Hospitality Takes the Digital Highway

From the President's Desk

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

Technology is advancing at a faster pace than ever before, and this is changing both the expectations of consumers as well as the way in which the hospitality industry conducts itsbusiness. Customer demand for frictionless experiences is transforming the hotel experience from discovery to check-out. Technology can help businesses to streamline their processes, reduce costs, lower staff workloads, increase revenue generation potential and improve the level of customer experience delivered.

The Covid-19 pandemic has accelerated huge shifts in the way we live and work. Though digital was seeping into our lives over the last decade, the pandemic set new benchmarks for every interaction. Given the huge gains offered in terms of customer experience and seamless operations, the demand for new tech is expected to rise by 58 percent, as per a recent McKinsey study.

Technological advances have played a significant role, especially with regards to the widespread adoption of voice search, augmented reality, artificial intelligence and the Internet of Things. Contactless payments have become more popular in retail settings, while mobile check-ins have emerged in hotels, restaurants and airports. Many of these technologies have grown because they help to reduce contact and cut waiting times. Social media is not only helping reach out to potential guests but also building relationships with them. Big data is another opportunity for the hospitality industry. It can be leveraged not just for its predictive analysis used in marketing, advertising and management but also to enable optimisation of resources for environmental sustainability.

Experiences represent the core of the tourism and hospitality industry. The main challenge of hospitality managers of the future is to improve guest experience, which involves perceptions and emotions. It is a fact that technology is taking a big part in our lives, but guests still search for authencity and human interaction. High Tech might not fully satisfy visitors without a touch of emotions. Companies can strategically use technology to create personalised high-touch guest experiences.

In this Issue, our team has reached out to industry leaders to find out exactly how technology is going beyond safety and hygiene, and how new tech is enabling immersive experiences.

Hope you enjoy this issue as much as we did in bringing it out. HAI

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HAI urges DGFT to review EPCG policy

Hotel Association of India (HAI), the apex body of Indian Hospitality Industry, has submitted a recommendation to the Director General of Foreign Trade (DGFT), Ministry of Commerce and Industry, Shri Santosh Kumar Sarangi, urging the Directorate to review the Export Promotion Capital Goods (EPCG) Scheme and provide relief to the struggling industry. The Association has highlighted that, at the time of availing the duty benefits under the scheme, no one could have envisaged the impact of Covid and the resulting dip in the foreign currency earnings. Hotels are facing huge challenges of liquidity, revenue losses, negligible foreign exchange earnings, high costs that are mostly fixed in nature and several other operational difficulties. Hotels require more time to fulfil obligations under the scheme. The industry body also requested the government to not issue notices to hotels, propose punitive action against them for non-fulfillment of obligations and not encash hotels' bank guarantees.

HAI pointed out that the hospitality sector is one of the most impacted industries due to the pandemic.

The resumption of international passenger flights from 27th March is a relief to the airlines, airports and the hospitality industry. However, the rebound of international travel is likely to be impacted due to the current geo-political situation and rising inflation.

HAI added that the hospitality industry is expected to be back to pre-Covid levels only by FY24-25. Hotels are facing the worst crisis and the government's support would be critical for the industry to survive, grow and play a key role in India's post-pandemic economic recovery.

RECOMMENDATIONS SUBMITTED BY HAI

Plea for further extension:
In addition to the currently available extensions as per the EPCG guidelines, it is requested to provide additional 4 years extension for all licenses expiring during the Covid period plus the expected time required for the business to normalize (i.e., for license expiring between March 2020 till March 2025). This will help the industry to generate adequate export earnings as the business stabilizes and international travel resumes to fulfil the export obligations under the scheme.

Export obligation fulfilment under the Group company benefit:
This is currently allowed under FTP policy 2009-2014 for 3% duty. The same benefit should be extended to '0% duty EPCG scheme' which will help to fulfil the EO basis of the export earnings generated by the group company under the same shareholding. This helps immensely wherein the excess available export earnings of one hotel within the Group can be utilized to fulfil the EO of another hotel.

Currently, in case of non-fulfilment of the export obligation, interest is charged @ 15%-18% p.a. from the date the duty benefit is availed till the date the duty is paid on non-fulfilment of the export obligation. This interest rate is very high as compared to the RBI repo rate, which is currently at 4%. it is requested that the interest rate for non-fulfilment of the EO should be reduced and linked to Repo Rate or be limited to 50% of the duty benefit.

Masks mandatory in flights

The Directorate General of Civil Aviation (DGCA) has made masks mandatory in flight and at the airports in India. This is to be followed in all flights, across all airlines. The mask mandate has come after India recorded 5,233 in a span of just 24 hours. Before this, India was going through a "relaxed" period of more than three months.

All airlines are to ensure that all passengers are masked-up at all times. Should they find any passengers without a mask, the staff needs to supply them with masks. All airports are required to make repeated announcements regarding the mask mandate.

IHCL elevates Vincent Ramos as Senior Vice President, Goa

After a successful tenure of spearheading the Indian Hotels Company Ltd (IHCL) in Goa as Area Director since 2017, Vincent Ramos has been elevated as Senior Vice President, Goa. Ramos has been instrumental in the expansion of IHCL across the state, comprising of a group of brands - Taj, SeleQtions, Vivanta , Ginger, amã Stays & Trails, Qmin, and TajSats. Some of the iconic properties in the IHCL, Goa portfolio include Taj Resort & Convention Centre, Taj Exotica Resort & Spa, Taj Fort Aguada Resort & Spa, Taj Holiday Village Resort & Spa and Cidade de Goa - IHCL SeleQtions.

Fuel price to affect airlines' fares

The sharp increase in jet fuel prices and the depreciation of the rupee have left domestic airlines with little choice but to immediately raise fares, and it is estimated that a minimum 10-15 percent increase in fares is required to ensure that the cost of the operations is better sustained. The price of jet fuel used to be 40 percent of an airline's cost. But since the beginning of this year, jet fuel prices have increased every fortnight. In the nine hikes beginning January 1, ATF prices have been increased by 149,017.8 per kl or nearly 55 percent.

Sarovar Group launches hotel in Katra

The Sarovar Hotels Group, that has over 95 hotels across 65 destinations in India and Africa, has opened The Vaishnodevi Sarovar Portico, Katra, in its latest offerings. The hotel was inaugurated jointly by Ajay Bakaya, Managing Director, Sarovar Hotels, and Pushpa Devi, Chairperson, Katra Mata Vaishno Devi Hotels & Restaurants (KMVDHR), in the other dignitaries.

With the latest development, the Sarovar Group now has three hotels in Jammu and Kashmir. Katra not just serves as the base camp for devotees going to the Vaishnodevi temple but also to nearby places of tourist attraction.

TAJ ranked as World's Strongest Hotel Brand

The Indian Hotels Company Ltd (IHCL) has announced that its iconic brand, Taj, has been rated the World's Strongest Hotel Brand 2022 by Brand Finance. The "Hotels 50 Report 2022" annual report by the world's leading brand valuation consultancy recognizes the most valuable and strongest hotel brands across the globe.

Puneet Chhatwal, MD & CEO, IHCL, says: "Through our journey of over a century, there are a few milestones that have remained etched in our history and always stay very close to our hearts. These are milestones that inspire awe across the globe and bring pride to the nation. And as we continue on this journey, it gives us immense pleasure to share with you one more such milestone that we could cross because of your belief in us.

Taj has been ranked as the 'World's Strongest Hotel Brand' and 'India's Strongest Brand' across sectors by Brand Finance Hotels 50 Report 2022 and India 100 Report 2022, respectively. This recognition is very special, for it makes Taj the first Indian brand to have won both these accolades, in a single year, together. It also marks the second year in a row of Taj being recognized as the 'World's Strongest Hotel Brand', a testimony to your unwavering affection, our unrelenting efforts and the trust placed in us by our stakeholders globally."

International Day of Yoga Heals the World

The 8th edition of International Day of Yoga (IDY) was celebrated with the theme "Yoga for Humanity" on June 21, 2022. In a recent tweet, Prime Minister Narendra Modi stated: "Yoga is a perfect blend of Gyaan, Karm and Bhakti. In a fast-paced world, it offers much-needed calm." In its true tradition of being the brand ambassadors of the country, Hospi-tality too celebrated Yoga Day. Many hotels, spas and resorts undertake various initiatives to encourage people to practice Yoga, to usher in greater discipline, calm and peace, to heal Mind, Body and Soul. The Covid-19 upheaval caused huge stress among people. Such time-tested ancient practices go a long way towards holistic healing.

INTERNATIONAL

International flyer traffic at Indian airports to be 80 – 85% of pre-Covid level [As per Icra Ratings]

VOLUME OF OVERSEAS TRAVELLERS
at Indian airports touched 72 % of pre-Covid level in May

STEEP RECOVERY
came on the back of resumption of scheduled flight operations in late March amid:
- Easing of travel restrictions norms
-Resilient passenger demand

MAJOR DESTINATIONS
driving international traffic demand are:
-Southeast Asia
-Middle East
-Europe

COMMERCIAL OPERATIONS OF INTERNATIONAL FLIGHTS
resumed on March 27 after a hiatus of two years amid Covid-19 Pandemic

RECOVERY OF DOMESTIC PASSENGER TRAFFIC
was sharp and much faster post-Omicron

OVERALL PASSENGER TRAFFIC
expected to ramp up to 96-97% of the pre-Covid levels in FY23 on back of:
-Strong and sharp recovery in domestic passenger traffic
-Resumption of international commercial operations

IHG Hotels & Resorts marks 6,000 hotels milestone with spectacular openings and partnerships to reward travellers

IHG Hotels & Resorts (IHG), one of the world's leading hotel companies, is celebrating 6,000 open hotels by unveiling the '6,000 Club' and announcing partnerships with major sports and entertainment events.

The 6,000 Club features a collection of stunning newly opened hotels from IHG's iconic portfolio, showcasing the global reach of its 17 brands and the many ways its hotel teams delight owners and guests by delivering True Hospitality for Good, every day.

The milestone was commemorated by IHG CEO, Keith Barr, at the New York Stock Exchange in the month of June when he rang the bell to signal the close of trading, alongside local hotel General Managers and colleagues.

In the past five years, IHG has broadened its appeal to owners and guests by acquiring or launching six exciting brands to take the portfolio to 17 - providing more choice and amazing experiences than ever before. The new additions include Luxury & Lifestyle brands Six Senses, Regent and Vignette Collection; Premium brand, voco hotels; Essentials brand, avid hotels; and Suites brand, Atwell Suites.

IHG is set to grow its portfolio by a further 30 percent, with more than 1,800 hotels already signed in its development pipeline, illustrating how much owners value the strength of IHG's scale and brands.

The company is also announcing a series of exciting multi-year sports and entertainment partnerships for IHG One Rewards members that will connect travellers at events around the world, including Major League Soccer, European Professional Club Rugby and music festivals across the US and UK. The partnerships will reward loyal members with the chance to create memorable moments from events the world has missed in recent years.

Redefining Customer Experiences

Iconic Hotelier **JK Mohanty**, CMD of the Swosti Group, winner of industry laurels, including the prestigious "Odisha Living Legend Awards (Entrepreneurship)", started off his journey in hospitality in 1984. Today, the Swosti Group is known for benchmark Hospitality standards and has enabled the tourism boom in the state in a significant measure. He has seen the industry through highs and lows over the last four decades and is now looking forward to making a mark post-Covid, with new tech in place. He talks about the growing role of tech in Hospitality.

Excerpts from the interview as told to Niti Singh:

What are the new challenges and opportunities you see vis-a-vis technology?

Technology is advancing at a fast pace. Opportunities and technology are restructuring the guest experiences, from simple reservation queries to check-in/check-outs, and sharing of feedback. Technology is now the backbone of hospitality in every aspect, though there are still some challenges in implementation and integration. For large hotel chains, multiple vendors fulfill the need for software partners. Innovative use of technology that benefits customers and not just hotel operations helps hotel chains to stand out from the competition and attract new customers. Whilst technology provides endless opportunities to improve hotel efficiencies, hoteliers must strike the right balance between automation and the human touch. Investment in technology is critical to long-term business success but it must not come at the cost of personalised service.

How much has technology changed the traditional hotel model? Is it limited to implementing basic health, hygiene and safety standards at hotels?

Technology has changed all operations. It is not just limited to health, hygiene and safety standards. Technology at the Hotel front desk, dedicated cloud based Property Management Systems, OTAs and channel managers, and Mobile Apps are significant aspects of the hotel industry now. Nowadays, hotel guests who travel with devices see Wi-Fi as a necessary perk, and must be provided for digital conferences. Post Covid, hotels were bound to operate with minimum staff as per Govt. instructions. Personalized service to guests in such situations becomes a challenge. No hotel can operate without guests, and for that reason, hoteliers can expect to see smart technology further shape guest experiences and expectations. Not only can guest data be used to help better accommodate guest needs, it can also be used to automate guest interactions throughout their stay, reducing both friction points and staff minimization challenges. In this way, smart technology will continue to make it possible for hotels to predict and personalize several guest services based on previous visits and aggregated guest data.

How is Technology helping to redefine customer experiences?

It's now an important factor for smooth guest experiences. AI (Artificial Intelligence) is bringing voice & chat-based solutions, and personalized recommendations, as per people's preferences. Use of Virtual Reality, chatbots or a conversational bot is an interesting way to engage with customers. Taking feedback in traditional way in books or through tabs is no longer being followed post Covid due to social distancing. For better experiences, guests can give their feedback through the links hotels forward to guest's mail id. Online hotel bookings have increased. Now-a-days people are more comfortable in online payment transfers via UPI, payment links, etc. than the earlier practice of payment through cards or cash. A QR Code placed in a small tent card in a room or restaurant or lobby does the job of a whole menu card. Scan, check the menu & order. During & post Covid there were no meetings or conferences. People couldn't travel, Corporates couldn't arrange their dealer or annual meets, no exhibitions, etc. But video conferencing & online meetings have changed the perspective for all. People started connecting via technology like on zooms calls, Google meet & many more similar platforms. Where there were restrictions of social distancing & minimum gatherings, hotels also have started organising video conferencing with all facilities & using technology & right platform for connecting people, organising training sessions & other meetings for Corporates at different places, cities, states & countries.

How are data-based tailored recommendations helping your marketing campaigns?

In order to improve guest experiences, we are advancing on the tech-side, to gather valuable guest data. Use of IoT (Internet of Things) and new marketing/advertising technologies make it possible to deliver unique, real-time customer experiences.

How does AI integration help in your email marketing strategy?

AI integration in email marketing helps us to streamline the emailing process to minimize the guesswork and maximize the returns. Personalized, automated writing and optimized email marketing are now game-changers.

What role will robotics play to automate standardized food production assembly lines?

There will be a potential role in the deployment of robots to automate standardized food production for a faster, cheaper and more efficient process, but it has some challenges before we take that on. Robotics is currently used in approximately 40% of palletizing operations and 26% of food and beverage packaging lines. Food industry manufacturers have reported a 25% increase in productivity since employing robotics when compared to the work done by humans. The benefits of robotics include reduced requirements for intensive human labour, reductions in on-the-job injuries, the ability to perform operations that are highly undesirable for humans, increases in final product quality, the ability to perform operations that are very difficult to perform manually by humans, improvements in safety, increases in order fulfilment, speed and accuracy, increases in uptime, and reductions in costs. Robots offer a wide range of opportunities to improve food-processing operations, however, as with all new technologies, their implementation must be well thought out in order to avoid potential risks.

How much budget must be assigned for technology?

It depends upon the size of the organization and the technology to use. **HAI**

> **AI is bringing voice & chat-based solutions, and personalized recommendations. Use of Virtual Reality and chatbots is an interesting way to engage with customers**

HITTING REFRESH with TECHNOLOGY

The pandemic has upended the way we transact in our daily lives. The digital world connected us in contactless times. Now it is seeping into all sectors, streamlining work, identifying new markets, transforming experiences. In Hospitality it means, making way for a new wave of responsive, guest-centric technologies that help to uniquely cater to each guest. Digital environments contain the largest catchment areas of customers. The use cases for technology in hospitality are growing, and savvy hoteliers are able to translate these into stylish experiences for their customers, where guests can engage on their own terms. To rebound faster and to take a sustainable turn, Hospitality is moving closer to tech.

BY NITI SINGH

We are on the threshold of a new age of travel, with people expecting seamless personalized services right from the stage of booking. The pandemic propelled the growth of digitization which is bringing about a huge transformation in Hospitality. Who would have thought that one day AI-based assistants can help us know that our guest would only have his coffee decaffeinated or is celebrating a milestone birthday and we can engage him with some irresistible offers?

Predictive analytics is a game changer in Hospitality. With online bookings and registration, transfers through e-wallets, Hotels can rely on a whole lot of data in their possession to curate unforgettable experiences for their customers. The new tech's ability to scan and understand data means that the recommendation engines now offer suggestions based on the specific needs of the user. And such contextual recommendations, like offering a great holiday package to a family looking for a break, or a sugar-free meal for a guest without asking pointed questions, and based on earlier meal ordering data, and so on, are striking the right chord in the industry, making such interactive content work for both the end-users as well as the Hospitality players. Thanks to its powerful capabilities of ushering in personalization, AI can run successful business campaigns.

What are the emerging opportunities? What are the occupancy rates at a given point in a certain location, what price points will provide the most competitive edge, how to offer personalised experiences? New tech is providing answers faster than you frame them and at a scale more than any human capability can offer. It's not just about robots coming to clean your rooms. The technology highway is winning new ground each day, making operations smooth and easy and engaging customers in unique and exciting ways. Another most

delectable fact of technology is that this is a game all can play irrespective of the size or scale of the hotel. You don't have to be a luxury seven star hotel to grab the compelling opportunities provided by data or AI. With the advancement of custom-built algorithms and machine learning tools, recommendation engines have improved opportunities for cross-selling and up-selling by providing the most relevant data collected from a user's digital browsing history.

Says Nakul Anand, Executive Director - ITC Ltd: "A barrage of digital technologies are now reshaping the hospitality world. Technology is changing both the expectations of guests as well as the way in which the hospitality industry conducts its business. Some of the trends are leading to great improvements and savings, while some are changing the way hotel developers plan their buildings, infrastructure and staffing requirements. Hospitality operations are evolving constantly, due to the impact of the pandemic, technology, global warming, supply chain issues, and so on."

He says that moving hand in hand with tech is bringing in vast opportunities. Hoteliers now feel more
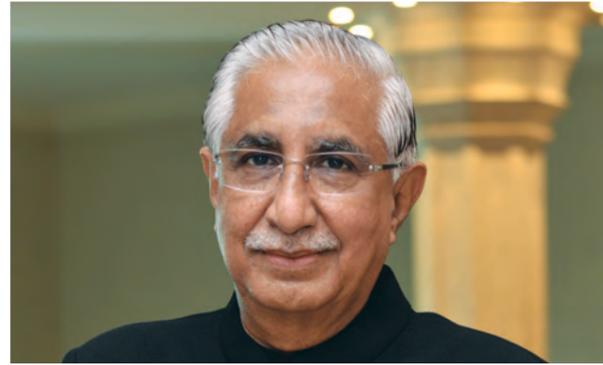
"Hyper-personalization can lead to much better business results through higher conversions, increase in online purchases, and most importantly, higher levels of brand engagement. Using the correct technical tools will unleash the maximum potential"

NAKUL ANAND
Executive Director - ITC Ltd

connected to their staff across all departments as they can access the management systems whenever they want, wherever they want, on their phone, tablet or computer/laptop.

"Additionally, customers are aiming for a great experience when they book a hotel. With the induction of the right technology, traditional processes have been rejigged. At every step in the customer journey, technology now plays a pivotal role. From enabling a seamless booking process to enhanced loyalty related experiences, immersive experiences, deep learning to slice and dice data for providing hyper-personalized campaigns, active marketing campaigns and more. However, any new innovation comes with its own challenges. Cyber security and regulatory data compliances are a couple of them."

He also adds that it's critical to the success of any hotel to have a strong online presence and on social media channels. In their efforts to achieve visibility, hotels compete to incorporate inviting, Instagrammable backdrops into their design. Research

AI is flattening the space wherein small hotels are able to deliver the same guest experience as large hotels

from Travolution shows 40% of millennial travellers choose a destination based on how Instagrammable it is, bypassing the cost and availability of alcohol (24%) and the opportunities to explore local cuisine (9.4%). Guests lookout for desirable locations that they can tag in their posts, while business analysts scramble to determine whether this helps to drive ROI. There's also the phenomenon of influencer marketing, where celebrities post positive stories about hotels or brands.

"Social media gives the hotel industry the chance to not only reach potential guests, but to build on relationships with them. Good reviews strengthen the brand's reputation, regular postings (either by marketers or guests) generate SEO content, and instant chat mechanisms support the decision-making and booking processes. Almost all our campaigns are omni-channel now," he says. At ITC Hotels, he says, "we have an aggressive strategy towards collection of first party data, and harness this universe for better targeting and optimized campaign performance through multiple digital channels. Further, martech

BLOCKBUSTER TECHNOLOGIES
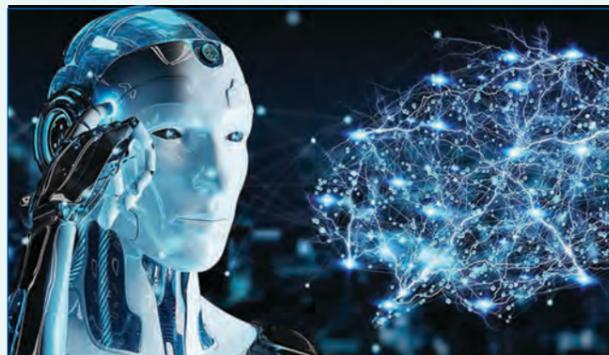
ARTIFICIAL INTELLIGENCE:
AI has brought in huge personalization and efficiencies in the last decade. By adopting AI-based recommendation engines, Hotels can deliver enhanced Customer Experiences. The greater level of guest familiarisation is helping hotels offer services uniquely catered for each guest. AI is flattening the space wherein small hotels are able to deliver the same guest experience as large hotels. As hotels pin hope on travel revival, AI enables higher levels of innovations in services.

BLOCKCHAIN:
Blockchain technology offers security and stability. It is a system of recording information that is tamper-proof, as the records are kept in blocks. With the use of blockchain, Hotel processes can potentially be streamlined and made more transparent. Travel industry relies upon information and personal financial details being passed between multiple different companies. Blockchain makes both accessing and storing information easier and safer. Even for small hotels, blockchain provides an efficient platform to make and receive payments, with the levers of security, permissions, and access being in the hands of the Hotel.

"ABCD" IN HOSPITALITY

CLOUD COMPUTING:
Since cloud infrastructure is managed differently than on-site servers, cloud computing proves to be more efficient and less costly. Moving to the cloud enables faster services, seamless access of information, reduction in paper use, safer transactions and more flexibility. Cloud offers huge leaps of innovation for Hotels to reduce the carbon impact since tasks can be performed remotely.

DATA ANALYTICS:
Data is the new oil. Every search, click or digital interaction leads to large amounts of data that can be used to deliver personalized services. Data helps in locating new hotels, understanding new trends, discovering revenue opportunities, makes it easier to predict the kind of facilities a hotel will need to create (as per location data), and also in delivering personalized services. Today's customers demand hyper-personalized experiences. Starting from the warm welcome to a speedy and efficient departure, hotel analytics help to create frictionless experiences for guests.

"Hotels have been early adopters of many end-user technologies and have even pioneered a few technologies, such as contactless check-in. The new digital technologies are helping us with in-room automation, movies on demand, seamless connectivity over Wi-Fi, advancement in TV content with OTT, mobile keys, IoT implementations to run operations efficiently, ERP and BPM to streamline processes, thereby boosting operational efficiencies and reducing costs"

ASHISH AGARWAL
Chief Technology Officer & SVP, Information Technology, The Oberoi Group

tools enable us to create look-alikes of this universe, hence helping us reach wider audiences of similar interests and behaviour. In addition, we also carry out regular remarketing activities to target guests who have expressed interest in our offerings/products. According to a survey from Chadwick Martin Bailey, nearly 40% of users choose whether or not they'll open an email solely based on the subject line. Clearly, this is a key element of email messages. Thanks to machine learning email technologies, you'll soon be able to determine which subject lines work (and which don't) with ease. CIO magazine suggests that businesses seem to be spending between 4-6% of their revenue on digital technology. However, it also depends on the size of the business and the strategy that they wish to adopt."

Says Ashish Agarwal, Chief Technology Officer & SVP, Information Technology, The Oberoi Group: "Technological advancements have made operations efficient and helped make guest experiences personalized. The onset of the pandemic has only propelled tech to make further inroads. Hotels have been early adopters of many end-user technologies and have even pioneered a few technologies, such as contactless check-in. The new digital technologies are helping us with in-room automation, movies on demand, seamless connectivity over the Wi-Fi, advancement in TV content with OTT taking over traditional television, mobile keys, IOT implementations to run operations efficiently, ERP and BPM to streamline processes, robotics that automate mundane processes, thereby boosting operational efficiencies and reducing overall costs." However, he cautions that ensuring guest data security and privacy in a fragmented industry with multiple vendors and third-party ecosystems is the biggest challenge of the current times.

Says KB Kachru, Chairman Emeritus & Principal Advisor – South Asia, Radisson Hotel Group: "We have introduced a game-changing offering in the form of EMMA – Radisson Hotel Group's unified technology platform. This 360-degree customer experience platform is designed to encompass revenue

"We have introduced a game-changing offering in the form of EMMA – Radisson Hotel Group's unified technology platform. This 360-degree customer experience platform is designed to encompass revenue management, property management, and business analytics. EMMA allows us to harness big data and improve every aspect of our operations, with an integrated system for reservations, distribution, sales, catering, loyalty programs, and more"

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

management, property management, and business analytics. The augmented and open platform offers our partners the speed to market new capabilities and delivers an enhanced guest experience by allowing consistency across all our hotels. EMMA further allows us to harness big data and improve every aspect of our operations, with an integrated system for reservations, distribution, sales, catering, loyalty programs, and more. We will continue to invest in technology and talent. With our new growth blueprint, we are nurturing a future-ready organization that delivers efficiencies with a structured approach, led by a quality-driven mindset."

"I see consumer screen time as a big opportunity. Today's typical online travel consumer visits an average of 18 websites via multiple devices across eight sessions before making a hotel booking. AI, ML and Blockchain are a few new technologies that can significantly change the hotel reservation system in the future. About 10%-12% of the yearly revenue budget may be assigned to new tech adoption, including paid campaigns"

SUMAN SUR
Director, Information Technology and E-Marketing, Park Hotels

Adds Suman Sur, Director, Information Technology and E-Marketing, Park Hotels: "Using smart technology can offset overconsumption of electricity and reduce the hotel's carbon footprint. Technologies like online booking engines, revenue management systems, website SEO, SEM and new property management systems are creating a seamless experience for customers and hotel staff. Throughout the pandemic these contactless options have proved necessary in reducing the spread of germs and improving safety." He adds that two guest-facing technologies should be the focal point for hoteliers; one is the Guest Engagement, Acquisition and Retention Technology, and the second is the Guest Services Technology to improve guest comfort and satisfaction." He adds that he sees consumer screen time as a big opportunity. "Today's typical online travel consumer visits an average of 18 websites via multiple devices across eight sessions before making a hotel booking.

AI, ML and Blockchain are a few new technologies that can significantly change the hotel reservation system in the future. A mobile-first approach will be the winning strategy for hotels," he adds

He lists out some elements that are redefining customer experiences. These are:
•Facial recognition for ease of access to properties coupled with security

HOW DATA-BASED RECOMMENDATIONS HELP IN MARKETING CAMPAIGNS

- New reservation - generation and targeted marketing
- Re-target abandoners
- Personalized confirmations
- Loyalty campaigns
- Pre-stay target upgrades and E-concierge
- During stay onsite events, discount coupons
- Post-stay - Thank you and book direct campaign

(as told by Suman Sur, Director, Information Technology and E-Marketing, Park Hotels)

"One of the most dramatic shifts witnessed in marketing in recent years is the shift from offline to online. Almost all our campaigns flow either only, or primarily, through social media and display/search ads"

PATU KESWANI
Chairman & MD, Lemon Tree Hotels

•IoT and smart rooms/voice controlled services for seamless in-room experience
• RFID wristbands that hold a unique ticket information about an attendee
•Chatbots
•Mobile room keys for effortless check-in/check-out
•Smart Concierge that allows guests to book amenities and order food from their mobile device

Says Patu Keswani, chairman and MD, Lemon Tree Hotels: "The most critical usage for greater technology initially was related to health, hygiene, and safety measures across all our brands and hotels. At Aurika Hotels & Resorts, we upped the ante through the Aurika Hotels & Resorts app and, guests can digitally access not just the hotel facilities, but also local sightseeing and tourist activities. The app allows the

Instagram is key factor in Destination Choice for Millennial Travellers

3.9%
Look for opportunities for sightseeing

22.6%
Look for personal development

40%
Travellers choose a destination based on how Instagrammable it is

9.4%
Look for opportunities to explore local cuisine

24%
Look for cost and availability of alcohol
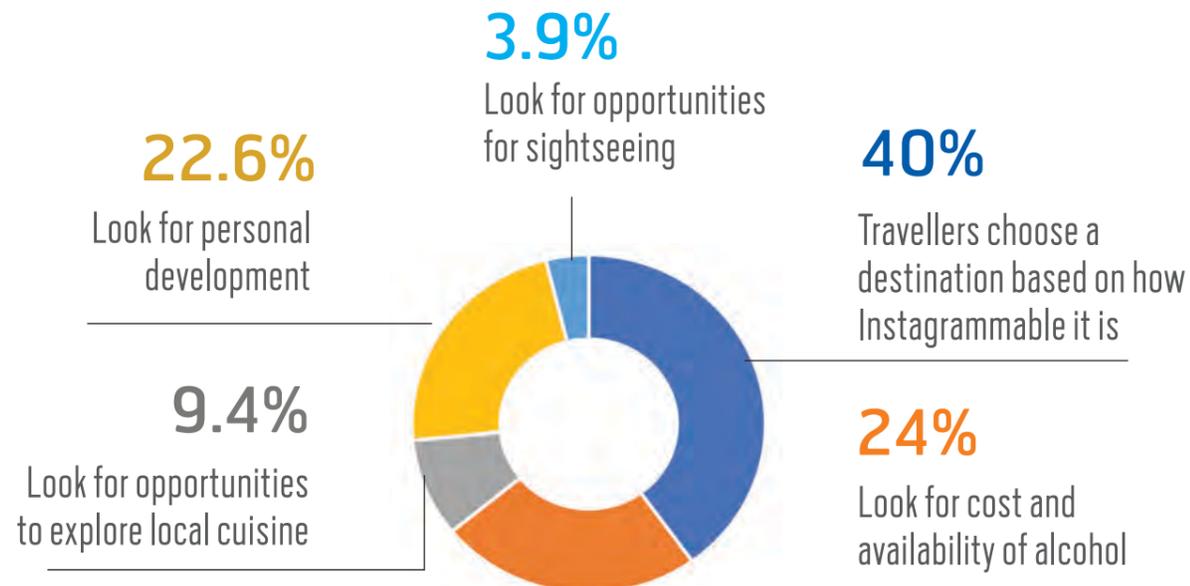
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How AI is impacting Hospitality

Customer Experience

Sustainable growth

Revenue improvement

Operational Efficiency

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guest to communicate and transact online, right from unlocking their doors, to accessing menus and placing orders, booking spa appointments and special experiences, and processing check-outs and payments." However, he adds that Hospitality is a people-centric business, and there is no real replacement for people. They have spent the past couple of years assessing how technology can assist staff in creating an environment that is even safer and cleaner, and more contactless. "We've been able to understand those areas where technology can be used in marketing and communication and eliminate the need for printing of menus and promotional literature, making our solutions not just contactless, but environmentally sustainable too. Live chats, messaging services, and audio/video communication platforms are some tools we use to communicate with a guest safely and effectively. From messaging and video communication services to dining platforms, QR codes, online payments and e-forms for data collection, the world is moving in a more digitally optimized direction and these digital solutions will go a long way in bridging communication in a safe and controlled environment," he says.

"One of the most dramatic shifts witnessed in marketing in recent years is the shift from traditional/offline marketing to online marketing. Earlier, the split between online and offline creative design and promotion was 50:50 for our city hotels, and hotels in tier II and III cities often focussed more on offline

"We recently announced our partnership with Samsung and Legrand to power the IoT Guestroom Innovation Lab. The lab explores concepts that have the potential to elevate guest experiences, create more efficient hotel room designs, and contribute to Marriott's global sustainability efforts and goals"

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

mediums of communication. The past couple of years have seen almost all campaigns flow either only, or primarily, through social media and display/search ads. Even today, while we can see a resurgence of offline communication, the split now stands at 80:20 in metro/tier I cities and 70:30 in tier II & III, with the focus clearly on digital communication and marketing mediums."

Says Ranju Alex, Area Vice President – South Asia, Marriott Hotels India Pvt Ltd: "With travellers embracing a 'digital-first' approach, hotels can gain a competitive edge by implementing trendy technologies to exceed guest expectations. From operations and guest experiences to marketing, innovative hotel technology offers a variety of cost saving and revenue opportunities, and it is enabling stakeholders to reach new levels of profitability." However, she adds, as much as we can advance in the field of technology, at no given time can it replace the human connection. "Relationship building is key to the guest experience when it comes to hospitality. Our marketing campaigns have a 50-50 mix with regard to distribution. We are as strong offline as much as online. We are designing guest-facing technology to enable them to personalize their stays to their individual needs at their convenience. Allowing guests to use their mobile phones as hotel room keys, for booking tables, for

With increased personalization made possible by new tech, today's hotel is more like a hometel, offering comfort and flexibility of a home, with all the trappings and the facilities of a hotel

check-in/check-out, saves time, and increases comfort for them. At Marriott, we recently announced our partnership with Samsung and Legrand to power the IoT Guestroom Innovation Lab. The lab explores concepts that have the potential to elevate guest experiences, create more efficient hotel room designs, and contribute to Marriott's global sustainability efforts and goals. The technology, for instance, inside the IoT Guestroom Lab allows a user to ask a virtual assistant for a 6:30 a.m. wake-up alarm, to start a yoga routine or request additional housekeeping services and start the shower at the desired temperature stored in their customer profile – all by voice or app. Apart from that, AI analyses the large data sets that we have and helps us pick out the narrowed down audience to send them with the most purposeful content resulting in the delivery of highly personalized campaigns."

Hotel managers need to embrace new tech, pass on repetitive tasks and concentrate on areas where they can add more value to their hotels. As with every other sector, big data is likely to take away some jobs and create others. And yes, as with every other aspect of technology, it is going to evolve. However, the very roots of hospitality are embedded in the idea of creating immediate and personal engagement that can enhance guest experiences and drive loyalty. This is unlikely to change. **HAI**

Making Greener Choices

Sustainability means being more contextual and relevant to the world around us.

After the pandemic, sustainability has become imperative in all sectors. People are more conscious of the environmental impact of the choices they make. SEBI laws mandate an ESG overview. Quick getaways, offbeat travel, staycations, the need to disconnect from schedules, immersive experiences, and bleisure or mixing of business trips with leisure, are popular trends. But the strongest trend is that of sustainability, or responsible tourism, that ensures meaningful impact for all--people, profits and planet. Responsible tourism is being more contextual and relevant to the world around us. The UN's body, Intergovernmental Panel on Climate Change (IPCC) has already warned against any further rise of greenhouse gas emissions, that are the result of human activity, energy use, pollution, over use of plastics, and so on. While human activity of any kind needs energy, the energy we use must come from renewable sources, like solar, wind, water, and so on. By using energy-efficient technology for cooling, heating and lighting; by reducing wastage and plastics; by eco-conscious design; by roping in local communities for showcasing their craft skills and generating local employment, are some of the ways Hospitality makes a sustainable impact. Over 80 percent of the Hotels today are medium, small, or standalone, and have a huge opportunity in energy efficiency. Since this is the largest and the fastest-growing sector in Hospitality, they need to be provided the expertise and support to enhance energy efficiency in their systems and operations. There's only one Earth to inhabit. Such sensitivity is needed to save the planet, and for posterity to savour the joys of bountiful Nature.

HAI SUPPORTS WTTC'S "HOTEL SUSTAINABILITY BASICS"

The Hotel Association of India has endorsed the industry driven, global initiative "Hotel Sustainability Basics" of World Travel & Tourism Council (WTTC) to promote responsible tourism. HAI

Green menu was offered to guests at Hotels

WORLD ENVIRONMENT DAY CELEBRATIONS AT HAI MEMBER HOTELS 5 JUNE 2022

Diversey

Let's work towards leading a sustainable life!

Tidy Trails

A plastic waste management initiative in Mathura-Vrindavan aims to encourage and empower local citizens to keep their environment clean and set an example to inspire other communities.

In line with the government's Swachh Bharat Mission, and guided by PepsiCo's 'Winning with pep+' philosophy to build a world where plastic never becomes waste, PepsiCo India and United Way Delhi launched a special initiative, called Tidy Trails, to sustainably manage post-consumer plastic waste in Mathura-Vrindavan, Uttar Pradesh.

As part of the initiative, a special mobile van is visiting establishments to create awareness and collect plastic waste. To further drive awareness, PepsiCo India and United Way Delhi are engaging with the shopkeeper communities through on-ground events such as Nukkad Natak, e-educational workshops, and distribution of informative material. The plastic waste collected is being segregated and recycled into benches and chairs to be installed at various public places.

In its first year, the special mobile van has collected 9,500+ kgs of plastic waste, served 70 wards and reached out to over 1,20,000 shopkeepers and consumers. The initiative encourages people to keep their local environment clean and foster 'tidy'ness, thereby setting good examples and inspiring other communities to follow, building Tidy Trails Ambassadors in the community.

PepsiCo India has undertaken various recycling initiatives to make sustainable plastics a reality across different markets. Tidy Trails is another endeavour to foster tidiness and create awareness around waste segregation and effective plastic waste management. PepsiCo India will continue to collaborate with the local communities and authorities through various sustainability initiatives towards further making Mathura Vrindavan cleaner and greener.

Mr Rakesh Kumar, an Establishment Owner from Mathura, said: "We have an ancestral shop of over 70 years and during peak days, people were not keeping the area clean, and that impacted our business. After our partnership with the initiative Tidy Trails, the segregation of plastic waste and disposal of plastic waste in other dustbins helped us to keep the surroundings clean. Tourists appreciate me and my shop for the tidiness and for innovatively creating something from plastic."

Mr Lokesh, a Community Volunteer added: "I promote the idea of plastic segregation and recycling to make Mathura cleaner. I have participated in street plays and awareness drives with the ground team of Tidy Trails for community sensitization towards the environment."

Contributing to SDG 12- Responsible Consumption & Production, Tidy Trails, an initiative by PepsiCo India and United Way Delhi, aims at creating awareness on post-consumer plastic waste in Mathura & Vrindavan towards a sustainable environment.

Impact so far

- 1,20,000+ Individuals reached
- 9,000 Kgs + Plastic repurposed
- 800 Establishments covered
- All 70 Wards served

*The impact data from the project is till May 2022

Voice from the ground

"We have had an ancestral shop for 70 years and during peak days it used to be difficult for us to maintain cleanliness subsequently impacting our business. After our partnership with Tidy Trails, the segregation of plastic waste and disposal with Eco Sarathi helps us to keep the surroundings clean. I have received appreciation from tourists for innovatively contributing to the cleanliness of the society."

Mr Rakesh Kumar, an establishment owner from Mathura

Awareness   Collection   Segregation   Sustainable Management

#UnnatiKiSajhedaari

#EcoSarathi

ANDAMAN AND NICOBAR ISLANDS
Simply Spellbinding

Pristine white sands, turquoise blue waters, dense green forests and fascinating vistas that touch the earth and the sky. The archipelago of Andaman and Nicobar Islands has been mostly celebrated as the perfect romantic holiday destination, but there is a lot more to this beautiful gem than meets the eye!

By Pramati Anand

T he islands of Andaman and Nicobar are thought to be the emergent peaks of a submerged mountain system related to the Arakan Yoma range of mainland Burma. These include steep hills and varied topography, forming an arc stretching for about 1,000 kms, between Myanmar (Burma) and Sumatra, Indonesia. From evergreen forests to active volcanoes, high mountains to untouched beaches, the islands are unexplored oysters, which hold in them centuries' old secrets only if you dare to look for them.

Andaman and Nicobar: Nabil Naidu

PLUNGE INTO THE UNKNOWN AT LITTLE ANDAMANS

About 100 kms away from Port Blair, towards the south of the islands, lies Little Andamans. A ferry ride from Phoenix Bay and Haddo Wharf in Port Blair to Hut Bay (in Little Andaman) may take you anywhere between 7-9 hours. It might seem a long arduous journey, but the sights of dolphins raging in the wild waters might tempt you to make the trip.

For those, who dare to take the path not taken, Little Andamans might be a treat for sore eyes. The islands are home to the Onge tribe and have been a tribal reserve since 1957. They are spread over 18 villages.

Fairly uncharted, this part of the archipelago has mesmerizing waterfalls, nestled deep into the dense wooded forests and beaches that are almost virgin. The region is a surfer's haven. There are plenty of options to explore, like the Kalapthar Beach adorned with black rocky limestone formation jutting out from the land towards the sea; the Butler Bay Beach that's known for activities like snorkeling; the White Surf waterfall, hidden inside an evergreen jungle, will make you travel back in time, and many more unforgettable treasures.

Another interesting pitstop is the Little Andaman Lighthouse (a.k.a. Richardson's Lighthouse) 14 km south by road off Hut Bay port and situated on the southern tip of Little Andaman Island. Catch the sun setting here, or just let the crashing waves drown out the mental chaos. Little Andamans, is a world of its own, and a spectacular one at that.

Port Blair: Nabil Naidu
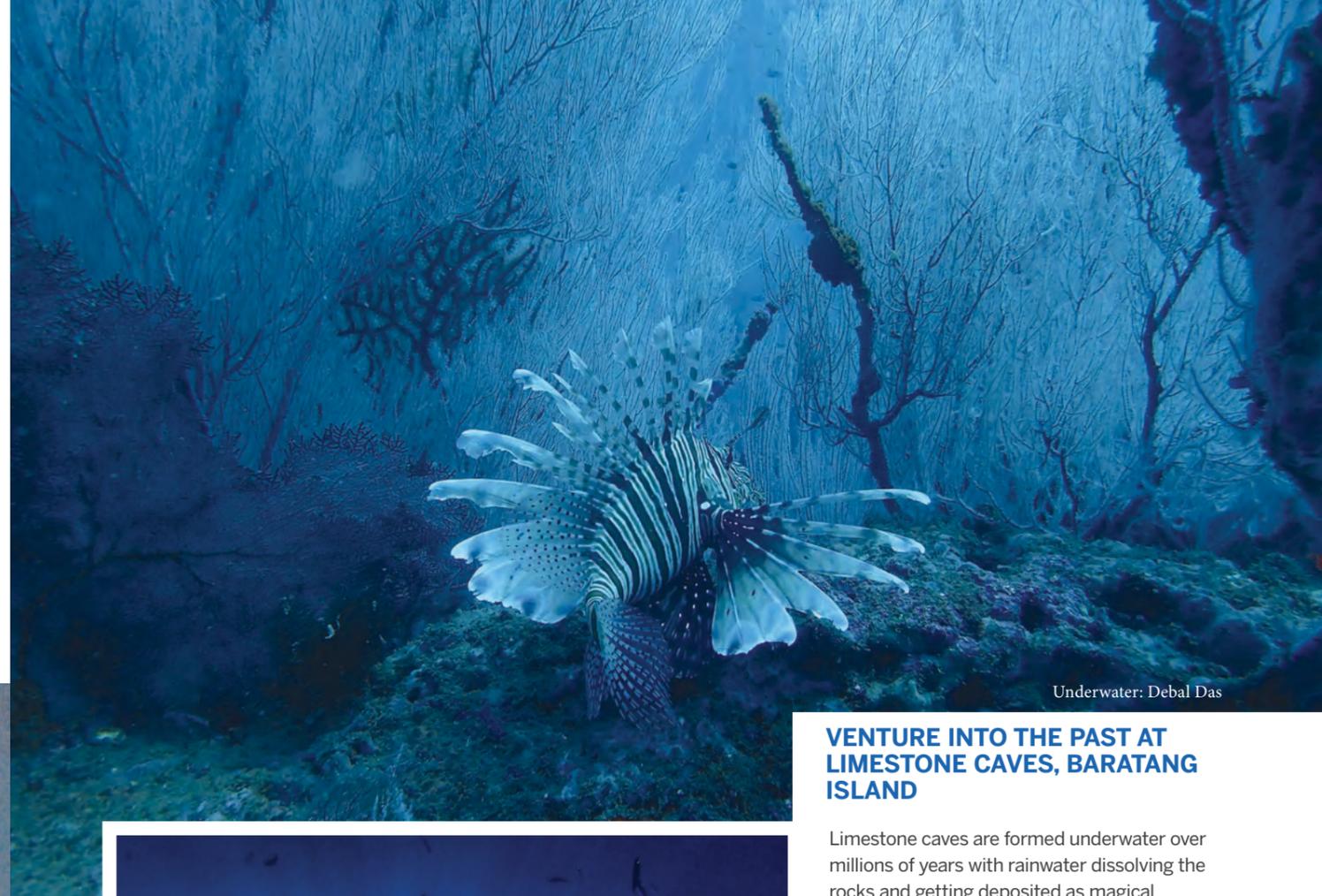
Underwater: Debal Das

VENTURE INTO THE PAST AT LIMESTONE CAVES, BARATANG ISLAND

Limestone caves are formed underwater over millions of years with rainwater dissolving the rocks and getting deposited as magical stalagmite and stalactite formations. As the water dries up, they come to the surface on islands like Baratang.

A walk through these ancient relics will fill you with a sense of wonder, at how ancient life has existed on the planet. The shining stalactite and stalagmite formations, the myriad textures, cool damp air, and the pristine conditions of these caves leave you breathless. The caves have been the abode of various microbiological marine animals, which give it the characteristic texture that is particular to Baratang.

The only known examples of mud volcanoes in India are found in Baratang. These have erupted sporadically, and are an interesting site to observe. The locals call the mud volcano "jalki".

Baratang island is a three hours' drive from Port Blair, and you may take a ferry ride to reach.

Sea Turtles: Debal Das

LEATHERBACK TURTLES AT RANGAT ISLAND

The nesting season of Leatherback Turtles typically runs from November-March. The female turtles, ranging 4-8 feet in size, make their way to the sandy beaches to dig holes to lay eggs. These sea turtles deposit around 100 eggs in each nest and may make 3-7 nests during the nesting season. The eggs take around 45-90 days to hatch. The young ones break open the eggshells with their temporary teeth and crawl back to the sea after their birth.

An average of 1,000 leatherback nests are found across the Andaman and Nicobar Islands, making this a significant nesting population in the South Asian region.

Turtle nesting is generally witnessed at night and it is best to do so with the help of a local guide. You may visit Diglipur and from there get to Rangat. From Rangat you can head to the Aamkunj beach, Dhaninallah beach, or the Karmatang beach to view these beautiful creatures.

DISCOVER THE RICH CORAL REEFS

The image we popularly associate the Andamans and Nicobar Islands is of colourful coral reefs swaying deep within the waters, and shoals of fish swimming past them. An underwater dive in these tranquil, clear waters will quench the adrenaline-seeking aficionado in you, moving you deeply. Remember Hrithik Roshan on the boat after his first dive in the film, "*Zindagi Na Milegi Dobara*"!

The coastal belt surrounding these islands is home to one of the richest coral reef ecosystems in the world. The unique coral reef formations are untouched by human activity and hence still retain their magic. December-April is considered to be the best diving season.

For many, a dive into the waters is a dive into the depths of the soul. The silence, the water, the magical creatures, the shafts of sunlight falling underwater...all are enough to make you value each breath you take after you come back in the air.

Apart from scuba diving, the Underwater Sea Walk is one of the most unique attractions that one must experience at the Islands. You can walk on the sea bed, approximately 6-7m deep, and witness the submarine life. Some of the best beaches to experience scuba diving and underwater sea walk are the Havelock Island, North Bay Island, Neil Island, Barren Island, and Bala Reef at Little Andamans.

Wandoor: Nabil Naidu

Scuba Diving: Debal Das
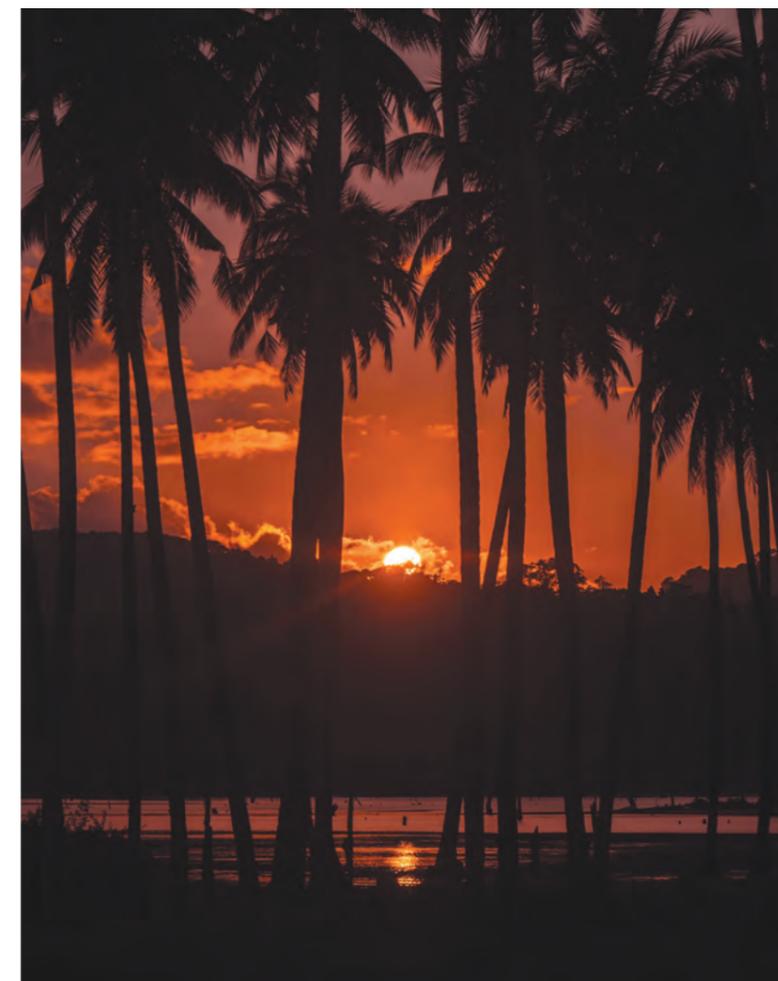
ENJOY THE SLOW LIFE AT WANDOOR

If you are someone who likes to take things slow and taste the everyday rhythm of nature lying cozily on the sand, head to the quaint village of Wandoor which is near the southern tip of the Andamans. It takes about an hour-and-a-half by bus to reach Wandoor from Port Blair and the beach is five minutes from the village. Sippighat Farms will fall on the way to Wandoor, for a quick stop to immerse in the natural beauty and the charm of nut and spice farms.

CHASING SUNSETS AT CHIDIYA TAPU

The Bird Island of Andaman, commonly known as Chidiya Tapu, is a mangrove forest and hosts various species of birds that can be spotted all year round. It is 28 kms from Port Blair. The trekking route from Mundapahad to Chidiya Tapu ends at the sunset point, which opens to the sea. Catch the last light, as the sun dips into the glorious open waters of the Bay of Bengal.

Sunset Port Blair: Nabil Naidu

HOW TO REACH

Veer Savarkar International Airport, also known as Port Blair Airport is 2 kilometers south of the city. It is well connected to the rest of the country, with direct flights from Kolkata, Chennai, and Vishakhapatnam.

If you have time on your hand and don't mind relishing the slow travel through waterways, there are cargo ships to Port Blair from Chennai, Kolkata, and Visakhapatnam which reach Port Blair's Haddo Jetty. Within the Islands, you can fly from Port Blair to Havelock, Mayabunder, Diglipur, and Hut Bay by helicopter. Get a bird's eye view as you fly through the vast oceans and get mesmerized by the landscapes.

Ross Island: Jeshika Sinojia
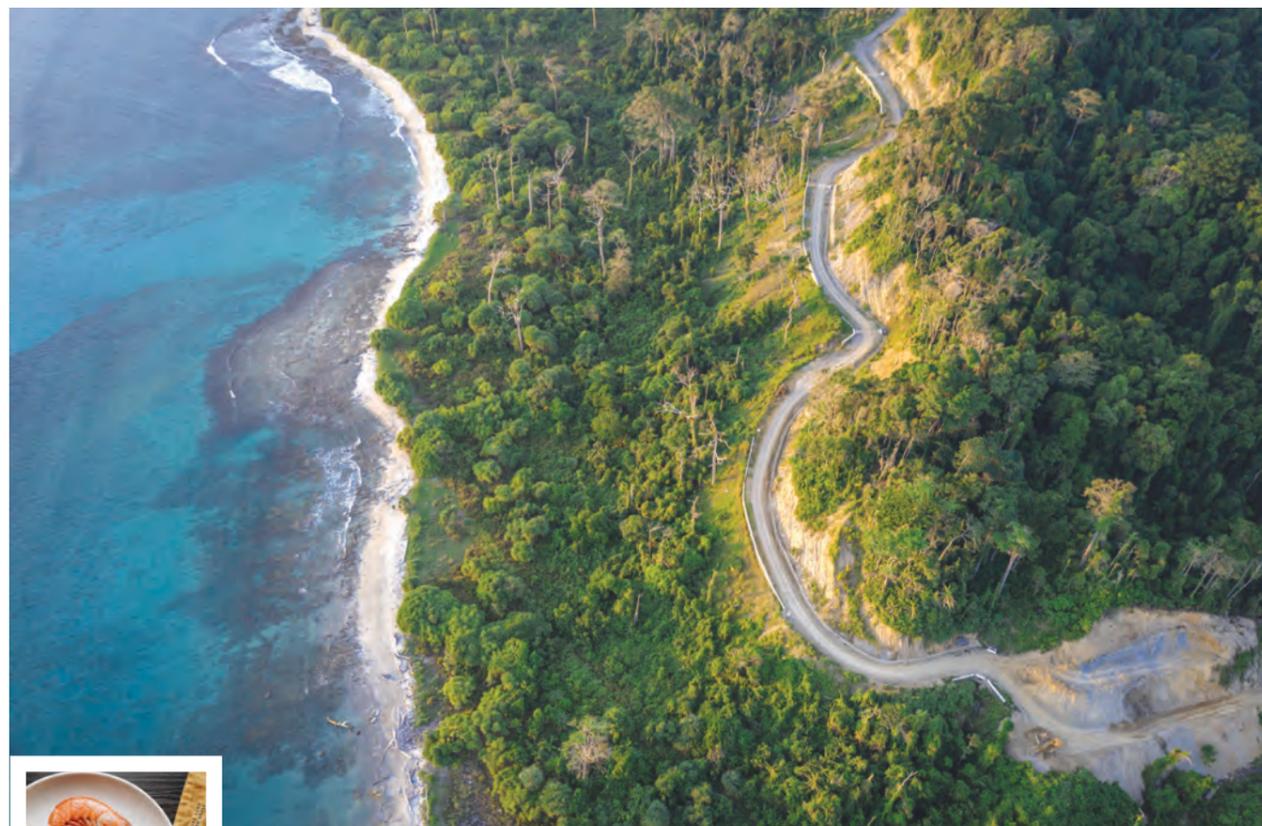
Great Nicobar-Nabil Naidu

FOOD FOR THE SOUL

If you're a foodie, the seafood at the archipelago is something connoisseurs swear by. Amaya, Seashells in Port Blair will give you something for all senses--a view to fall in love with, and food that'll satiate taste buds that you didn't know existed.

A visit to the Andamans is not only a balm for the soul but also gives you a great perspective of the world we live in. The magnificent coral reef that is still flourishing in this part of the world, has vanished in a lot of other seas. Our actions impact life on Earth. So, while you are in the Andamans, travel responsibly - be conscious of the environment, do not litter, and most importantly - slow down and immerse yourself in the wonders of nature. **HAI**

Hospitality Catching Technological Waves

Adoption of new tech has become a tool for cutting-edge advantage in price war and shift in business strategies. The digital experience is however going much beyond automation.

By MP BEZBARUAH
Secretary General, Hotel Association of India

In his futuristic book "Global Paradox", John Naisbitt narrates a story about technologies as the new god. "A theologian asked the most powerful supercomputer, 'Is there a God'? The computer said it lacked the processing power to know, asked to be connected to all the other supercomputers in the world. Still, it was not enough power. So, the computer was hooked up to all the mainframes in the world, and then all the minicomputers, and to all the personal computers. And eventually, it was connected to all the computers in cars, microwaves, VCRs, digital watches, and so on. The theologian asked for the final time 'Is there a God'? And the computer replied, 'There is Now!'"

And that was in 1994!
Incredible things have happened since then. The evolution of civilization has been marked by technological revolutions--like the steam engine, the printing press--all small as we look back, but things that changed the world. The difference of the 21st century technological wave has been the sheer pace, "each new technology compounding the speed and capabilities of those that came before" and magnitude, the all-pervasive influence on human lives and activities. And this is only the beginning of the unknown frontiers. As the UNCTAD Technology and Innovation Report 2021 points out, the pace of change seems likely to accelerate as a result of "frontier technologies" such as artificial intelligence (AI), robotics, biotechnology, and nanotechnology. Fast pace of changes brings problems of adoption and adaptation. The Hospitality industry will have to continuously look for out-of-the-box responses to emerging challenges, competition and opportunities.

Starting with IT, going through CIT (Communication and Information Technology) and now digitization is changing the world, and business. Richard Dobbs, James Manyika and Jonathan Woetzel, in the book "No Ordinary Disruption", tracing the global forces breaking the trends, point out how digitization can affect business ideas. First, it converts physical goods into virtual. Second, it enhances the information content of many routine transactions—like RFID tags and 2-D bar codes. Third, "digitization is creating online platforms that facilitate production and transaction and allow minnows to compete head-to-head with sharks". All these are eminently adoptable by the hospitality industry.

The post-pandemic world, including India, is facing a skills' gaps--shortages of skilled manpower. The story of skills gaps coexisting with high unemployment is not new. Dobbs et al. had pointed out in 2015 that by 2020 the world may have a gap of 85 million skilled and semi-skilled workers, alongside a surplus of 95m low skilled workers. Lack of skilled workers can cause significant business problems of cost, quality and time. Smart use of technology, and coming out of the traditional mindset of using technology as a substitute to labour, can help the problem of skills gaps. First, research has shown that the use of technology can improve the productivity of existing skilled workers by 20 percent. Second, use of smart technology, along with training, can equip low-skill workers to perform high-skill jobs. Experimentation with technology as a tool for business can be never-ending for the hospitality sector. For example, Dobbs has pointed out that the email was used as the first stage of digitization by most businesses. It was soon experienced that using social platforms could improve knowledge workers' productivity by 20 percent. The story of Atos, a French IT services company, is often

> **Technology can improve the productivity of existing skilled workers by 20 percent. Along with training, it can equip low-skill workers to perform high-skill jobs. Experiment with technology as a tool for business can be never-ending for the hospitality sector**

TECHNOLOGY AND INNOVATION REPORT 2021

Catching technological waves
Innovation with equity

"As the UNCTAD Technology and Innovation Report 2021 points out, technologies are not deterministic. The results, both good and bad, that Hospitality can derive, depend a lot on the leadership and management role"

told. Eager to shift from the burden of email, which took 25 percent of employees' time, it shifted to the use of social community platforms. Within a week, it saw 20 percent reduction in email traffic.

Digitization coinciding with the regime of "open data" has empowered both the consumer and the industry, each in its own way without conflict. Microsoft had boasted in 2015 that in the next five years they would generate more data than was generated in the previous 5000 years. And Microsoft is only one of the many players in data use. Technology empowers individuals and creates greater opportunities. It provides consumers with more choices vis-a-vis price, product, quality, service, and a host of other issues. That is reflected in greater demand for flexibility in bookings, cancellations, refunds, and so on. It also empowers the hospitality industry to upgrade marketing—to virtual reality, and online experiences.

"The Last Word" has been focussing on the emerging importance of technology. It will be pertinent to recapitulate a bit.

During the peak of the pandemic, digitization was used primarily for reducing physical interactions. It is no longer a short-term fix to overcome the pandemic problems. It has become a tool for cutting-edge advantage in price war and shift in business strategies. The digital experience is going much beyond automation. For example, (a) hotels can use digital technology to access data for proactive personalized marketing, (b) can make the new trend of staycation a reliable, innovative and enjoyable reality, (c) it can help in easy access to consumer database and its centralization. An Amadeus study affirms that increasing digitalization need not be in conflict with increasing personalization–which is the strength of the hospitality business. With wider access to and use of expanding database at its disposal, combined with integrated technology, hotels can make customer experiences very personal and unique, (d) digitalization is likely to be used more and more for shift from revenue management to profit management by allowing access to shared data across business "not just in

silos". The strategic use of a wider range of data and integrated technology is expected to lead to proactive decision-making, increase efficiency in operations and reduce overall costs.

Digital transformation has its implications both for the supply side as well as the demand side. On the demand side, it facilitates communication and information flow. On the supply side, it enables contactless experiences—checking-in, checking-out, opening the room, taking care of customer requirements, and improving health and hygiene. The possibilities are endless. While the primary objective of technology will be to build consumer confidence, it will also bring in benefits like flexibility in operations, providing agility to respond to market trends, customization and personalization, perhaps greater access to consumer data, which can be used for a stronger relationship, feedback on services, and loyalty initiatives. In the long run, it will increase productivity and reduce costs. While the digital switch provides the benefit of making available consumer data and online payment gateways, consumer confidence will be bolstered by assurances of personal data confidentiality, cybersecurity and protection against fraud.

Technical revolution holds the promise of the future and can have enormous implications for Sustainable Development as well. As the UNCTAD report points out, technologies are not deterministic. The results both good and bad, that the hospitality industry can derive, depend a lot on the leadership and the management. Technology is used to serve a purpose. It serves the specific goals of each enterprise using it. And these goals are not uniform. The efficacy of the technology used in an organization depends on the people using the technology. Dobbs refers to some key areas of management approach that can determine the transformation. First, the leadership from top that's able to see and set the institutional path. Second, continuous learning and curiosity—as management guru Tom Peters puts it, "to be students like never before". Third, building a team which believes in the ethos and can play the role of catalysts. Fourth, agility of the management, the ability to respond quickly to unfolding changes in the external environments and seize the opportunities. Fifth, the capacity to take care of the hazards ahead, but be more alert to the opportunities, to be in place when things happen, will make all the difference. **HAI**

Azadi Ka Amrit Mahotsav


EXECUTIVE COMMITTEE 2021–23

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In India, the Company's ESG priorities include **World Without Waste, Water Leadership, Fruit Circular Economy and women empowerment.** *To know more, kindly visit* The Coca-Cola System in India Releases Sustainability Update 2020-21 (coca-colaindia.com)

Coca-Cola India