



# ENGAGE

July-August 2022 | Volume 2 | Issue 4



## TOURISM @ 2047 An Upward Trajectory

*Leading hospitality luminaries share growth plans for Incredible India*

### EXCLUSIVE



Tourism Minister  
G. Kishan Reddy's  
message for HAI

Tourism Secretary  
Arvind Singh's  
Interview



### SPECIAL

PATA Chief  
Peter Semone  
on Sustainable  
Growth





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## From the President's Desk

As we celebrate Azadi ka Amrit Mahotsav, the spotlight is on the Indian hospitality industry that has become the cultural ambassador of the country's rich legacy of over 9,000 years. India's unique geographical diversity, rich culture and heritage, and ancient knowledge of the arts and sciences, makes this country a travellers' paradise.

With over 30 World Heritage sites, 10 bio-geographic zones, 80 national parks and 441 sanctuaries, the country is at the cusp of transformation as a key travel and tourism destination. Tapping into the potential of India across multiple segments, including adventure sports, religious tourism, wildlife travel and even as a key destination on the business circuit will further boost its position on the global tourism map.

While we proudly mark 75 Years of India's Independence this year, it is imperative that we recognize the tremendous opportunity for the tourism sector, which if developed strategically, can help the nation become a \$30-40 trillion economy in the next 25 years while boosting prosperity and employment generation. There is an influx of infrastructure and capital expenditure in the country, and this is only going to grow in the coming times. It is estimated that the travel market in India will reach US\$ 125 billion by FY27, owing to an exponential increase in domestic and international tourists.

This Issue is a bouquet of narratives from diverse hospitality leaders on Vision 2047, the plans for the next 25 years. While the Travel and Hospitality sector is ever-evolving, it has been fascinating to watch the landscape shift dramatically during the pandemic with changes in customer needs, preferences and travel patterns. The accelerated adoption of technology across various aspects of life has led to the rise of many digital-first services and offerings in hospitality, which will only continue to expand. There is a growing awareness among travellers about the environmental impact of their travel footprint. Today, more and more travellers are looking to travel with brands that implement sustainable practices and have low carbon impact.

India is on its path of transformation as a leading global player across the fields of business, infrastructure development, innovation and socio-economic growth. Between India at 75 and India at 100 years of Independence, I truly believe that there will not just be an evolution but a revolution of tourism in India. **HAI**



**PUNEET CHHATWAL**  
President, Hotel Association of India  
MD & CEO, The Indian Hotels Company Limited



# CONTENTS

VOLUME 2

ISSUE 4

JULY - AUGUST 2022



## Cover Story

14

### Vision 2047: On the Upward Path

In this Issue, that coincides with India celebrating 75 Years of Independence, we get leading Industry voices together to share their thoughts on their roadmap for the next 25 Years. Excerpts from their views.

## Leader Speak

10

“Our vision is for tourism to become a major socio-economic game changer in India”

In an Exclusive to HAI Engage, Shri ARVIND SINGH, Tourism Secretary, Government of India, talks in-depth about the new tourism campaign, the huge potential, the upcoming G20 meetings, and revival plans post-pandemic.



## Guest Column

22

### Balance and Harmony through Tri Hita Karana

PETER SEMONE, Chairman, Pacific Asia Travel Association (PATA), is a leading strategist, educator and entrepreneur, specializing in tourism development and destination marketing. His vision for Hospitality is a holistic look at People, Planets & Profits.



## Destination

25

### DELHI: *Where Old exists with the New*

New Delhi is the buzzing capital of India. For many of us, it's like the classic case of not having explored one's own backyard! Let us take off on a journey of sights and sounds, of smells and impressions of a city that encapsulates the history of the nation, and continues to grow. Delhi is “Dilli” or the heart of India.

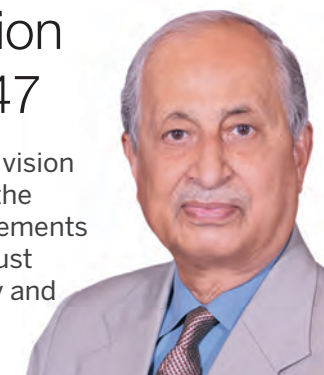


## The Last Word

31

### Tourism vision for India @47

The upcoming years' vision must be dynamic to the ever-changing requirements of the sector. And, must be focused on quality and execution as well.



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अमृत महोत्सव

**TOURISM MINISTER**

**G. Kishan Reddy's message for HAI**

**G. Kishan Reddy**  
Minister of Culture, Tourism and  
Development of North Eastern Region  
Government of India

### MESSAGE

Atithi Devo Bhava is at the heart of India's cultural ethos, and for many visitors, Indian Hospitality is the first interaction with quintessential Indian design, art, architecture, culture and culinary delights. Hospitality & Tourism are strong pillars of development, providing employment and contributing to the Foreign Exchange Earnings of the nation.

Today, the sustainability has become hugely important. Hospitality sector can take the lead by making sustainable choices in energy, in rainwater cycling, and the entire operations eco-systems, from no-plastic use, to reduced use of paper, moving from use-to-reuse, and so on.

To strengthen India's soft power, the government under the visionary guidance of Hon'ble Prime Minister, is taking a number of steps, like the Dekho Apna Desh programme, Swachh Bharat Abhiyan, development of the adventure circuit, medical tourism, rural tourism, religious tourism, eco-tourism, tourism based on wellness, sports, MICE, films, cruises, art craft expos, food and craft melas. The extension of the Emergency Credit Line Guarantee Scheme (ECLGS) for MSMEs announced this year will also help the sector.

I hope that the Hotel Association of India (HAI) will actively resolve for sustainability issues. I congratulate HAI Engage for bringing out this Special Commemorative Issue, in the year that we are celebrating *Azadi ka Amrit Mahotsav*, an awakening of India to a new dawn.

Wishing good luck to all.

Jai Hind

(G. Kishan Reddy)

New Delhi  
19<sup>th</sup> July, 2022

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## HAI hails Maha govt move on Hospitality Sector

**T**he Tourism Industry, of which Hospitality is a significant and large component, is a key engine of economic growth and employment generation globally. In India, the sector contributes 9% to the GDP, employing nearly 4.5 crore people directly and providing livelihood to around 16 crore people in total. It is one of the five key pillars of the Indian economy.

In a bid to help hotels reduce their tax burden and thus attract more tourists at competitive rates in the post-Covid scenario, the Directorate of Tourism, Maharashtra Tourism, Government of Maharashtra, is finally kickstarting the inspection of hotels for awarding industry status to them.

The Maharashtra Government has been a forerunner in its support to the Industry, more so after the hotels were hit with severity by the Covid pandemic. It has issued guidelines, initiated the process of identifying hotels, has formed an inspection committee for

site visits, and has roped in Qualstar for developing the road-map for inspecting sites. This will facilitate approved hotels to claim incentives, and ultimately grow in the market.

The Hotel Association of India (HAI) has welcomed the move and hopes that other Indian States and UTs will follow suit and support the hotels in the same manner, enabling rapid growth and development of the hospitality sector. Allowing hotels to avail benefits towards electricity tariffs, property tax, refinancing of exiting debts, hassle-free loans at subsidized interest rates, taxations, simplified approval processes for hotel projects and operations will be a forward step in furtherance of the government's initiative of making Tourism and Hospitality a national priority.

MP Bezbaruah, Secretary General, HAI says: "We are encouraged to see the efforts taken by the Maharashtra Government and Pune administration for this path-breaking initiative to help the hospitality sector with policies which will help in post-pandemic revival and long-term growth. It is a capital-intensive sector and Industry Status will help accelerate the growth and development of the industry. Once implemented, it will not only strengthen the sector to unlock its true potential to make significant contributions to the state GDP and employment but also usher transparency, reduce costs and encourage re-investment to support the post-pandemic economic revival of the region."

Previously, states like Karnataka and Rajasthan also accorded Industry Status to the sector, to help with the post-pandemic revival. **HAI**



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## Travel Market in India projected to reach \$125 billion by FY27: FICCI

The travel market in India is projected to reach \$125 billion by FY27 from an estimated \$75 billion in FY20. India's tourism industry in 2020 accounted for 31.8 million jobs, which is likely to grow to 53 million jobs by 2029 and international tourist arrivals are expected to touch 30.5 billion by 2028. All these are findings of a new report by industry chamber FICCI

## Hospitality industry stages strong recovery in April – June quarter of FY23

Driven by rising demand for weddings, leisure travel, and recovery in corporate travel; the Indian hospitality sector witnessed strong growth in Q1FY2023 (April-June). The industry's revenue per available room (RevPAR), a measure of a hotel's ability to fill its available rooms at an average rate, witnessed an exponential growth of 339.3 % year-on-year (YoY) in Q1FY23 over last year's Covid-hit low-base quarter and 44.6% growth compared to Q4FY22, according to a report issued by consultancy firm JLL.



## Indian visitors to Dubai more than double

The number of Indian visitors to Dubai rose more than twofold to 8.58 lakh during January-June 2022 compared to the year-ago period, according to Dubai's Department of Economy and Tourism (DET). In the first half of 2021, over 4.09 Lakh people from India visited Dubai, the DET data showed.



## Two Indian places feature in TIME's list of world's greatest places of 2022

The southern state of Kerala and the capital of Gujarat, Ahmedabad were the two Indian entries into the list of the world's greatest places of 2022. The hospitality industry is reopening and excited to safely welcome and revitalise local communities. Kerala is one of India's most beautiful states. With spectacular beaches and lush backwaters, temples, and palaces, it's known as "God's own country" for good reason. The magazine named Kerala as an Ecotourism hot spot. It further added that, "This year, Kerala is boosting motor-home tourism in India to inspire a new pas de deux of exploration and accommodation. The state's first caravan park, Karavan Meadows, opened in Vagamon, a scenic hill station."

## Qatar Tourism conducts two-city India roadshow

Qatar Tourism recently conducted its first roadshow in India since the pandemic with events in Delhi and Mumbai attended by notable participants from the Indian travel industry, including trade partners, associates, and travel affiliates. Around 120 travel industry companies from Delhi and Mumbai attended the event, which aimed to connect local travel agents with destination

management companies, hotels, and attraction operators in Qatar. The unique interactive platform with pre-scheduled meetings allowed Indian trade partners and travel agents to interact and learn more about the diverse product offerings and experiences that Qatar has to offer. The roadshow was well attended and received a positive response from both cities.

## INTERNATIONAL

### Radisson Hotel Group to expand in Vietnam

Radisson Hotel Group plans to grow its footprint in Vietnam over the next three years. The group's expansion plan will see a new representative office in Ho Chi Minh City and the addition of 20 properties by 2025. At the moment Radisson operates four properties in the country – Radisson Blu Resort Cam Ranh, Radisson Blu Resort Phu Quoc, Radisson Resort Phan Thiet and Radisson Hotel Danang – with six more in the pipeline.

### Inflation, labour shortages to delay recovery in business travel spending

A recovery in global business spending to pre-pandemic levels is likely to be delayed by 18 months to 2026 because of factors like persistent inflation, high energy prices, labour shortages and lockdowns in China, a new industry forecast shows. The Global Business Travel Association (GBTA) said business travel spending rebounded by 5.5 percent to USD 697 billion in 2021 with North America leading the recovery, but remained well short of 2019 levels of USD 1.4 trillion. The recovery outlook is more pessimistic than GBTA's last forecast issued a year ago, when it expected a full rebound to 2019 levels by 2024.

THE EXTRAORDINARY CAN BE WITNESSED  
BUT SELDOM DESCRIBED.

Be it the Northern Lights or The Louvre, there are some experiences that are so enriching that their grandeur can only be witnessed by one and can never be truly described in all their essence. Then again, there are some experiences that are above and beyond the wonders of the world, that even those used to the finest luxuries will feel privileged to experience.



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ROYAL SALUTE



# “Our vision is for tourism to become a major socio-economic game changer in India”

In an Exclusive to HAI Engage, [Shri ARVIND SINGH](#), Tourism Secretary, Government of India, talks in-depth about the new tourism campaign, the huge potential, the upcoming G20 meetings, and revival plans post-pandemic.



## What is your short-term and long-term vision for tourism@47?

In the short term, it is important to come back to the growth that India was witnessing pre-Covid. For this we have been working to ensure that the industry becomes Covid protocol compliant at the earliest and a strong message of a safe destination goes worldwide. As had been predicted by almost all analysts, the first to revive would be domestic travel and we have kept our focus on domestic promotion to begin with. In the last few months, we have brought the focus back

to global promotions, in terms of virtual roadshows and appointing tourism officers in the Indian Missions in the top 20 source markets. Our strategies are bearing fruit in the robust re-bounce in domestic tourism and I am confident that in the next season inbound tourism shall also see brisk movement.

In the long-term, it is our vision to position India as a top choice destination and ensure that tourism becomes a major socio-economic game changer in India. For this we are working closely with other Central Ministries, State Governments,

industry and other stakeholders to work on the strengths that India has, be it the tangible natural and built heritage, the intangible offerings as well as homestay and nature experiences.

[The PM has described tourism as a pillar of development. In the vision@47 how do you see tourism & hospitality sector performing that role in terms of GDP contribution, employment generation and inclusive growth?](#)

Tourism was already contributing almost 5.5% to GDP pre-Covid times, and I am

certain that this shall continue on the upward growth now with the pandemic almost behind us. In the last few years, we saw an almost 15% direct and indirect employment contribution of tourism and hospitality in India. Tourism in India has a huge potential to generate broad-based inclusive growth given that there is tourism potential in virtually every nook and corner of our country. In fact, a silver lining of the pandemic has been that people have started looking for remote destinations to travel to and also stay in home-based stay options, which is creating a viable economic engine in unique ways. Having said that, we are also upbeat about the other end of the spectrum - MICE which is more urban-centric given the need for large infrastructure and human resource involvement. India is also growing rapidly in medical tourism, given the globally recognised expertise of our doctors at very competitive rates. The visa regime for medical category has already been liberalised in 2018-19. The government is now also leveraging on India's strength in what is being again globally included as alternative therapies in terms of Yoga and Ayurveda for healing and wellness. The Hon'ble PM announced recently that India would be opening the category of AYUSH visa and the Ministry of Tourism is working closely with Ministry of Home for enabling it. Another very interesting emerging area is Adventure Tourism and we are confident that given the options of trekking, mountaineering, rafting, rappelling etc, we shall be a hub for adventure tourism. Similarly, there are many mainstream and niche areas of tourism that are being explored all over the country and shall generate a very different momentum of inclusive growth.

[How does the Ministry plan to develop infrastructure like accommodation, accessibility to and within India especially last-mile connectivity, destination development etc, to realise the long-term vision?](#)

The Ministry has the flagship schemes of SWADESH Darshan (SD) and PRASHAD. SD 2.0 has been relaunched after learnings from the first phase and what you shall see now are more focussed interventions at tourist places towards creation of infrastructure that is not only contemporary but also aligns with sustainable practices. The coordination



**In the last few months, we have brought the focus back to global promotions, in terms of virtual roadshows and appointing tourism officers in the Indian Missions in the top 20 source markets**

and monitoring of the projects will also be more sharp so that the projects are not just built but through strong Operation and Management systems, they are put to good use by tourists. We are encouraging use of IT enabled solutions so that tourists have a seamless experience in terms of bookings, information and crowd management.

Given that India is both a place of major religions and is home to many spiritual traditions, we shall continue improving basic infrastructure for tourists and pilgrims to religious places. The ICONIC scheme announced by the Hon'ble FM in the Budgets of 2017 and 2018 is also under deliberation and hopefully soon we should be able to begin work on that too. The Ministry works closely with the Ministries of Civil Aviation, Roads and Railways for ensuring connectivity and if you see the progress in connectivity of all sectors in the last few years in India, the growth story is stupendous. Not only have we created world-class airports, even our railway stations are being continuously modernised and upgraded. The flight availability to even the remotest of sectors under the UDAN scheme has opened up areas, which some years ago were totally inaccessible. The Ministry also funds the UDAN flights through VGF and we have been working closely with Civil Aviation and our industry to keep adding new flight sectors. Deogarh in Jharkhand is a recent

example of this collaboration.

I must add another dimension to connectivity--digital connectivity. In the last few years the world and India has seen a quantum jump in this field and the Hon'ble PM has been leading the National Digital Mission from the front. In tourism this involves not just enabling information networks but seamlessly integrating the entire supply chain to bring in better outcomes for all. In a country as large as India with remotest possible locations this shall be a game-changer in creating a grid of all information around the direct and indirect products involved in tourism and hospitality. The National Digital Tourism Mission is a concrete step in that direction.

[Do you think that the industry's request for infrastructure and industry status, bringing tourism to concurrent list will see fulfilment?](#)

The Ministry has been pushing the Infrastructure status issue with the Ministry of Finance and there have been serious conversations around it. I am confident that looking at the current contribution of Tourism and its future potential, the Finance Ministry shall take it up. As to the Industry status, we have been in constant dialogue with State Governments since this is strictly in their purview and I am happy to say that many State Governments have responded well, the recent ones being Karnataka, Maharashtra and Rajasthan. I am confident that other State Governments shall also move along this line. As to the Concurrent list, since this involves a constitutional question it would require further research and assessment given India's strong federal structure and democratic system.



## In the long-term, it is our vision to position India as a top choice destination and ensure that tourism becomes a major socio-economic game-changer in India

**What is the broad vision for key thrust areas like technology development, skilling, and sustainability; creating immersive experiences; branding & promotion of India?**

As I have indicated above, our projects all have an element of IT enabled and digital solutions now. At the same time the elements of sustainable practices is also strongly being weaved into the projects so that gradually we reach a stage of zero carbon or carbon neutral footprint.

Given that Tourism and Hospitality are a service sector driven by trained manpower, the 21 IHMs and the IITM through its main campus at Gwalior, and other Centres at Goa, Bhubaneswar and Gulmarg are continuously revising and adding programs as per the needs of the industry. Additionally, we also conduct workshops on homestay management and guides' training has been totally revamped.

The branding and promotion of Incredible India is a primary function of the Ministry and last few years have witnessed a huge increase in budget allocations on this front. 2017 saw the launch of Incredible India 2.0 campaign, which focused on specialised experiential tourism. Post Covid, the Incredible India campaign took this to the next level wherein the lesser known facets of India are being showcased. Immersive tourism is the contemporary trend and we are leveraging the diverse and myriad offerings of India in our promotions. The Dubai Expo had provided a huge opportunity for this and the India pavilion got great response. Our branding strategy is to showcase the ancient civilization roots of India that today seamlessly integrate with a modern vibrant nation that leads in digital technologies also.

For promotion we are extensively using the various social media platforms and getting encouraging responses. For overseas, we are collaborating with the Indian missions to reach out to both the diaspora and the foreigners. The virtual roadshows that we are conducting with the DMOs and TOs overseas are showing good results and I am confident that tourist inflow will start picking up.

**What role you expect organizations like HAI to play in promoting your vision of tourism@47? Do you have any plans for creating a strong PPP structure and a system that assigns such roles?**

Tourism and Hospitality is a stakeholder driven industry and like other Associations, HAI also has an important role to play for India to truly attain its potential in tourism. We compete globally in this sector and therefore it is important that we adopt global best practices, whether in use of technology, human resource or just creating a sublime experience. India is traditionally known for its hospitality but it's also important to continuously upgrade and re-skill ourselves. I see a lot of potential and integration in areas of training manpower and also adoption of technology. Our expectation is that as industry players, you shall lead the way in bringing to us innovative ideas which we as a country can adopt and also advocate best practices with the State Governments. PPP structure, especially for ideation and incubation would be very rewarding and we should work towards that. The tourism vision@47 can only be attained jointly with the sector taking the lead on what all needs to be done to compete and win globally.

**As tourism plays out at several levels, what is your vision for collaboration/interaction between Centre/State/Local governments and Community Engagement in the development of tourism & hospitality.**

As already emerges from all the above, tourism is a sector of multi-sectoral collaborative outcomes. In many ways tourism is the result of the work of other domain sectors, be it infrastructure, conservation and preservation of tangible and intangible heritage, adoption of

**The PM announced recently that India would be opening the category of AYUSH visa and the Ministry of Tourism is working closely with the Ministry of Home for enabling it**

technology driven best practices like e-visas, online booking systems etc. Also given the potential that tourism has for inclusive growth, community engagement is key. In a country like India that in fact is our strength and we need to further grow on that given that the local communities still incorporate very unique cultures and practices, which are not just existing for centuries, but are doing so because they are inherently sustainable and enriching.

**How about the alignment between different Ministries that are involved in creating and delivering the tourism products – MEA/Home Affairs/Civil Aviation/Shipping/Transport/etc.**

As already brought out above, we are regularly coordinating with line Ministries whose domain subject has a bearing on improving tourism as a sector. Apart from all that mentioned above, we are working closely with shipping for Cruise tourism potential for which India holds huge promise. Apart from that, with MHA we work closely for e-visas and also creating tourist centric safety frameworks. The issue of connectivity is being actively taken with the concerned ministries as mentioned earlier. With India getting the G20 Presidency, we shall be working closely with the MEA G20 Secretariat since the 150 plus meetings and conferences that are scheduled in 2023, are going to be fantastic opportunities for us to showcase Incredible India to the delegates and their families. Meetings are being planned at places of tourist interest and conducted tours shall be curated to provide vignettes of Incredible India, whether through the UNESCO heritage and other monuments, dance forms, music, festivals, the cuisines and the various arts and crafts and products. Its going to an exciting time for promoting India to more than 12,000 delegates and expectedly even more accompanying family members from different countries. The best foot forward can happen only with the whole of government approach and also the inclusion of State governments and private stakeholders. I am looking forward to support from HAI to offer hospitality of unmatched global standards that spells quality and shall create memories for our visitors, each one of which has the potential of being a global brand ambassador for Incredible India. **HAI**

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# VISION 2047: ON THE UPWARD PATH

Hospitality & Tourism are the pillars of development, employing 10 percent of the total employment directly and millions indirectly, providing 8% to the GDP. The rapid increase in the middle class and upper class population after the economic liberalisation of the 1990s, along with the rise of budget airlines following air traffic reforms in 2005, propelled the sector, as people moved out to discover new places and satiate their wanderlust. In 2013, the government granted infrastructure status to hotels with a project cost of more than Rs 200 crore each. The 100 per cent FDI in the hotel and tourism sector is paving the way to more investments in the country through the automatic route. Though Covid dealt a severe blow to the sunshine sector, there is much to look forward to now with hope, as traveller sentiment improves, with hotels putting in place all safety measures, and increased vaccination drives. In this Issue, that coincides with India celebrating 75 Years of Independence, we got leading Industry voices together to share their thoughts on their roadmap for the next 25 Years. Excerpts from their views:

BY NITI SINGH



**PATU KESWANI**  
Chairman & MD, Lemon Tree Hotels

**T**he way I see the coming 25 years, Tourism & Hospitality will emerge as the leading industry in India. A number of reasons will make this possible, starting from robust demand from domestic and international travellers; a growing consumer-base cutting across segments i.e. luxury, upscale, mid-market, budget; the reasons to travel including business, conventions, social events, vacations, short getaways, medical, religious tourism, WFH, etc; and, a greater focus by the government to boost this sector, including giving it infrastructure status and providing incentives and subsidies to build more inventories across the country. This demand-based growth will be supported and fuelled by technology.

The pandemic has upended the way business is transacted and conducted. As we move into the future, we will increase the focus on going touchless aided by technology. With guests becoming more tech savvy, technology will develop into a powerful tool that will be used to enhance the guest experience.

Hospitality is a people-centric business and there is no real replacement for our people, yet simultaneously we can assess those areas where technology can be used to create and improve efficiencies, while augmenting the guest experience (including hyper-

## Lemon Tree Hotels *INNOVATION & SUSTAINABILITY MATTERS*

The IIT-Delhi and IIM-Kolkata alumnus, PATANJALI G KESWANI, Chairman & Managing Director, Lemon Tree Hotels Ltd (LTHL) owns one of the fastest growing hotel chains in the country. Patu, as he is affectionately called, earlier worked with the Tata Group for close to a decade-and-a-half. He opened the first Lemon Tree Hotels in 2004 as he wanted to do something different. Today, LTHL is the third largest hotel asset owner in India. His views:

personalization), the company's marketing and communication strategies and the brand's loyalty platforms. We have adapted our training methodologies to incorporate digital solutions, so as not to run the risk of obsolescence.

The technological solutions available today are helping the world to move in a more digitally optimized, more environmentally sustainable direction, and we foresee that companies in this industry will make considerable investments in digitally transforming their business.

The next two decades will bring in innovative thinking and new sustainable solutions in the areas of water conservation and reuse; energy-efficiency; reduction in the use of plastics; working closely with our communities and sourcing locally to encourage the region's art and culture and to use fresh ingredients (in food); building on diversity, inclusion and a variety of abilities and skills by opening our doors to all marginalized segments. Lemon Tree already has a number of initiatives in place for all these aspects.

As per a recent industry report, India has the potential to become a \$40 trillion economy by the time it turns 100 in 2047, with milestones at \$5 trillion by 2026-27 and \$9 trillion by 2030-31. Manufacturing and services will be the twin pillars of this growth. Coupled with the Ministry of Tourism's goal of "100 million inbound visitors in the 100th anniversary of India's Independence in 2047", it will give our industry the fillip it needs.

**The demand-based growth will be supported and fuelled by technology**



## Marriott Hotels

# SMART HOTEL CAREERS UNDERWAY

When travellers crave luxury, the Marriott Group comes top of mind. The Group plans to expand its portfolio across the Asia Pacific, targeting to open its 1000th property in the region this year. RANJU ALEX, Area Vice President – South Asia, Marriott Hotels, is a key member of the Group's International's leadership. Her views as the Group completes 50 years in the country:



**RANJU ALEX**  
Area Vice President – South Asia,  
Marriott Hotels India Pvt Ltd

**A**s I browse through my handheld device, I inadvertently slip into a community courtyard that was once the intimidating hotel lobby. With face recognition, insta pay, and super apps, technology was not restricted to a mere two-dimensional screen. I couldn't spot employees filling up forms or filing away papers. Instead, they walked about freely, uncaged and unchained by the desktops. Hospitality had launched a frontal assault on what was once reverentially called the front office. Finally, the lobby won its rightful tag as a place for delightful social interaction, not for tedious commercial transactions or cumbersome personal identifications. The boom barrier announcing entry to the ramparts of a hotel building was a relic of the past. A doorman's benign endearing smile had replaced the security guard's deep foreboding eyes...

The imagery we drew above is not just a utopian view of 2047 but a nostalgic reality of 1947. The service ethos of the industry remains the same. Hospitality's timeless endeavor must be to peel away the layers that impede seamless service delivery.

The chronology of the industry's evolution is closely tied to the India story. In the infant ages of the socialist era, the hotel remained the refuge where the elite would go to. Then, as the flood gates of opportunity opened, with a liberalized market economy, hotels gradually morphed into a destination for the business elites. However, the Berlin wall of simplified visa processes, secure environment, and world-class civic infrastructure remain to be breached. Therein lies Hospitality's most enormous opportunity - our own trust with destiny.

**Hospitality's endeavor must be to peel away the layers that impede seamless service delivery**

Historically, hotels have been laggards in embracing technology. In addition, the industry continued to view diversity from the outdated binaries of gender. We mistook luxury for abundance. However, the millennials, which form the bulk of the workforce, shareholders, and guests, will challenge the status quo and question these established dogmas. Therefore, it will be imperative for the industry to respond to these challenges.

Throughout the last century, a career in the hotel industry meant long hours and meager pay. However, this was worn as a badge of honor amongst the regimental workforce of past generations. We recognize the shift in the hierarchy of needs. At Marriott, we hope to flip this definition of a hotel career - smart hours and just pay. Widening the base of the qualified workforce, facilitating remote work, and carrying our pride along are all within the ambit of smart hours and "just" pay. As we measure the long hours, we also measure the short efficiency of redundant processes. We ask ourselves, with every new layer of technology, will it change the quality of interaction with our guests and associates? The staid question of ROI must now be replaced with ROTI-return on time invested.

A question never asked in the last century will now be often asked. How does a hotel brand interact with its guest outside the hotel's four walls? While the answer eludes us, we are certain it remains within the infinite walls of the guest loyalty programs.

Marriott will be completing 50 years in the country as India rapidly hurtles towards her first century of freedom. We will measure success by the number of families we have touched.



**AJAY BAKAYA**  
Managing Director, Sarovar Hotels and Resorts

**I** see a lot of parallel developments happening at the same time. For one India is going to have an older population who will have the time, the money and the leisure at their disposal to be travelling more, to be going in for longer stays. What that means for the Hotel industry is that we will need more medical backups, ambulance support, hospital tie-ups, and the experiences we curate, will be aligned with a more mature visiting audience, because they are the ones who will have both money and time, to keep Hotels busy, at least in the leisure segment. This is going to be the most significant change.

Next, India's role in the global stage is set to grow. India is going to emerge as one of the strongest countries of the world, that will have more choices to explore, more things to discover, a culture that the world will be more interested in knowing. So the next 25 years actually belong to India—and Hospitality will keep pace, and grow along.

Thirdly, foreign travel is set to grow. Before the pandemic, over 17.9 million foreign tourists arrived in India in 2019. By 2028, international tourist arrivals are expected to reach 30.5 million and generate revenue over US\$ 59 billion, as per India Brand Equity Foundation (IBEF). By 2047, business

## Sarovar Hotels

# MORE AUTOMATION WILL REDUCE REDUNDANCIES

AJAY BAKAYA, started his career as a medical representative, selling pharmaceuticals. He went on to become one of the most successful, respected and professional hoteliers in the country. Out of the 98-odd hotels that Sarovar has today, two are owned and 90-odd are managed. Sarovar also manages ISB in Hyderabad and Mohali as also five IIM campuses, an IIT and the HUL campus in Mumbai. His thoughts...

**Hotels will be hosting more older people, coming for leisure travel**

from international travel will encompass 50 million inbound tourists, going by these figures.

Fourth, more and more automation will reduce redundancies in the profession, and service will be slicker, seamless, and less dependent on people. Of course, Hospitality is a people dependent business, but automation will be greater, people will be able to book the rooms of their choices via apps, housekeeping will be automated, more robotics will come into play.

Fifth, growth ahead will be along sustainable lines. Already, Hospitality is taking the lead in ensuring the carbon imprint is lesser, plastics are kept away, the energy sourced is green, and so on.

For Sarovar Hotels, that have made a mark with nearly 100 Hotels, nationally and internationally, we will become a 300 plus Hotel Group. The Group is professionally managed, and will keep that character.





**SANJAY SETHI**  
MD & CEO at Chalet Hotels Limited

## Chalet Hotels

# SUSTAINABLE GROWTH AHEAD

SANJAY SETHI, MD & CEO, has steered Chalet Hotels Ltd (CHL) to a sustainable path of development. Under his leadership, the Group launched one of the most successful IPOs. Sethi looks at the overall business development, and identifies new opportunities for growth and efficiencies. He talks about his vision for the Group, and for Hospitality in general:

**T**he Hospitality sector is undergoing a strong revival after facing tumultuous two years due to the pandemic. The VUCA environment created an opportunity for the sector to prove its remarkable resilience and innovate like never before. Businesses were encouraged to shift their focus on not just survival but a sustainable march forward while creating a remodified value experience for guests.

The current generation is passionate and conscious about responsible tourism. Hence, the industry is making efforts to match the expectations of its guests in smarter and more sustainable ways. To meet the evolving expectations of today's tech-savvy and hygiene-conscious travellers, the Hospitality sector is rapidly witnessing a tech revolution. Tech-enabled and touchless technologies are reshaping the overall day-to-day operations of hotels, thus maximizing service efficiency, and improving unique guest experiences, with sustainability as its core. The industry is also embracing Artificial intelligence (AI) and machine learning (ML) to enhance consumer engagement. Many airports no longer have mandates for customers to stand in queues for check-in. Travellers are expecting the same kind of technology-driven check-ins and services at hotels. This is being offered through full-suite apps by many hotel companies.

Hospitality marketing has gradually shifted from traditional selling to marketing, and now towards e-Marketing mix and relationship marketing. In the recent few years, social media has become an effective medium, and it

influences the way people travel and choose destinations and accommodations. Moreover, innovative promotional campaigns and intelligent internet applications have proved not just cost-effective but have enhanced business reach. Online promotions have taken over direct promotional strategies. Hotels are diversifying their marketing mix and considering channel distribution, combined with upgrading assets and appointing well-trained talent, as a part of their strategies to achieve targeted occupancy rates at its safe boundaries.

While the conglomeration of all these factors reflects that the future of hospitality, is full of opportunities, it is difficult to envision it for 25 years forward. With changing times different CEOs and boards will have their own and more current visions that will drive their respective companies. Each of them will have different perspectives based on the market dynamics of their respective times. Hence, my view is that a company should have a mid-term (5-year) goal and a long-term (10-year) vision for the company. Anything more than that will be foolhardy and guide companies and brands to extinction.

For Chalet Hotels Limited, our mid-term goal is to own a portfolio of 5000 hotel rooms. I see these 5000 rooms contributing 75% of the company's EBIDTA for the company. While the balance of 25% will be derived from non-core but complimenting real estate assets.

**Our long-term vision is to be a leading hospitality asset-owning company**

Our long-term vision is to be a leading hospitality asset-owning company in India by 2027 with a market cap equal to the top 10 hotel asset-owning (brand agnostic) companies in the world. By then, I expect our company to be running half the rooms through our asset management teams under franchise contracts or maybe even under our brands.



**VIJAY DEWAN**  
Managing Director, Apeejay Surrendra Park Hotels Limited

## Apeejay Surrendra Park Hotels Limited

# CREATING HOSPITALITY THAT MOVES THE WORLD

VIJAY DEWAN, Managing Director, Apeejay Surrendra Park Hotels Limited, steers the four brands under 'THE Park' name. This includes the eponymous one, and the others 'THE Park Collection', 'Zone by THE Park' and the recently launched 'Zone Connect'. The Group also owns the heritage eatery and QSR chain of Flurys. He outlines the sustainable pathways ahead:

**W**e, at Apeejay Surrendra Park Hotels Limited, have been at the forefront of creating "Anything But Ordinary" experiences for more than half a century. We draw from myriad cultural and global influences to create a stylish, vibrant landscape, illustrative of contemporary India. We are guided by our values of excellence, innovation, teamwork, commitment, integrity, empowerment, and respect.

By 2047, we see ourselves as one of India's leading Hospitality companies with more than 100 hotels and over 10,000 rooms. The design-centricity will continue to be a sharp differentiator, reimagining guest experiences as we evolve. Our iconic patisserie Flurys stands at 65 outlets today, and by the end of 2047, we intend to take it up to 500 outlets across the country.

**SUSTAINING RESPONSIBLE BUSINESS**  
We have an even greater obligation to operate responsibly and sustainably while we expand our presence. All our hotels will be built and operated sustainably. THE Park Hyderabad is India's first LEED Gold certificate hotel, and we will continue to create products that will

create net-zero emissions thereby benefitting our business and the communities in which we operate. We aim to maximize our energy efficiency to its fullest, and thrive on sustainable responsible business.

We have been very active in the restoration and operations of heritage properties in India since 2016. By 2047, we will add 10 more properties to this collection. We are also committed to strengthening our hold on monument conservation. We adopted Jantar Mantar, for this purpose, in 2000. In the next two-and-a-half decades, we will continue to adopt more monuments and promote tourism in the nation. As a changemaker, it is imperative that we preserve the past for our future.

**HONOURING DIVERSITY AND EQUALITY**  
In the next 25 years, we aim to be the face of gender-balanced company. ASPHL's commitment to encouraging employee liberty will be strengthened, along with promoting diversity, equity and inclusion. The best fit will always be welcomed, irrespective of a person's socio-economic and multicultural backgrounds. New realities will continue to evolve. And we will not shy away from increasing our level of ambition continuously.

**As a changemaker, it is imperative that we preserve the past for our future**



Radisson Hotel Group

## KEEP TRACK OF CHANGING TRAVELLER SENTIMENTS

KB KACHRU, Chairman Emeritus & Principal Advisor, South Asia – Radisson Hotel Group, has been involved in building the company's Hospitality business in most of ASEAN and South-Asian markets since 1991. As vice-president of HAI, he has been making representations to various government agencies to make Hospitality and Tourism a national priority. He talks about some leading trends:



**KB KACHRU**  
Chairman Emeritus & Principal Advisor  
– South Asia, Radisson Hotel Group

Many aspects of the Hospitality industry have changed in the past decade, and more so in the last two years to accommodate new technologies and shifting consumer behavior. The development of technology and internet access has led to an increase in travellers' expectations, which are now as advanced as the new-age smartphone. Before deciding which hotel they want to stay in, customers get to compare prices, read reviews, access images, and conduct research on alternatives. Consumers have higher expectations for the goods and services they use now – and are ready to pay the price for safety and hygiene services during their stay.

There has been a huge shift from the pre-pandemic times. Social distancing norms paved the way for a more digitized method of carrying out operations in the Hospitality industry. Tracking developments so far, it will not be wrong to predict that the upcoming change in trends will focus more on resonating with the expectations of the new-age traveller. The Hospitality sector a few decades from now will be an amalgamation of improved technology, globalized scale of business as well as newer and optimum marketing strategies. Therefore, it's important to keep in mind that key trends like sustainability and personalized experiences backed with technological advancement will play an important role ahead.

People are becoming more cognizant of the natural environment around them giving rise to trends that are here to stay for longer than we anticipate.

### SUSTAINABILITY

The preservation of the natural and cultural features that draw tourists to a location is becoming essential to the success of hospitality enterprises. Travellers, diners, hotel guests, and retailers today give sustainability a lot of thought. They want to be sure that they use ethical business practices in terms of the environment, society, and culture. This trend is likely to be amplified in the future. Practices like minimal use of plastic, ensuring livelihood

**Key trends like sustainability and personalized experiences, backed with new tech, will play an even more important role now**

for local artists by sourcing their craft into the hotel interior including features like eco-bubbles, and organic harvest from the local farms to name a few will carve out a pathway for the same.

### EXPERIENTIAL HOSPITALITY

Immersive holidays and unique, customized experiences will be at the crux of the Hospitality industry. Evolved travellers want to be engaged, enabled, and delighted – whether on a leisure holiday or on a MICE trip. Hotels will go on to become holistic, experience providing destinations built around local flavors – travellers may not even feel the need to step out of properties providing value for money and quality! With treehouses, luxury tents, authentic connections to local traditions and people, like-minded communities, physically and mentally stimulating activities, and locally sourced delicacies, Hospitality is already evolving beyond just brick and mortar services.

### PET-FRIENDLY ACCOMMODATION

Another simmering trend that the pandemic brought to a boil appears to be the increase in pet-related travel facilities. Many hotels are providing safe and the most comfortable pet-friendly accommodations within their property. With the trend initially catching up in the form of making pet snacks, beds, bowls, and toys available, holidaying with pets is a trend that has huge growth potential.

### TECHNOLOGICAL ADVANCEMENT

With AI ruling the globe, an increased inclination towards technology has been on the priority list of hotels. Technological advancements including contactless payments, chatbots, mobile check-ins as well as virtual hotel tours have simplified pricing, payment processing, and feedback mechanisms. Effective pricing based on demand and supply, room rate optimization, benefits of loyalty, and value for money will continue to remain key factors across traveller segments. So far, technology has helped in cost-cutting, improving overall efficiency, and a better customer experience in the hotel industry; in the upcoming years this might see a tremendous rise.

In the present times, hotels adopting the use of robots for welcoming guests and providing basic services like cleaning might not be a common sight, but this will certainly be the norm in the future. **HAI**

# Red Bull TWIST

RED BULL GREEN EDITION  
MIXED WITH LIME, MINT,  
ICE AND SODA

NON-ALCOHOLIC MIX



TRY THE EDITIONS FROM RED BULL,  
MIXED WITH A TWIST OF FRESH FRUITS,  
ICE AND SODA  
SERVING PROPOSAL





# Balance and Harmony through Tri Hita Karana

**PETER SEMONE**, Chairman, Pacific Asia Travel Association (PATA), is a leading strategist, educator and entrepreneur, specializing in tourism development and destination marketing. His vision for Hospitality is a holistic look at People, Planets & Profits. His thoughts:

**T**his past May I was honored with the opportunity to assume the Chairmanship of the Pacific Asia Travel Association (PATA) from the capable hands of Singapore's Soon Hwa Wong, who navigated PATA through the COVID storm and oversaw the recruitment of our Chief Executive Officer Liz Ortiguera, the first woman to take over that role.

Since its founding in 1951, PATA has championed the growth of tourism, initially in the Pacific region and later across Asia. Together with its public and private sector members, PATA has been a thought leader and innovator. Today, our region faces myriad challenges, particularly in the aftermath of the recent pandemic. It is in these uncertain times that organizations such as PATA and the Hotel Association of India (HAI) can play an important role.

I am honored to be asked to share my thoughts on tourism on the auspicious occasion of India's 76 years of Independence to share my thoughts on how tourism in Asia and the Pacific will develop in the After-COVID Era (ACE) and over the coming decades.

Today, India tourism industry has grown into a strong, self-reliant and forward-looking economic sector that celebrates India's rich cultural diversity and traditions, creates jobs, earns foreign exchange, and induces investment.

The unprecedented global health, social and economic emergency caused by the pandemic is unprecedented, and travel and tourism is among the most affected sectors with airplanes on the ground, hotels closed and travel restrictions put in place in virtually all countries around the world. I did quite a bit of travelling over recent months and can attest to the fact that things are far from back to normal across the tourism value chain.

It is oft said that from crisis emerges opportunity. Tourism has a proven capacity to bounce back, as seen over multiple crisis such as SARS, terrorist attacks such as the Bali bomb, financial crises, and who can forget the 2004 tsunami in the Indian Ocean. Past crises have shown tourism's resilience and capacity to bounce back strongly, and quickly, after external shocks. Mitigating the impact of the crisis and stimulating tourism recovery can pay massive returns across the economy. We have recovered from previous crises and will undoubtedly do so again.

However, I believe that COVID has forced upon the tourism industry an existential moment of truth that we can choose to ignore or act upon. We either continue in a business-as-usual pre-pandemic manner, striving for record high arrival number, or we recalibrate how we measure success to ensure that tourism is inclusive, sustainable and enriches local communities.

There is a growing consensus that the pandemic has accelerated the rise of companies with a strong sense of purpose that goes beyond the traditional business "for-profit" approach, putting society and planetary welfare, transparency, and collaboration at the heart of recovery.

Recent consumer research by leading institutions and organizations reveals that the "pandemic effect" may have finally tipped sustainable travel intent into impactful action such as ensuring that the place people stay in, have environmental conservation and protection policies and practices. Increasingly, accommodation providers are implementing some kind of sustainability practices at their properties (e.g. reduction of waste, energy and greenhouse gases, water or supporting local communities and protecting nature).

Governments at the national, regional and municipal levels are realizing the potential for tourism to improve the quality of life of their residents, preserve fragile traditions and heritage and stimulate local economies by effectively nesting tourism into communities.

There is indeed a unique opportunity to reboot and build back better, with a renewed interest in and commitment to community and planetary welfare. This could drive investments that enable a circular net-zero economy and unlock opportunities for cutting-edge

## Sustainable Growth

To achieve sustainability, the tourism policy paradigm should shift from a growth-oriented model to an approach focused on the quality of this growth and its compatibility with the quality of life of residents.— OECD, 2021



collaborations across the tourism value chain.

But I guess we first need to agree that threats like climate change really exist. My son recently graduated from the Bali Green School, which is known to be one of the most sustainable schools on the planet through its "living" curriculum that educates for sustainability through community-integrated, entrepreneurial learning, in a natural environment. At the graduation celebration, the founder of the school John Hardy gifted each student a copy of Paul Hawken's book "Regeneration – Ending the Climate Crisis in One Generation", with a personal note encouraging graduates to find inspiration and become changemakers for these uncertain climate times. Hawken writes: "Regeneration means putting life at the center of every action and decision and that vital connections have been severed between human beings and nature, within nature itself, and between people, religions, governments and commerce. We live on a dying planet and the earth's biological decline is how it adapts to what we are doing. Nature never makes a mistake. We do. The Earth will come back to life no matter what. Nations, peoples, and cultures may not. If putting the future of life at the heart of everything we do is not central to our purpose and destiny, why are we here?"

PATA has been interfacing progress with preservation for over 50 years as an advocate for environmental and cultural concerns through taskforce investigations, cultural preservation committees, and heritage conferences. In 1991, the PATA Annual Conference in Bali themed Enrich the Environment, focused on meeting the needs of the present without compromising the ability of future generations to meet their own needs and resulting in the PATA Promise – a resolution calling for responsible, balanced tourism development and comprehensive planning for sustainable tourism.

Unfortunately, 31 years on I'm not sure that the tourism industry has adequately kept its promises to environmental and cultural preservation. Arrivals have surged, but at an expense that is only now becoming visible. In her groundbreaking book "Overbooked", Elizabeth Becken uncovers how tourism has become a

**PATA has been interfacing progress with preservation for over 50 years as an advocate for environmental and cultural concerns through taskforce investigations, cultural preservation committees, and heritage conferences**

colossal enterprise with profound impact on countries, the environment and cultural heritage; and suggests that tourism is one of the largest and potentially most destructive enterprise in the world.

My wife is a Balinese Hindu who believes in the philosophy of Tri Hita Karana (THK), which is roughly translated as the "three causes of well-being" or "three reasons for prosperity". THK promotes harmony among fellow human beings through communal cooperation and promoting compassion; harmony towards God, manifested in numerous rituals and offerings to appease deities; and harmony with the environment, which strives to conserve nature and promotes sustainability and balance of the environment[PAS1].

I can't help but to think that tourism in India and the PATA region could do with a re-balancing using the THK philosophy to ensure prosperity. A first step might be to reconsider perceptions of tourism success across all levels of government and on behalf of all stakeholders, with a greater focus on environmental and socio-cultural pillars of sustainability rather than dollars and cents.

Mark Twain once wrote: "Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one's lifetime."

I am optimistic that the travel and tourism industry will return to its 2019 levels; however think that COVID is a precursor to a number of imminent national, regional and global crises that will occur between now and 2047. Sadly, the probability is high that most of them will be manmade and have already started. There are severe imbalances that exist across mankind, caused by – among other things - geopolitics, prejudice, miscommunication and greed.

To prosper and grow in relevance and importance, the tourism industry should begin to address imminent threats of climate change and begin to rethink how we operate to ensure tourism achieves its potential as a contributor to global prosperity and peace.

I thank the Hotel Association of India for this opportunity and wish the Indian hospitality industry continues prosperity through Tri Hita Karana. **HAI**





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• Destination



## DELHI: *Where Old exists with the New*

Tripurari Pandey-Safdarjung

New Delhi is the place I call home, yet like many, I suffer from the classic case of not having explored my own backyard! And like many, I needed a jolt out of my reverie to take a closer look at my own roots. Let us take off on a journey of sights and sounds, of smells and impressions of a city that encapsulates the history of the nation, and continues to grow.

BY PRAMATI ANAND

When I think about Delhi, I think about the 'Saptarni' trees that bloom in October, announcing the arrival of the festival season. Contrary to the visual of the "smog nation", there are still a few green belts in the capital that resuscitate the heart and the lungs alike. The perfect way to slow down and imbibe any place is by walking. In case you are like me, then exploring the nature and eco-heritage trails of Delhi with organizations like Delhi by Foot, is something you might fall in love with. They

have several walks including The Hauz Khas and Lodhi Gardens Heritage and Nature Trails. These places have always been a soulful oasis amidst a city that is constantly moving. Jahanpanah City Forest is another gem located in South Delhi. Spreading over 435 acres of land, this park is accessible from Greater Kailash II, Tughlakabad Extension, Batra Gate, Dhobi Ghat, Sheikh Sarai among other places and a definite addition to my list of Delhi Greens. Millennium Park, Yamuna Bio-diversity park, Buddha Jayanti Park, Deer Park are other serene green spaces that might be a beautiful way of connecting with nature as well as like-minded people!

Sanjay Van, located near Vasant Kunj and Mehrauli in Delhi, is spread over 443 acres and is one of the most important green belts of the capital. Take a silent walk through the wooded greens, spotting birds, and letting the sun play with you as it peeps through the canopies





Ravi Sharma-Hauz Khaz Village

### Deep dive inside Delhi belly!

What is Delhi if not an eclectic mix of cuisines - from Punjabi to Mughlai, from Tibetan to Indo-Chinese, from street food to uber-chic cafes? What is Delhi, if it's not about food? Remember the streets of Delhi-6? That's the heart of Dilli. The Old Delhi area is famous and rightly so. Walk through the streets of Chandni Chowk, Chawri Bazaar, and Sita Ram Bazaar and you'll be engulfed with a variety of street food options.

Be it the lip-smacking aloo chat, dahi bhalle and samosa chat at Manohar Ka Dhaba or the incessant varieties of paranthas in the much loved, Paranthi Waali Gali, you are sure to have gastrogasm!

If you are like me and might get overwhelmed with the choices - then a Food Walk is the best way to explore the old streets of Delhi.

Multiple organisations like Delhi by Foot, Delhi Food Walks, and so on, organize exceptional walking tours throughout the city, and especially around the areas, which have been an integral part of Delhi's culinary traditions.

Moolchand Paranthewala in Lajpat Nagar, Dolma Auntie Momos in Tibetan Colony, Thakali Thali from the Mountains at Yeti in Hauz Khaz Village, United Coffee House in Connaught Place, Triveni Terrace Cafe at Triveni at Mandi House, Cafe Lota at the National Crafts Museum and All American Diner at India Habitat Centre are a few that stand out amidst a plethora of options that can be found in the city and manage to imbibe the soul of the place.

Delhi is also known for its vibrant street shopping, like at Janpath, Lajpat Nagar and Sarojini Nagar, besides many new swank malls.



Prayn-I-Jama Masjid



Ravi Sharma-Chandni Chowk



Godwin-Angeline-Benjo-Delhi-6



Chiranjeeb Mitra-Chaap



Parihar  
Sachin-Singh-parihar-Bab Abdullah 1.Gate No



## Art & Culture

Always abuzz with something or the other, there are plenty of options to get lost in when it comes to matters of culture and art. The land of NSD (National School of Drama) has no dearth of theatre centers - be it plays by professional actors or amateur groups, one can just explore the options - Akshara Theatre, Kamani Auditorium, Little Theatre Group Auditorium, Shri Ram Centre.

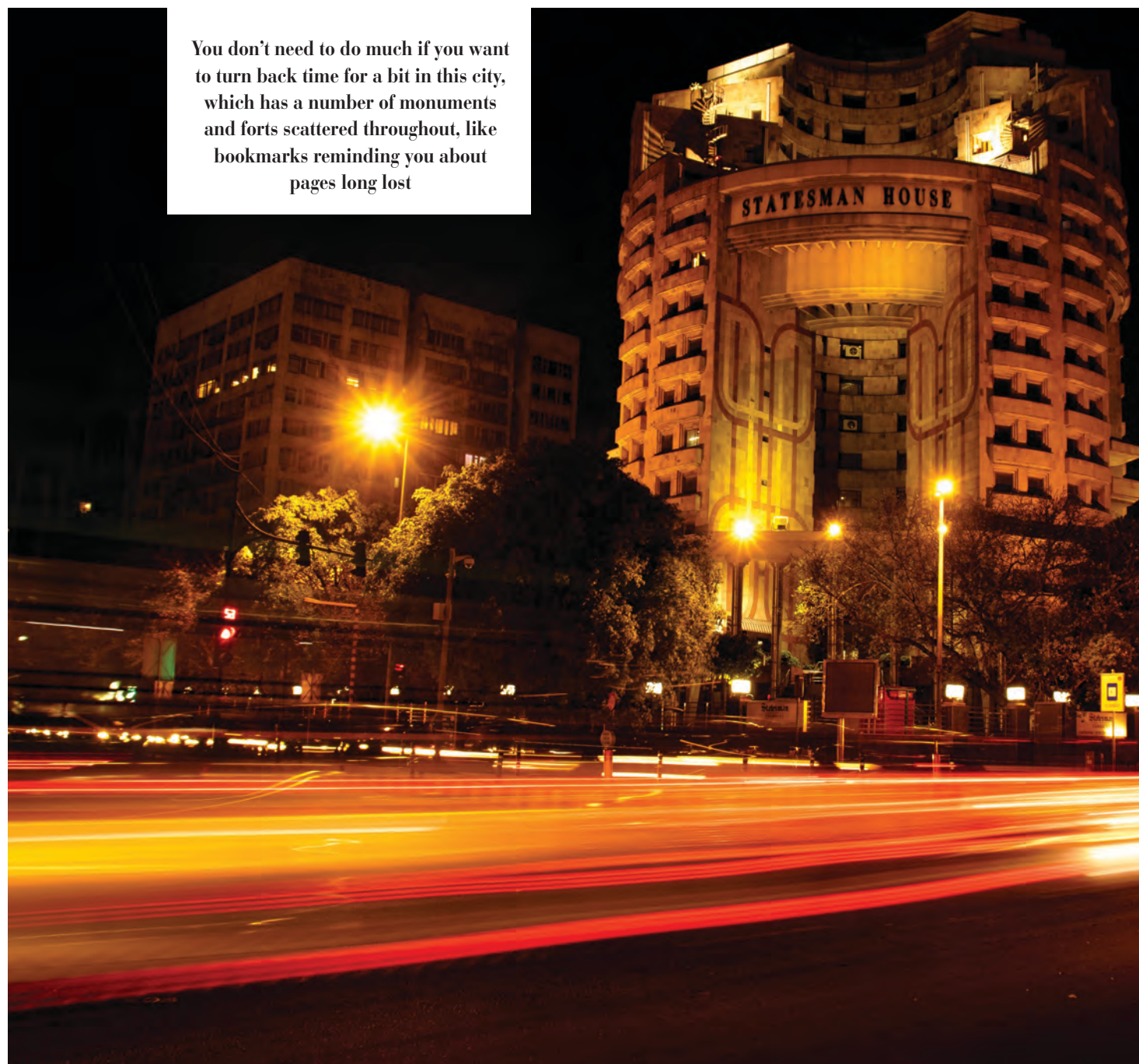
One of my personal favourite art spaces is Triveni Kala Sangam. It has been the

cultural melting point for the National Capital since 1960 and is a multi-faceted art and educational complex that teaches various forms of Indian art, including classical Indian dance, contemporary painting, classical Indian music, and sculpture among others. Just a visit to the cafe, or basking in the winter sun in the amphitheater never fails to bring me right back to my center and in love with the city all over again.

Cinema aficionados must explore The Stein auditorium, at India Habitat Centre. They curate and screen gems

from world cinema and even have the Habitat Film Festival, every year. Other spaces that might provide some food for thought and soul are - the National Gallery of Modern Art (near India Gate), Exhibit 320 (Lado Sarai), Bikaner House (India Gate), Dhoomimal Art Gallery (Connaught Place), Sahitya Kala Akademi Library (Firozeshah Road), and not to forget Ghalib ki Haveli (Old Delhi), which looks unassuming at first, but just visualizing the past and reading the words inscribed on parchments on display makes you quiver with the idea of you existing in the same realm as him.

You don't need to do much if you want to turn back time for a bit in this city, which has a number of monuments and forts scattered throughout, like bookmarks reminding you about pages long lost



Vanity Photography-Statesman, C.P



Aaviral Swarnkar-Qutub Minar



Ravi-Bhardwaj--Purana Qila



Pramati Anand -Ghalib Ki Haveli

## Tryst with Destiny

Delhi has witnessed numerous dynasties over time. You don't need to do much if you want to turn back time for a bit in this city, which has a number of monuments and forts scattered throughout, like bookmarks reminding you about pages that are long lost.

The Mehrauli Archaeological Park accounts for several historically significant monuments, including the remains of the first city of Delhi, the capital of the Tomar rulers in the 11th century. The region contains sites like Tomb of Balban, ca 1287 CE, wherein a true arch and the true dome were built for the first time in India. It includes the ruins of Lal Kot built by Tomar Rajputs in 1060 CE, and architectural remains from subsequent periods of rulers - The Khalji dynasty, Tughlaq dynasty, Lodhi dynasty, Mughal Empire and the British Raj. Saket and IIT are the nearest metro stations to reach here.

Next stop would be the Humayun's Tomb. It was the first garden-tomb on the Indian subcontinent, and is located in Nizamuddin East. I've heard stories of how my parents would go for picnics to the tomb when they were young. As you enter the gardens, it's a sudden visual and aural shift. The space, the green lawns, the birds and the silence take you back in time as you enter the compound gates right on the bustling streets of what is now Mathura Road.





Abhishek Sagar-Rashtrapati Bhavan



Fuzail-Ahmad-Safdarjung's Tomb

**We also get to see Delhi's young and lively side, at the cafes in Hauz Khaz Village, in Connaught Place, in Khan Market, and so on**

The ruins of Tughlaqabad Fort make for another mysterious adventure. It was built by the Turkish governor, Ghiyasuddin Tughlaq in an octagonal structure with high battlements, which served to defend the kingdom. It is believed that the entire city was abandoned due to water scarcity - and these abandoned ruins, overtaken by nature now make for a very interesting travel back in time. The nearest metro station is Govindpuri, which is about 5km away. Oldest among the surviving forts in Delhi to visit, the Qila Rai Pithora was built by the Chauhan Rajput king, Prithviraj in the 10th Century, and was probably the first settlement in the region. More commonly known monuments and forts include THE Qutub Minar, Hauz Khas Fort, Red Fort, Purana Qila, Lodi Gardens, Safdarjung's Tomb, Lotus Temple, Agrasen Ki Bauli, Raj Ghat and many more. One tip would be to carry along a book. You may consider The City Of Djinns by William Darymple, as you walk through time in these places, discovering new ideas and devouring stories about the city that once was. We also get to see Delhi's young and lively side, at the cafes in Hauz Khaz Village, in Connaught Place, in Khan Market, and so on. But it's nice to be reminded of the things that have always made Delhi what it is today. The ephemeral links to the past remind us of the iconic city, that has evolved and grown through so much and is a culmination of all those who have once called it home. **HAI**

# Tourism vision for India @47

The upcoming years' vision must be dynamic to the ever-changing requirements of the sector. And, must be focused on quality and execution as well.

**By MP BEZBARUAH**

Secretary General, Hotel Association of India



**T**wenty-five years is not a long time in the life of a nation. But things change. One remembers the words of Arthur C Clarke towards the end of the last century "the future is not what it used to be". It was also the time when Charles Handy famously wrote that we were entering an "Age of Unreason" where the world was experiencing changes at such rapid pace that no future projection or prediction holds true. As is often said "technology is developing at an ever-accelerating rate of speed, with each new technology compounding the speed and capabilities of those that came before." This has certainly made the future different from what it used to be.

In such a volatile and dynamic world, a static future vision will be an anachronism. While the vision should be firm, its supporting action should be open to constant review and flexibility to respond to emerging changes.

The draft National Tourism Policy has been on the anvil for a while. It gives an indication of the directions in which the government would like to move in the journey to 2047. The vision in the draft is "to transform our tourist destinations to provide world-class visitor experience, making India one of the topmost destinations for sustainable and responsible tourism." The vision of making India a top destination is unexceptionable. However, it becomes problematic, if measured in terms of numbers. The goal of the policy indicates such an inclination. The overall goal of the policy is "to make India one of the top 5 destinations in the world in terms of both the international arrivals and international tourism receipts by 2030."

The top destinations receive upwards of 50 million tourists against current arrivals to India of around 10 million. The fivefold jump in eight years is ambitious, though possible. But the other destinations will also move upwards in the meantime

and the target will shift. In the National Action Plan of 1992, it was envisaged that the share of foreign tourist arrivals, which was only 0.04 percent, will grow in five years to 1 percent. The arrivals did grow but as others were also growing, the 1 percent target was reached only after 25 years. But more important questions remain. India has recorded huge domestic visits of more than 2200 million, and this number is certain to increase manifold with projected greater economic growth.

Such exponential growth will require commensurate growth in access by air, road and rail, last-mile connectivity, spread of destinations, expansion of decent accommodation, and so on. The policy does identify the issues to be handled but it is not specific on the bigger question of "how". It mentions the importance of following a whole new government approach and a holistic framework for tourism development. This is necessary because most of those activities that translate the mission into effective action are not within the purview of the Ministry of Tourism. And an overriding question remains—can India manage such numbers sustainably?

This vision can be realised only if there is a paradigm shift in approach to tourism development. The long road so far has been of disappointment and missed opportunities. The department of tourism was created only in the mid 1960s, over a decade after Independence. The first tourism policy

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was adopted two decades after that, in 1982. After Independence, the five-year plans were indicators of the government's economic thinking. For long years, tourism was missing from such thinking. The first two five-year plans did not mention tourism nor provided funds for its development. The third, fourth, fifth and sixth plans mainly recognized the foreign exchange earning capacity of tourism and briefly touched on its employment and income generating potential. Only the seventh and eight plans made refreshingly clear enunciation of the role and importance of tourism.

The financial allocations for the sector remained around 0.1 percent of the total all throughout. In 1988, the government constituted a National Committee on Tourism which made some very far-reaching recommendations for development of tourism. Among others, it suggested—(1) restructuring the department and creating a National Tourism Board; (2) A Standing Committee of Tourism Ministers for integrated approach; (3) Tourism Planning to be integrated into the overall plans for the country.

All these recommendations have remained on paper only. They are still relevant and the introspection on tourism@2047 should include

**We should never lose sight of the profound truth in the words of Thomas Edison: “Vision without execution is hallucination”**

these issues also. In fact, the Prime Minister's oft quoted words that tourism is an important pillar of development, come close to affirming the third and the most important recommendation noted above.

It is relevant here to relate the experience of Mexico, narrated in his Indian National Tourism Day lecture by Mr Antonio Savignac, one time Minister in Mexico and later Secretary General of UNWTO. In the 1960s, Mexico was looking at a growth model for the country. Their intensive search led to, he says, “one of the curious activities that continually kept appearing was the case of tourism....A strange beast that seemed to grow like a weed, with no fertilizer, irrigation care or attention.” They realized the unique nature of tourism, which, given its enormous variety of segments, can truly be developed anywhere, unlike agriculture, industry or mining. To make a long story shorter, the Mexican government concluded that if tourism had grown so well and so consistently, with little if any, encouragement, what would it not do with some help and support in planning, financing, promotion, facilitation and political and budgetary support.

This story can be the story of Indian tourism too. The vision for 2047 will be a reality, all coordination would be achieved if the foundation of this “pillar” is firmly laid in the economic development planning-structure of the country.

While such foundation can rightly get tourism its due as an input in development and inclusive growth, the lessons of Covid-19 and the emergent challenges make it necessary that the tourism vision for the future responds to such challenges. Sustainability is the biggest challenge before humanity. OECD in its 2021 report has pithily outlined a new approach: “To achieve sustainability, the tourism policy paradigm should shift from a growth-oriented model to an approach focused on the quality of this growth and its compatibility with the quality of life of residents.”

When Covid-19 was raging, the Tbilis declaration of UNWTO resolved to reconstruct tourism “for the People, for the Planet and for Prosperity” by, among others “placing tourism, as a service trade, among the priorities for socio-economic recovery plans for its capacity to create jobs and transform societies with a strong multiplier effect on other sectors throughout its broad value chain”.

Tourism's 25-year vision should herald the spirit of hundred years of Independence. But we should never lose sight of the profound truth in the words of Thomas Edison: “Vision without execution is hallucination.” **HAI**



## EXECUTIVE COMMITTEE 2021-23



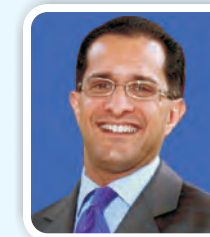
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Hotel Association of India &  
Chairman Emeritus,  
EIH Limited



**Mr. Puneet Chhatwal**  
*President*  
Hotel Association of India &  
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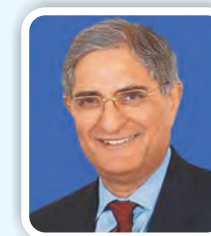
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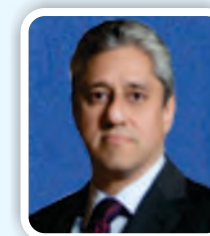
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*Member*  
*Managing Director*  
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**Mr. Surinder Singh**  
*Member*  
Area Director, IHC Ltd.



**Mr. M.P. Bezbaruah**  
*Secretary General*  
Hotel Association of India



**6** CLEAN WATER AND SANITATION



## Water Replenishment Initiatives



**26 Billion**  
Litres  
Replenish Potential



**1+ million**  
people  
Benefitted

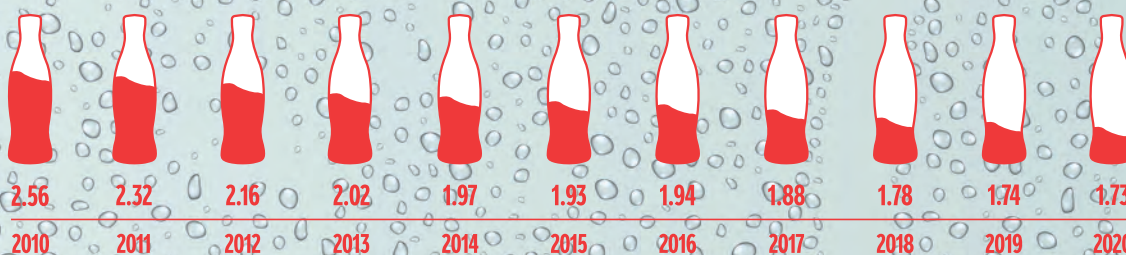


**500+**  
Projects

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



## Water Efficient Operations



**Reduction of 32% in WUR since 2010**

WUR denotes the liters of water used to produce a liter of beverage