 gms to 550 gms)

No chemicals, no additives, only Clean labels

A wholesome, natural alternative to refined sugar

Supports gut health & digestion

Helps maintain hydrated skin & healthy hair

OUR PRODUCTS: HONEY | PEANUT BUTTER | SAUCES | TEA | SPREADS

Contact Aticka (founder) at 9115025500



Amitabh Rai
Chief Operating Officer
Luxury, Accor South Asia

Accor has appointed Amitabh Rai as Chief Operating Officer, Luxury, Accor South Asia. In this leadership role, Rai will spearhead the operational and strategic direction of Accor's luxury and lifestyle portfolio across South Asia. He will focus on delivering distinctive luxury experiences for Raffles, Fairmont, and Sofitel brands. ■



Rajiv Kapoor
General Manager
Fairmont Mumbai & Roswyn, A Morgans Originals Hotel

Rajiv Kapoor has joined Fairmont Mumbai and Roswyn, A Morgans Originals Hotel, as General Manager. With over 25 years of experience in luxury hospitality, Kapoor will oversee overall operations, commercial performance, and team development across both hotels. The focus will be on boosting revenue growth and long-term brand equity. ■



Amit Sangwan
Cluster GM,
Novotel Goa Candolim and Novotel Goa Resort & Spa

Novotel has appointed Amit Sangwan as Cluster General Manager of Novotel Goa Candolim and Novotel Goa Resort & Spa. With over two decades of experience, Sangwan brings extensive expertise in operational excellence, guest experience transformation, and people-centric leadership across luxury, upper-upscale, and business hotel segments. ■



Sachin Maheshwary
Cluster General Manager
ibis Mumbai

Ibis India has appointed Sachin Maheshwary as Cluster General Manager for ibis Mumbai. With over two decades of experience across luxury, upscale, and economy hospitality, he will focus on strengthening day-to-day operations, elevating guest experiences, and building sustainable, long-term growth for the brand in the city. ■



Kiran Muniraj
General Manager
Four Points by Sheraton Navi Mumbai

Kiran Muniraj has been appointed General Manager of Four Points by Sheraton Navi Mumbai, reinforcing the hotel's commitment to setting new benchmarks for hospitality excellence in Navi Mumbai. In his new capacity, Kiran Muniraj will lead Four Points by Sheraton Navi Mumbai into its next phase of growth. ■



Kamal Munasinghe
General Manager
Cinnamon Life at City of Dreams

Cinnamon Life at City of Dreams has appointed Kamal Munasinghe as its General Manager. Munasinghe will continue in his role as Senior Vice President of Colombo Hotels at Cinnamon Hotels & Resorts. In his new role, he will lead the strategic direction and day-to-day operations of Cinnamon Life. ■



Angad Grewal
Rooms Division Manager
The Westin Jaipur Kant Kalwar Resort

The Westin Jaipur Kant Kalwar Resort and Spa has named Angad Grewal as its Rooms Division Manager at the newly launched resort. With a background in luxury hospitality across India and the UK, Grewal brings operational expertise, strong leadership capabilities, and a guest-centric approach aligned with The Westin brand ethos. ■

Form - IV

Statement about ownership and other particulars about newspaper Hotel Talk to be published in the first issue every year after the last day of February

1. Place of publication : 72 Todarmal Road, New Delhi - 110001	4. Publisher's Name : Devika Jeet
2. Periodicity of its publication : Monthly	Nationality : Indian
3. Printer's Name : Rakesh Kumar Julka	Address : 72, Todarmal Road, New Delhi - 110001
Nationality : Indian	5. Editor's Name : Devika Jeet
Address : Modest Print Pack Pvt Ltd., C-52 DDA Sheds, Okhla Industrial Area, Phase-I, ND-110020	Nationality : Indian
	Address : 72, Todarmal Road, New Delhi - 110001

6. Name and address of individuals who own the newspaper and partners or shareholders holding more than one percent of the total capital: DDP Publications Pvt. Ltd. Shareholders: 1. Sanjeet, 72, Todarmal Road, New Delhi-1. 2. Sumati Jeet, 72, Todarmal Road, ND-1. 3. Devika Jeet, 72, Todarmal Road, ND-1. 4. Nikhil Jeet, 72, Todarmal Road, ND-1.

I, Devika Jeet, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Date: 01/03/2026

Sd/-
Devika Jeet
Signature of the Publisher



Intelligent measurement technology for Greater Food Safety!

- Reliable food thermometers for rapid spot checks during all stages of food preparation
- Cooking oil tester for effective TPC or TPM monitoring to ensure frying oil quality
- Testo Food BT line enables fast, wireless and reliable Bluetooth-based food measurements
- Online data loggers with integrated temperature and humidity sensors for maintaining indoor ambient conditions via Wi-Fi
- Combined pH and temperature measuring instrument for accurate measurements in semi-solid media
- All critical food processes under check with digital food safety management system.



testo Smart App for free download HACCP Compliant



Hall: 3, Stall: 3F-09/A

Testo India Pvt Ltd

+91 20 2592 0000

info@testo.in



HOBART

TOTAL PERFORMANCE IN YOUR KITCHEN

HOBART AI-SUPPORTED
WAREWASHING TECHNOLOGY

HOBART FLOWLINE SERIES
FLIGHT TYPE DISHWASHER



HOBART CS SERIES RACK
CONVEYOR DISHWASHER

THE PERFECT SOLUTION
FOR ALL SECTORS OF
INDUSTRY



ecomax[™]
by **HOBART**

made in germany

LOW PRICE
HIGH PERFORMANCE
GLASS & DISHWASHERS



CHEF'S **COMBI**

EVERYTHING, YOU NEED.
HIGH PERFORMANCE, COST
EFFECTIVE



ITW India Pvt Ltd

Delhi NCR Head Office: 503, 5th Floor, Tower 2, Capital Business Park,
Sector-48, Sohna Road, Gurgaon-122018

Bangalore branch office: 2nd Floor, 120/1, Shiva Bhavan,
Airport Bellary Road, Yelahanka, Bengaluru - 560064

Contact: +91-9650044434, 0124-4245430 E-mail: info@itwfeg.in
Country Manager: razi.haider@itwfeg.in, +91-9920384666



+91-9650044434

**CALL US
NOW**