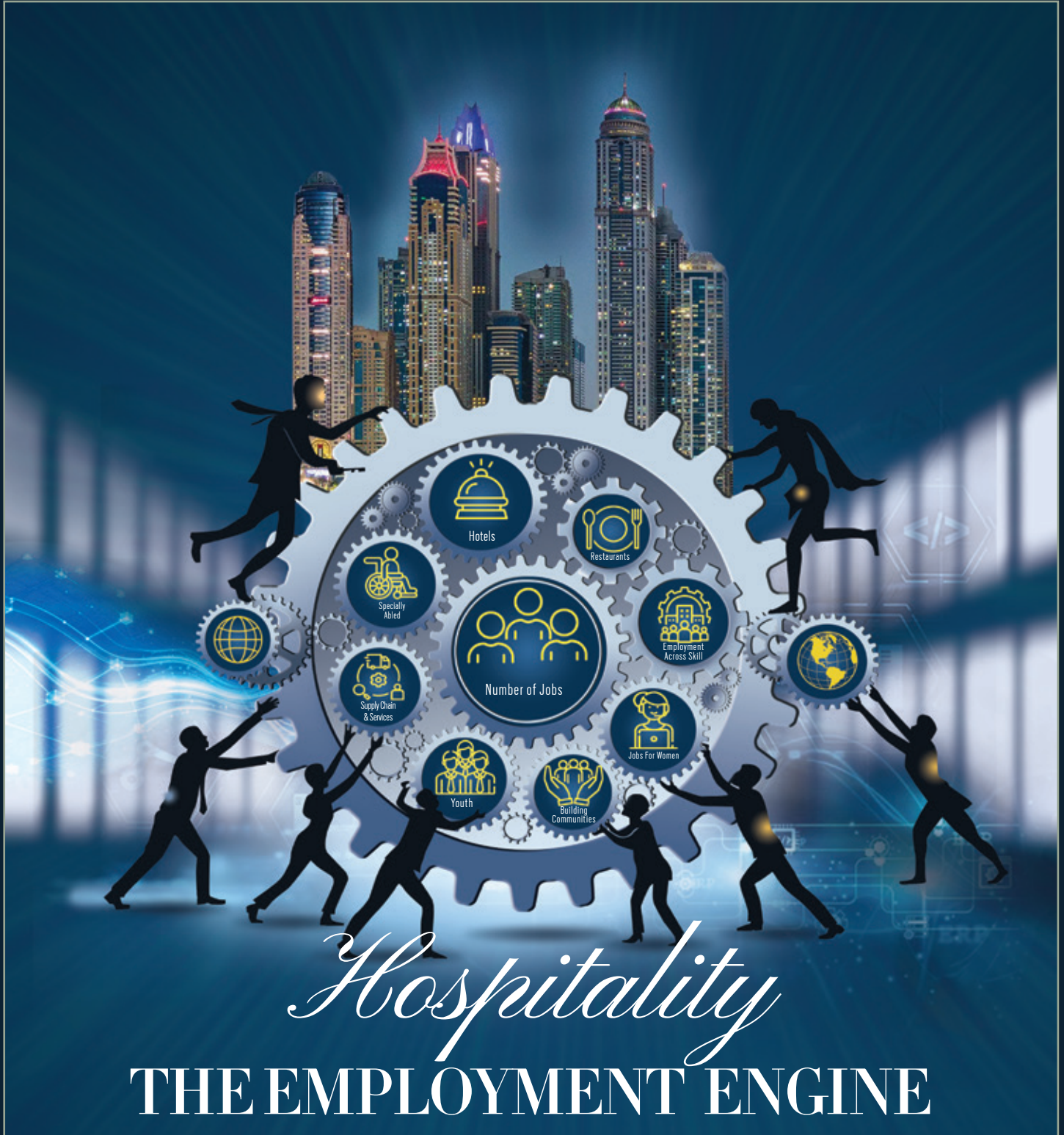




ENGAGE

May - June 2026 | Volume 6 | Issue 3



Hospitality THE EMPLOYMENT ENGINE

“Hospitality is not an add-on;
it is what completes the ecosystem”

Rajneesh Malhotra
Country Head - Hospitality, Asset Management
& Business Development, Adani Realty





Small Pack, Big Impact

Discover our range of single-serve assortments perfectly portioned to add to any menu



Made with Quality Ingredients for Perfect Taste



Perfect Portion Control



Cost-Effective



Convenience and Hygiene

Blister Packs

Explore Our Range

Sachets

For further details refer to the pack.

CREATIVE VISUALISATION
SERVING SUGGESTION



FROM THE PRESIDENT'S DESK



K.B. KACHRU
President, Hotel Association of India
Chairman - South Asia,
Radisson Hotel Group

The Travel and Tourism sector supports approximately 84.6 million jobs (combining direct and indirect employment), accounting for roughly 8-13% of the country's total workforce. This figure breaks down into roughly 36.9 million direct jobs (in hotels, travel agencies, and airlines) and 47.7 million indirect jobs (in supply chains and ancillary services), as per a CII report. Unlike other sectors where automation continues to proliferate rapidly, with machines replacing manpower, Hospitality is, by its very nature, driven by people with technology providing support in terms of consistent, improved and customised delivery of services.

WTTC projects India's Hotel and Tourism sector could support over 50 million direct jobs by 2034 if infrastructure and policy keep pace with demand growth. For a country adding 7-8 million new workforce entrants annually, Hospitality's capacity to absorb labour at every skill level—from unskilled to highly skilled makes it uniquely valuable in the employment matrix.

Mid-level Hospitality roles—supervisory, front office, sales, kitchen management—create a credible career ladder for first-generation professionals from small towns and Tier-2 cities. At the senior level, the sector produces some of India's most globally mobile professionals. Indian GMs and F&B directors run luxury properties across the Middle East, Southeast Asia, Europe, and the US. The sector effectively operates as a multi-tier employment escalator—entering at the bottom does not mean staying there!

It is also among the few organised sectors in India where women workforce participation is inherently encouraged rather than incidental. Front office, housekeeping management, spa operations, event management, and F&B service all have strong female representation, including in supervisory roles. Branded hotel chains like the Taj, Oberoi, ITC, Marriott and Hyatt have active gender diversity programmes.

What's good is that the sector's growth story is rapidly moving beyond Mumbai, Delhi, and Bengaluru, as many pilgrimage and heritage destinations, like Ayodhya, Varanasi, Shirdi, Tirupati and Katra, are seeing improved hotel investments. Each new branded property in a Tier-2, Tier-3 city creates 150-300 direct jobs and multiples of that in indirect employment—laundry, food supply, transport, security, landscaping.

With such a strong economic impact, industry stakeholders and policymakers must continue supporting employment-focused expansion, skill development, and formalisation, enabling faster capacity creation and more sustainable long-term employment while advancing the vision of Incredible India through a stronger, more competitive tourism ecosystem. **HAI**

10 **LEADERSPEAK**
 “HOSPITALITY IS NOT AN ADD-ON; IT IS WHAT COMPLETES THE ECOSYSTEM”

As India enters an unprecedented phase of airport, tourism and hospitality expansion, the conversation is shifting from building more hotels to building smarter ecosystems. Drawing on both owner and operator perspectives, **Rajneesh Malhotra**, Country Head - Hospitality, Asset Management & Business Development, Adani Realty, shares deep insights.

14 **COVER STORY**
 THE INDUSTRY THAT CONNECTS BHARAT AND INDIA

Every new hotel creates far more than rooms—it creates jobs, skills and local prosperity, bringing formal employment to communities far beyond India’s metros.
Team HAI Engage

28 **GUEST COLUMN**
 ‘SRI LANKA IS A HIGH-QUALITY BOUTIQUE HOTEL HUB’

An exclusive conversation with **Amrit Rajaratnam**, Managing Director, Island Life Sri Lanka—the hospitality group behind Galle Fort Hotel, Thotalagala, Warden’s House and Ropewalk—as he shares his perspectives on the trends shaping Sri Lanka’s boutique hospitality sector.




32 **DESTINATION**
 HOLIDAYS THAT HEAL

The convergence of healthcare and hospitality is encouraging hotels to rethink the way they design guest experiences. Wellness is influencing architecture, interiors, landscaping and programming. Wellness professionals are becoming as integral to the guest experience as chefs and concierges.
By Riaan Jacob George


39 **THE LAST WORD**
 TOURISM TOUCHES EVERYONE

If tourism, largely uncared for and generally unsupported, can contribute so much, what can it not do with a little bit of caring and support?
By M. P. Bezbaruah, Secretary General, HAI





ENGAGE



HOTEL ASSOCIATION OF INDIA
 Copyright@Hotel Association of India, New Delhi
 Volume 6, Issue 3, May - June 2026
 Edited, Printed and Published by
 Hotel Association of India
 B 212-214, Somdutt Chambers-1,
 Bhikaji Cama Place,
 New Delhi-110066, India
 T +91 11 26171114, 26171110
 info@hotelassociationofindia.com
 hai@hotelassociationofindia.com
 www.hotelassociationofindia.com


PRINTED AT
 Thomson Press India Private Ltd
 Delhi-Mathura Road, Faridabad -121 007, Haryana

EDITOR & PUBLISHER
 Hotel Association of India
 info@hotelassociationofindia.com

CONSULTING EDITOR
 Kunal Advant

ASSOCIATE EDITOR
 Ratnamanjari Sharan

CONTENT & MARKETING



editorhai@consociaadvisory.com

DESIGN
 Anthony Lawrence
 anthonylawrance@gmail.com

EDITORIAL ENQUIRIES
 (concerning reproducing of article)
 editorhai@consociaadvisory.com

ADVERTISING ENQUIRIES
 info@consociaadvisory.com

DISCLAIMER
 All information in HAI ENGAGE is derived from sources, which we consider reliable. The contents of this publication contain views of authors and are not the views of HAI ENGAGE.
 The information given is as available at time of interview/printing as it may have changed since then.
 All rights reserved. Reproduction strictly prohibited.
 Material appearing in HAI ENGAGE cannot be reproduced in whole or in part without prior written permission. The same rule applies when there is a copyright or the article is taken from another publication. Publications reproducing material either in part or in whole without permission would face legal action.
 The publisher assumes no responsibility for returning unsolicited material nor is he responsible for material lost or damaged in transit. Any material submitted to HAI ENGAGE will not be returned.
 All advertisements must comply with the Indian Advertisements Code as well as the Advertisements Code of South Asia. The publisher will not be liable for any damage or loss caused by the late publication, error or failure of advertisement or editorial to appear.



EXECUTIVE COMMITTEE



Mr. K.B. Kachru
President
Hotel Association of India
Chairman – South Asia,
Radisson Hotel Group



Mr. Puneet Chhatwal
Corporate Member
(Immediate Past President)
Hotel Association of India
Managing Director & CEO
The Indian Hotels
Company Limited



Mr. Rohit Khosla
Vice President
Hotel Association of India
Executive Vice President (Ops.)
The Indian Hotels
Company Limited



Ms. Priya Paul
Corporate Member
Hotel Association of India
Chairperson
Apeejay Surrendra Park Hotels
Limited



Mr. Vikram Oberoi
Corporate Member
Hotel Association of India
Managing Director & CEO
EIH Limited



Dr. Jyotsna Suri
Corporate Member
Hotel Association of India
Chairperson & MD
Bharat Hotels Limited



Mr. Anil Chadha
Corporate Member
Hotel Association of India &
Managing Director
ITC Hotels Ltd.



Mr. Patanjali G. Keswani
Corporate Member
Hotel Association of India &
Chairman and MD
Lemon Tree Hotels Ltd.



Mr. Ajay K. Bakaya
Fellow Member
Hotel Association of India
Chairman
Sarovar Hotels Pvt. Ltd.



Mr. Shwetank Singh
Fellow Member
Hotel Association of India
Managing Director & CEO
Chalet Hotels Ltd.



Dr. J.K. Mohanty
Member & Hony. Secretary
Hotel Association of India
Managing Director
Swosti Premium Limited



Mr. R. Shankar
Member & Hony. Treasurer
Hotel Association of India
President - Corporate &
Legal Affairs
EIH Ltd.



Mr. Rupak Gupta
Member
Hotel Association of India
Managing Director
U.P. Hotels Ltd.



Mr. Shashank Bhagat
Member
Hotel Association of India
Managing Partner
Radisson Blu Marina Hotel,
New Delhi



Mr. Mandeep Surie
Member
Hotel Association of India
General Manager,
IHCL SeleQtions



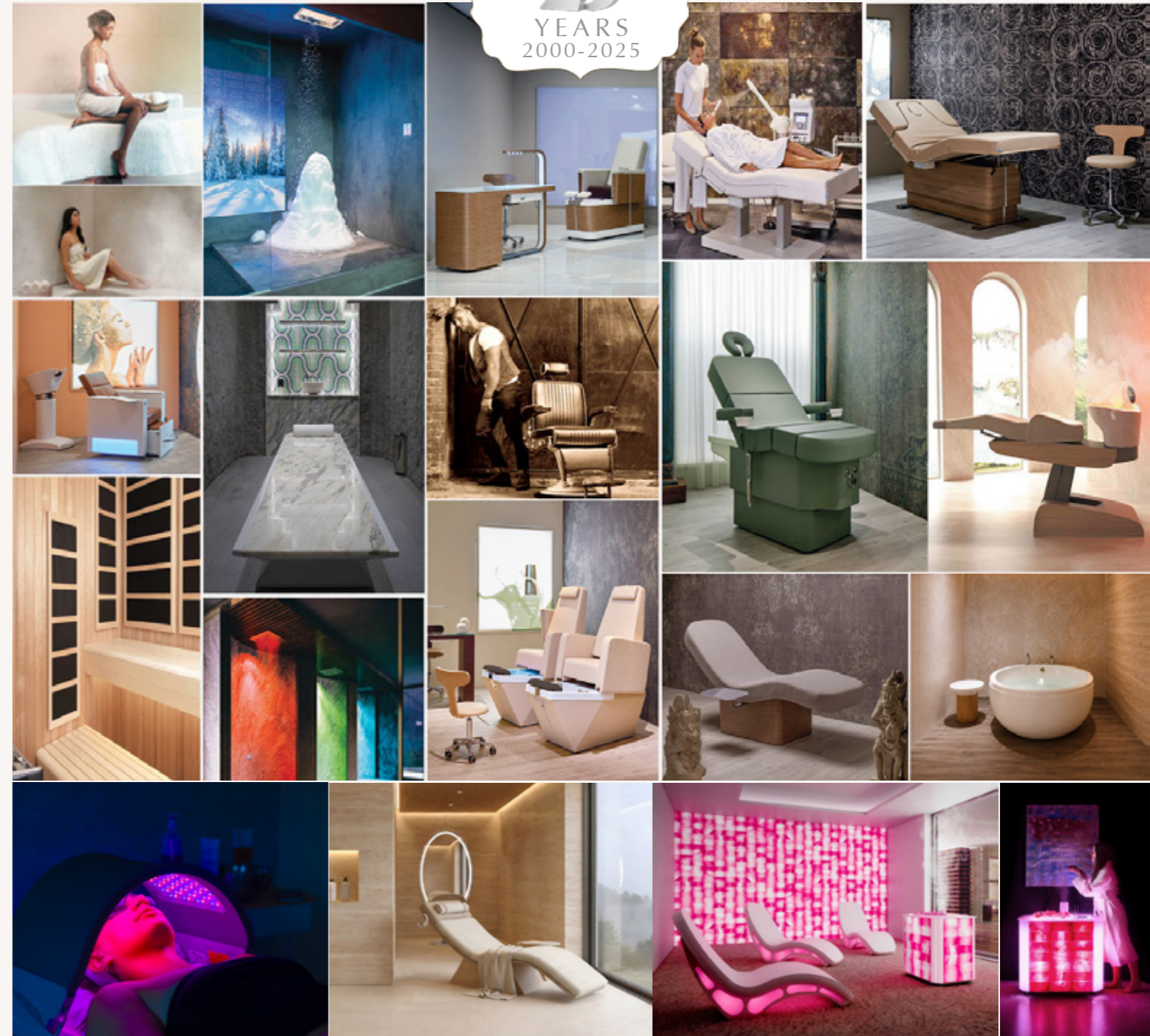
Mr. M.P. Bezbaruah
Member (ex-officio)
Secretary General
Hotel Association of India



Mrs. Charulata Sukhija
Member (ex-officio)
Deputy Secretary General
Hotel Association of India

WELLNESS EXPERIENCE CENTER

A Journey through wellness



Wellness Spa India

CONTACT:
Phone: 9871066006 / 9810535952
E-mail: mail@wellnessspaindia.com | Website: <https://www.wellnessspaindia.com>
C-103/104, C Block Rd., Block C, South City 1, Sector 41, Gurugram, Haryana 122001

Providing Luxury Wellness Solutions for the Hospitality Industry for the last 25 Years
Taj Hotels | Oberoi Hotels | Marriott Hotels | Leela Hotels | Hyatt Hotels | Radisson Hotels | ITC Hotels | Hilton | Roseate | Accor
Park Hotels | Anantara Hotels & Resorts | Mahindra Holidays

WELLNESS SPOTLIGHT

Located in Mulshi, near Pune, Atmantan is spread across 36 acres overlooking Mulshi Lake and the Sahyadri hills. The 97-key luxury retreat offers personalised programmes spanning Ayurveda, yoga, naturopathy, physiotherapy, nutrition, counselling, coaching and fitness. Since opening in 2015, it has built a strong reputation for holistic wellness through science-backed, lifestyle-based programmes focused on stress management, detoxification, weight management and preventive health-care. A LEED Gold-certified property, Atmantan also integrates sustainability into its design, with features such as passive architecture, one of India's largest solar hot water installations, eco-friendly sewage treatment and the extensive use of recycled materials. "Atmantan was born

out of a belief that true wellness lies in the harmony of 'atma' (spirit), 'mana' (mind) and 'tann' (body). Partnering with IHCL allows us to scale this vision while preserving the authenticity and depth of experience our guests have come to

trust. Together, we aim to make transformative wellness more accessible while setting new benchmarks in luxury and holistic well-being. This

marks an exciting new chapter in Atmantan's journey, says Sharmilee Kapur, Founder-Director, Atmantan Wellness Centre.

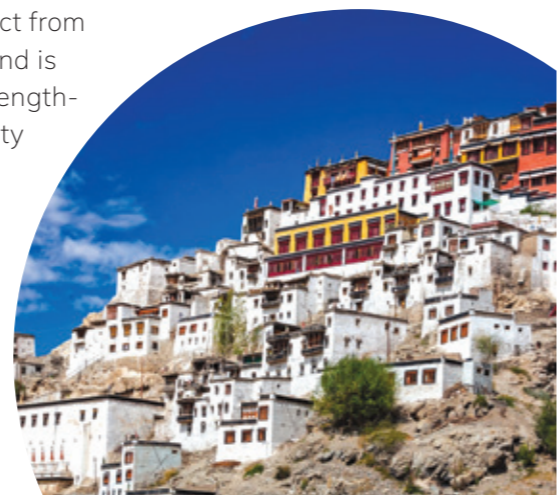


AI powers tourism promotion

The Ministry of Tourism has partnered with Google India to strengthen the digital promotion of Indian destinations using AI, travel trends and data-driven insights. The collaboration will also train ministry officials in digital marketing, content creation and AI. The announcement comes as a new NITI Aayog report cautions that attracting more tourists alone will not be enough unless India rapidly expands tourism infrastructure and eases regulations for investors. "Digital technologies have the potential to create immersive experiences that showcase the glory and grandeur of India's cultural sites to audiences across the world," Tourism Minister Gajendra Singh Shekhawat said.

Ladakh grants industry status to hospitality

In a major boost for tourism, the Ladakh administration has granted 'industry' status to hotels and guest houses registered with the tourism department. Approved by Lieutenant Governor VK Saxena, the decision comes into effect from June 1, 2026, and is expected to strengthen the hospitality sector through concessional utility tariffs, easier access to institutional finance, and



Mainstreaming lesser-known destinations

Lesser-known destinations, community-led tourism and wildlife circuits emerged as the next growth drivers at the India Today Tourism Survey & Awards 2026 in Goa. Tourism leaders from Odisha, Chhattisgarh, Kerala and Maharashtra highlighted efforts to move beyond established attractions and spread tourism benefits across regions.

Odisha, for instance, is expanding its focus beyond the traditional Puri-Konark-Bhubaneswar circuit by promoting its coastline, national parks, hill destinations and Buddhist heritage sites such as Ratnagiri, Udayagiri and Lalitgiri.



Centre revises travel rules for foreigners in Rajasthan border areas

The Centre has amended the Immigration and Foreigners Order, 2025, updating the list of protected areas in Rajasthan where foreign nationals may require special authorisation to travel or stay. The revised notification covers border districts such as Jaisalmer, Bikaner, Sriganganagar, Barmer,

Phalodi and Jalore, while also bringing Overseas Citizen of India (OCI) cardholders within the regulatory framework. City limits of key towns, including Jaisalmer, Bikaner, Barmer and Sanchore, along with popular attractions such as Sam, Kuldhara, Lodrava and Bada Bagh, remain exempt from the restrictions.



Madhya Pradesh's women-centric tourism model goes national

The Madhya Pradesh's women-focused tourism model is set for a nationwide roll-out after being recognised by NITI Aayog and endorsed by the Government of India for replication across states. The Safe Tourist Destinations for Women initiative, developed with technical support from UN Women India,

has been credited with improving safety at tourist destinations while creating sustainable livelihood opportunities for local women. Implemented by the Madhya Pradesh Tourism Board (MPTB) in partnership with UN Women, the initiative promotes safer public spaces by combining women's economic empowerment with tourism

development. While government agencies provide institutional support, UN Women contributes training, gender expertise and leadership development, working closely with grassroots organisations to strengthen community participation. According to a senior MPTB official, a comprehensive assessment by NITI Aayog found that

the programme had significantly improved safety standards at key tourist destinations while generating long-term economic opportunities for women. The findings led to approval for Central funding support and wider implementation.





HAI MARKS 12TH HAND HYGIENE DAY ACROSS MEMBER HOTELS

The Hotel Association of India (HAI) is proud to announce the successful observance of the 12th HAI Hand Hygiene Day on 5 May 2026, by its member hotels across the country. The initiative reinforces the critical role of hand hygiene in preventing infections and fostering a culture of health, safety and well-being across the hospitality industry.

Observed annually in alignment with the World Health Organization's World Hand Hygiene Day, the campaign underscores the importance of proper handwashing not only in healthcare settings but also in hospitality, where guest safety and confidence are paramount.

Over the years, hand hygiene has become a cornerstone of operational excellence in the Indian hospitality sector. Following the Covid-19 pandemic, hotels and catering establishments have further strengthened hygiene protocols across guest touchpoints, kitchens, housekeeping operations and employee workspaces, making health and safety an integral part of the guest experience.

To mark the occasion, member hotels organised awareness programmes, training sessions and employee engagement activities to reinforce best practices and encourage a culture of personal responsibility. These efforts reflect the industry's commitment to providing safe, hygienic and trusted environments for both guests and employees.

As India's tourism and hospitality sector continues to expand, maintaining robust hygiene standards remains essential for operational resilience, food safety and public health. The observance of Hand Hygiene Day serves as an important reminder that clean hands remain one of the simplest and most effective tools for preventing the spread of infections and sustaining trust in hospitality services.

Through initiatives such as HAI Hand Hygiene Day, the industry continues to demonstrate its commitment to creating safer workplaces and delivering world-class hospitality experiences built on the foundations of health, hygiene and care.



HAI MARKS 28TH WORLD ENVIRONMENT DAY WITH GREEN WEEK

Hotel Association of India (HAI), the apex body of the Indian hospitality industry, commemorated the 28th HAI World Environment Day on 5 June 2026. Member hotels across the country brought together employees, guests, local communities, NGOs and other stakeholders through a range of awareness and engagement activities.

The initiatives were aligned with this year's United Nations theme, "Inspired by Nature. For Climate. For Our Future," and the official campaign hashtag #NowForClimate.

For nearly three decades, HAI has observed World Environment Day through its annual Green Week, beginning on 5 June. During the week, member hotels engage owners, employees, guests, vendors, schools and local communities in activities that promote environmental awareness and responsible practices. Over the years, the programme has evolved into one of the hospitality sector's largest sustainability and environmental awareness movements.

Sustainable tourism is critical to preserving India's natural and cultural destinations while ensuring the responsible growth of the tourism industry. Reinforcing its commitment to this objective, HAI became the first industry association in India to align with and endorse the World Travel & Tourism Council's (WTTC) Global Hotel Sustainability Basics initiative, supporting hotels at every stage of their sustainability journey.

HAI member hotels continue to demonstrate leadership in environmental stewardship through tree plantation drives, cleanliness campaigns, sustainability workshops, community outreach programmes, awareness sessions and employee engagement initiatives. Many have also adopted structured ESG frameworks and global sustainability certifications to strengthen their environmental performance.

The HAI World Environment Day programme is among several social and environmental initiatives undertaken by the association and has set a benchmark for industry-wide participation. It reflects the hospitality sector's commitment to environmental responsibility, community engagement and sustainable growth, while contributing to the broader global movement for a greener and more climate-resilient future.

HAI has also partnered with the Government of India to promote the Lifestyle for Environment (LiFE) movement, helping spread awareness of sustainable living practices among its members and the wider public.



“HOSPITALITY IS NOT AN ADD-ON; IT IS WHAT COMPLETES THE ECOSYSTEM”



*As India enters an unprecedented phase of airport, tourism and hospitality expansion, the conversation is shifting from building more hotels to building smarter ecosystems. Drawing on both owner and operator perspectives, **Rajneesh Malhotra**, Country Head - Hospitality, Asset Management & Business Development, Adani Realty, shares deep insights on airport cities, disciplined asset management, talent, sustainability and the future of hospitality-led urban growth.*

Adani Group is rapidly expanding its airport portfolio, and hospitality appears to be a key part of that ecosystem. How do you envision hotels complementing the Group's broader infrastructure and aviation businesses?

Hotels are a natural extension of the airport ecosystem. As India's aviation market expands, airports can create value far beyond aviation by becoming catalysts for tourism, investment, employment, improved passenger experiences, and urban growth. The Airport City model is built around this idea—integrated, walkable districts where travellers, businesses, and local communities can access hotels, offices, retail, dining, entertainment, and convention facilities within a

seamless environment connected to airport, metro, and city infrastructure. Unlike conventional developments, airport-led districts are designed around connectivity and experience. Rather than functioning as standalone assets, hotels become part of a larger ecosystem that supports commerce, tourism, events, and city growth. Hospitality, in this context, is not an add-on; it is what completes the ecosystem.

Having led a successful multi-brand portfolio at Chalet Hotels and now joining a developer with ambitious plans, what will be your priorities over the next three- five years?

The priority would be to build the right portfolio strategy. Each

market has a distinct demand profile, so the product must be aligned accordingly rather than adopting a one-size-fits-all approach. Equally important is development discipline. Hotels are capital-intensive assets, and decisions made at the planning stage—room size, F&B configuration, back-of-house efficiency, and energy usage—have long-term implications on performance and cost structures. Selecting the right operating and brand partners is critical. Alignment must go beyond positioning to include return expectations, cost discipline, and long-term asset value. Another important focus would be to institutionalise asset management. Over the years, and



Mumbai and Navi Mumbai airports

particularly through my experience at Chalet with a multi-brand, multi-asset portfolio, I have seen how active asset management can materially influence long-term value creation. This means setting up a robust performance review mechanism, engaging continuously with operators, staying open to new ideas and taking bold decisions where required. The objective is not only to open good hotels, but to keep improving their competitiveness, profitability and value over time.

The Indian hospitality sector is witnessing unprecedented demand, but also rising costs and talent shortages. What do you see as the biggest challenges to creating long-term value from hotel assets today? The demand environment for Indian hospitality is very strong, supported by domestic travel, weddings, corporate travel, MICE, leisure tourism, and improving connectivity. However, strong demand does not automatically translate into long-term value. One of the biggest

“Hotels are capital-intensive assets, and decisions made at the planning stage—room size, F&B configuration, back-of-house efficiency, and energy usage—have long-term implications on performance and cost structures”

challenges is rising development cost. Land, construction, interiors, mechanical systems, financing and pre-opening costs have all become more significant. If a project is not planned efficiently from day one, it can become difficult to achieve the desired return on capital. Another challenge is product-market fit. In a buoyant market, there is always a risk of overbuilding or over-specifying assets. A hotel must be designed for the demand it is likely to serve, not merely for aspiration. The right brand, room count, F&B offering, banqueting space and operating

model are critical. Talent remains a structural issue. The industry faces increasing competition for workforce, particularly at the frontline level, along with evolving expectations around flexibility and career progression. We also need to recognise that, for many young people today, frontline hospitality jobs may be seen as stop-gap roles rather than lifelong careers. This is not very different from mature markets, where many people working in hotels and restaurants are students, part-time workers, career-switchers or individuals who may eventually move to other sectors. As an industry, we need to adapt to the reality, rather than resist it. That means widening the talent pool and rethinking some traditional assumptions. English fluency, for instance, need not be a barrier for every frontline role. Similarly, age should not be a barrier when many global markets successfully employ people above 58 in guest-facing positions. We should also look more

actively at women returning to work after a career break or sabbatical. Many of them bring maturity, empathy, reliability, service orientation, discipline and strong interpersonal skills—qualities that are extremely valuable in hospitality, provided we create the right training, flexibility and confidence-building pathways. The answer to talent shortage is not only hiring more people from the same sources. It requires a new way of thinking—broader recruitment, better training, flexible work models, improved productivity, and a more inclusive approach to who can build a career in hospitality. Long-term value will come from owners and operators who can manage costs, build the right product and adapt to the changing expectations of both guests and employees. The real challenge today is not demand—it is disciplined conversion of that demand into sustainable returns.

Asset management is becoming increasingly important for hotel owners. What are the three metrics you believe matter most in maximising the performance of a hospitality asset beyond occupancy and RevPAR?

Restricting it to three metrics would be difficult, because there are several indicators that matter when assessing the long-term performance of a hospitality asset. Occupancy and RevPAR are important, but they only tell part of the story. From an owner's perspective, EBITDA per available room is a very important metric because it shows how efficiently revenue is being converted into profit. A hotel may perform well on occupancy and rate, but if costs are not managed effectively, the asset may still underperform.



“A hotel must be designed for the demand it is likely to serve, not merely for aspiration. The right brand, room count, F&B offering, banqueting space and operating model are all critical”

Another important metric is return on invested capital, because hotels are capital-intensive assets. It is essential to evaluate whether the total capital deployed—including land, construction, fit-outs and ongoing capex—is generating the right long-term return. I would also look closely at total

revenue productivity. Hotels are not only rooms businesses. F&B, banqueting, events, wellness, parking, memberships and other ancillary revenues can have a significant impact on asset performance. Measuring how effectively the entire built environment is generating revenue gives a more complete picture. Beyond financial metrics, sustainability and responsible operations are becoming equally important. Energy consumption, water usage, waste management, carbon footprint and ESG performance must be tracked seriously, not only from a compliance perspective but also because they affect operating costs, brand reputation and long-



term asset value. Community engagement is another important measure. A hotel must contribute positively to the local ecosystem by creating employment, supporting local suppliers, engaging with the community and operating responsibly. So, for me, maximising hotel asset performance is about a balanced scorecard—profitability, capital efficiency, operational productivity, sustainability and social impact.

You've had the opportunity to observe the industry from both the operator's and owner's perspectives. What insights are you bringing into the Adani Group that could differentiate its hospitality strategy in a highly competitive market?

I have had the rare privilege of working for owners as well as international brands in leadership roles. That has allowed me to witness the same game from two different perches. I have seen how operators think about brand standards, market share, distribution, guest experience and daily performance, and I have also seen how owners evaluate capital efficiency, returns, asset value and long-term sustainability. The biggest insight I bring from that experience is that alignment is everything. The traditional gap between owners and operators needs to close. Owners are naturally focused on returns, while operators are focused on brand delivery and market performance. The most successful hospitality

“As an industry, we need to adapt to the reality, rather than resist it. That means widening the talent pool and rethinking some traditional assumptions. English fluency, for instance, need not be a barrier for every frontline role”

platforms are those that integrate both perspectives into a single, performance-led framework. At the Adani Group, the opportunity is to bring that balanced perspective into the hospitality strategy from the beginning. Hotels must be designed and operated not only to meet brand standards, but also to deliver strong asset-level performance. That requires disciplined planning, active asset management, continuous engagement with operators, transparent performance reviews and the willingness to take bold decisions where required. Two structural shifts are also shaping the industry. The first is the move from product to experience, where guests seek more personalised and curated stays. The second is the increasing role of technology and data in driving pricing, operations, and guest engagement. In a highly competitive market, differentiation will come from combining disciplined asset management with experience-led hospitality. The winners will be those who can create assets that are financially strong, operationally agile, guest-focused and continuously evolving. Ultimately, the goal is simple: to build hotels that perform as assets, inspire as experiences and endure as destinations. **HAI**



THE INDUSTRY THAT CONNECTS BHARAT AND INDIA

Every new hotel creates far more than rooms—it creates jobs, skills and local prosperity, bringing formal employment to communities far beyond India's metros.

Team HAI Engage

Hospitality is one of the few sectors in India that creates dignified, formal employment without demanding a college degree, an urban address, or English fluency—making it structurally unique in an economy still struggling to absorb its vast semi-skilled workforce.

Unlike manufacturing, which is moving towards automation, or IT, which demands years of specialised education, hospitality's core product is human warmth and service, making it inherently and irreversibly labour-intensive. Every new hotel, resort, homestay or pilgrimage guesthouse that opens is not just a business—it is a jobs announcement for the community around it. Tourism and

hospitality currently account for around 8% of India's total employment—a significant share for a single sector. This is why, when the sector moves in the right direction, India's growth story also moves.

India's hospitality growth story has decisively moved beyond the five-star corridors of Mumbai, Delhi and Bengaluru. Ayodhya, Varanasi, Kevadia, Dwarka, Shirdi, Tirupati, Coorg, Kaziranga and dozens of emerging destinations are witnessing unprecedented hotel investment. The significance of this geographic shift cannot be overstated—these jobs are being created where people already live, reducing the migration pressure that has historically pulled rural youth into overcrowded metros with

uncertain futures. A young woman from a village near Ayodhya working as a front-desk executive at a branded property is not just employed—she is formally employed, with provident fund, ESI coverage and a career ladder that her parents' generation never had access to.

Every branded hotel that opens in a Tier-2/3 destination creates 200-400 direct jobs, but the indirect employment multiplier is where the real Bharat-India bridge is built. Local vegetable and dairy farmers supplying the hotel kitchen, laundry operators, taxi and auto drivers ferrying guests, handicraft artisans whose products line the gift shop, and tour guides taking guests through local heritage—none of them appear on the hotel's

payroll, but all depend on its presence. In a town like Hampi, for example, a single large resort can sustain an entire micro-economy of small vendors, artisans and service providers who would otherwise have no formal economic anchor.

Moreover, hospitality is among the most accessible sectors for women entering formal employment, particularly in housekeeping, front-office operations, spa services, and food and beverage. Branded hotel chains have also actively built gender diversity into their hiring and promotion pipelines. We spoke to some industry leaders to get further insights into this exciting, people-first industry.

Global Travel & Tourism Workforce Gap by 2035

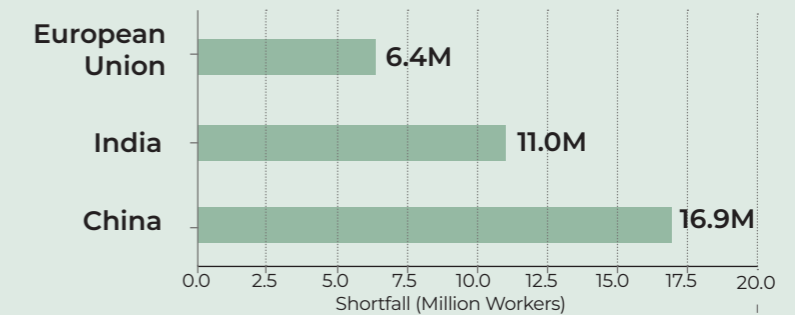
Category	Workforce (in Millions)	Percentage
Total Jobs Required	137	100
Available Labour	91	~68%
Workforce Shortfall	43	~32%



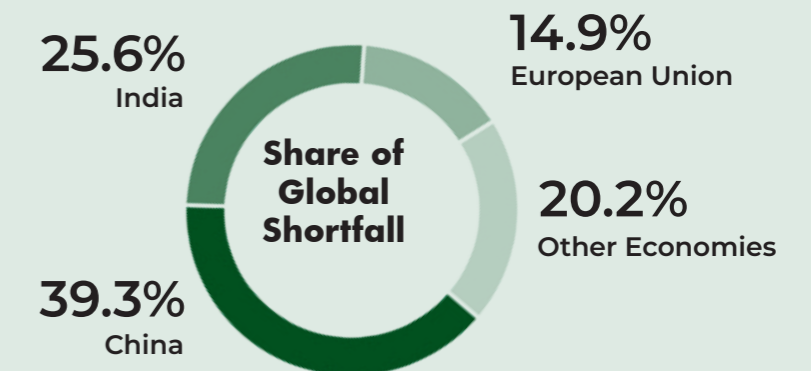
Projected Labour Gap by 2035



Largest Projected Workforce Shortages by 2035



Percentage share of the 43 million global shortfall



Anil Chadha, Managing Director, ITC Hotels, says: The ITC Group has been catalysing job growth in newer areas and Tier-2/3 cities. “Critically, ITC Hotels’ presence extends well beyond metro cities into Tier-2/3 towns and emerging tourist circuits, bringing structured hospitality careers to regions previously underserved by organised employment opportunities. This geographic spread has helped decentralise economic growth, allowing local communities to benefit from skill

development, vocational training and sustainable livelihoods rather than migrating to larger cities for work.”

ITC Hotels has emerged as a significant catalyst for employment generation and regional economic development across India’s hospitality landscape. Through its expanding portfolio of properties spanning luxury, premium and midscale segments, the brand has created thousands of direct jobs in front-office operations, culinary arts, housekeeping and guest services, while generating substantially larger

indirect employment across supply chains, including agriculture, handicrafts, transportation and local vendor networks.

The company’s emphasis on grassroots sourcing, responsible luxury and community-linked initiatives further amplifies this multiplier effect, supporting farmers, artisans and small enterprises that feed into its hotel operations. “By investing in training and structured career pathways, ITC Hotels is also building a long-term talent pipeline for India’s broader



Anil Chadha
MANAGING DIRECTOR, ITC HOTELS



ITC’s geographic spread has helped decentralise economic growth, allowing local communities to benefit from skill development, vocational training and sustainable livelihoods rather than migrating to larger cities for work



Spiritual Boom

RELIGIOUS TOURISM

Year
2022

1,439
million
visits

RELIGIOUS TOURISM EARNED

Year
2022

US\$16
billion

EXPECTED TO GENERATE REVENUE

Year
2028

US\$59
billion

CREATING JOBS

Year
2030

140
million

Source: Ministry of Tourism

tourism and hospitality sector,” Chadha says. Thus, he says, ITC Hotels’ growth story is not just about hospitality excellence, but also about inclusive nation-building, demonstrating how a responsible business model can simultaneously drive guest experience, regional prosperity and large-scale employment generation across India.

Kiran Andicot, Senior Vice President, South Asia, Marriott International, says: “The hospitality sector is one of India’s strongest platforms for employment generation, with its impact extending well beyond hotels into tourism, transport, food and beverage, events, retail, wellness and local supply chains.” As travel demand grows and new destinations open up across the country, the sector will play an even larger role in creating livelihoods and supporting regional development.

“At Marriott, we see this growth not only as an opportunity to create jobs but also to build long-term careers. Hospitality remains a people-led business, and our focus is on developing talent at every stage, from frontline roles to leadership positions. Through training, leadership development, industry partnerships and inclusive hiring practices, we are investing in skills that help people grow within the industry. Many of our leaders today began their careers in operational roles, reflecting the real career mobility this sector can offer. As Marriott continues to expand across India, especially into emerging destinations, we remain committed to strengthening the local talent ecosystem and creating

meaningful opportunities for communities.”

Hospitality, a physically intensive sector, is increasingly opening its doors to people with disabilities (PwDs) with major chains, actively embracing inclusive hiring. Lemon tree Hotels, for instance, started its inclusion journey in 2007 by recruiting opportunity deprived individuals, which includes PwDs as well as people from economically and socially marginalised backgrounds. Almost 18 years on, the

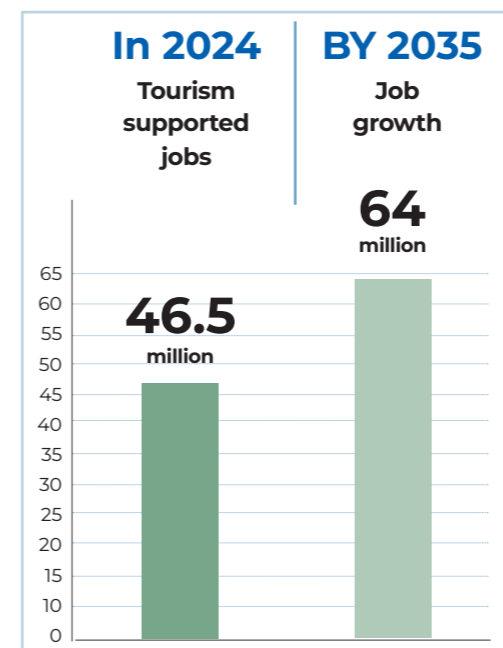


Kiran Andicot

SENIOR VICE PRESIDENT,
SOUTH ASIA-MARRIOTT INTERNATIONAL

“

Hospitality remains a people-led business, and our focus is on developing talent at every stage, from frontline roles to leadership positions



Source: India Brand Equity Foundation (IBEF) - Tourism & Hospitality Industry Report



hotel chain has over 300 full-time employees with disabilities (EwDs) across its properties. Even IHCL, and ITC Hotels have been empowering PwDs by employing them across roles ranging from the billing desk to wait staff, with the F&B segment at the forefront of this initiative.

Patanjali G. Keswani, Executive Chairman, Lemon Tree Hotels, says: "If Lemon Tree's growth story is about capital and scale, its most interesting work is around people. The company's growth must be matched by preparing

leadership teams to run and lead these future hotels. We have a comprehensive programme for Hotel General Managers and, to build a pipeline, we also train and develop the second line of leadership across our hotels. We drive this manpower development through our High Potential and Super High Potential Programmes, where selection is merit-based. This ensures that Lemon Tree's brand standards and excellence in service are carried forward to each new hotel."

A hotel is like a distribution channel for the local economy. Lemon Tree's pipeline reflects this: pilgrimage destinations like Ayodhya and Vrindavan, emerging markets like Chirang and Tezpur, and leisure destinations like Dalhousie and Gulmarg, where the branded mid-market is still nascent. One of Lemon Tree's network effects, with a presence across more than 160 operational and pipeline locations, has been the benefits it brings to local economies, says Keswani.



Patanjali G Keswani

EXECUTIVE CHAIRMAN, LEMON TREE HOTELS

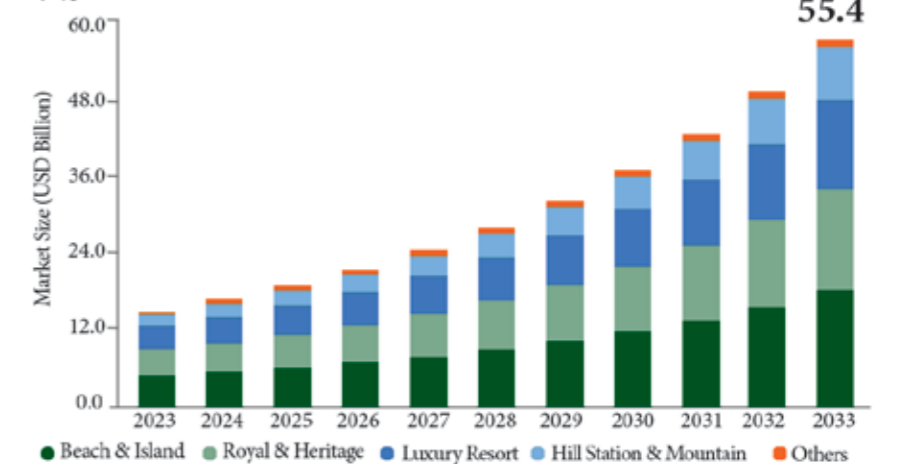
“

"We have a comprehensive programme for Hotel General Managers and, to build a pipeline, we also train and develop the second line of leadership across our hotels. We drive this manpower development through our High Potential and Super High Potential Programmes, where selection is merit-based



INDIA DESTINATION WEDDING MARKET TRENDS

India Destination Wedding Market Size, by type, 2023-2033 (USD Billion)



The India destination wedding market size was estimated at USD 16.3 billion in 2024 and is projected to reach USD 55.4 billion by 2033, growing at a CAGR of 14.8% from 2025 to 2033.

Source: <https://www.grandviewresearch.com/industry-analysis/india-destination-wedding-market-report>



Mohit Nirula

CHIEF OPERATING OFFICER,
THE OBEROI GROUP



We are proud to contribute meaningfully to both direct and indirect employment across the tourism ecosystem. A key pillar of this commitment is our investment in talent development through the Oberoi Centre of Learning and Development (OCLD). Programmes such as STEP and our Management Training initiatives have nurtured skilled professionals, many of whom have gone on to assume leadership roles within the industry

MICE Tourism is recognised as a key driver for economic growth and job creation in India



Revenue Projection
(49.4) billion USD (2024) expected to reach (103.7) billion USD (2030).



Growth Rate
~13% CAGR.



Key Drivers
Massive infrastructure development (roads, high-speed rail, airports) and new, diverse MICE-ready cities.

Infrastructure Expansion Supporting Growth



Connectivity
Over 150 operational airports and 150,000+ km of new roads.



Capacity
Over 2.48 million hotel rooms.

Source: Ministry of Tourism



Mohit Nirula, Chief Operating Officer,

The Oberoi Group, says: "We are proud to contribute meaningfully to both direct and indirect employment across the tourism ecosystem. A key pillar of this commitment is our investment in talent development through the Oberoi Centre of Learning and Development (OCLD). Programmes such as STEP and our Management Training initiatives have consistently nurtured skilled professionals, many of whom have gone on to assume leadership roles within the industry, both in India and globally. Our focus on learning, career progression and excellence in service has enabled us to remain a preferred employer in the hospitality



J.K. Mohanty

MHCIMA, CMD – SWOSTI GROUP

“

At Swosti Group, we have witnessed first-hand how tourism-led development transforms local economies. Our projects in Odisha have created sustainable employment opportunities for youth, women and local communities



industry. As we continue to expand into new destinations, including emerging markets, we remain committed to empowering local talent, supporting livelihoods and contributing to inclusive economic growth in the regions where we operate.”

J.K. Mohanty, MHCIMA, CMD, Swosti Group, adds: “The hospitality industry is one of the most powerful engines of employment generation and inclusive economic growth in

India.” He says, “At Swosti Group, we have witnessed first-hand how tourism-led development transforms local economies. Our projects in Odisha have created sustainable employment opportunities for youth, women and local communities while promoting entrepreneurship and skill development. As tourism expands into emerging destinations, particularly in Tier-2 and Tier-3 cities and rural tourism circuits, the hospitality sector will continue to play

a pivotal role in reducing regional disparities and generating large-scale employment.”

The industry creates opportunities across cities, towns, pilgrimage destinations, coastal regions and rural areas. Every hotel room developed not only generates direct employment within the property but also creates a multiplier effect by supporting livelihoods in transportation, agriculture, fisheries, handicrafts,

construction, event management, wellness and numerous ancillary services. With increasing domestic travel, MICE tourism, destination weddings, religious tourism and experiential travel gaining momentum, India’s hospitality sector is poised for significant growth. Continued investment in tourism infrastructure and skill development will further strengthen the sector’s contribution to employment generation and nation-building. **HAI**

‘Sri Lanka is a high-quality boutique hotel hub’

An exclusive conversation with **Amrit Rajaratnam**, Managing Director, Island Life Sri Lanka—the hospitality group behind Galle Fort Hotel, Thotalagala, Warden’s House and Ropewalk—as he shares his perspectives on the trends shaping Sri Lanka’s boutique hospitality sector.



Sri Lanka is a hotspot for boutique hospitality rather than large chain hotels. Do you agree?

Absolutely. Within the subcontinent, Sri Lanka has established itself as a hub for high-quality boutique hospitality. Thanks to several homegrown brands, the country offers a unique collection of small, experiential hotels that you won’t find elsewhere. Many luxury travellers come here specifically for these intimate, personalised stays rather than conventional five-star chain hotels. Take our newest property, Warden’s House, for example. It has just four rooms, yet within a year it has become immensely popular because every guest experience can be completely personalised. It’s the opposite of a cookie-cutter hotel. And that’s just one example of the hundreds of thoughtfully curated boutique properties across the island.

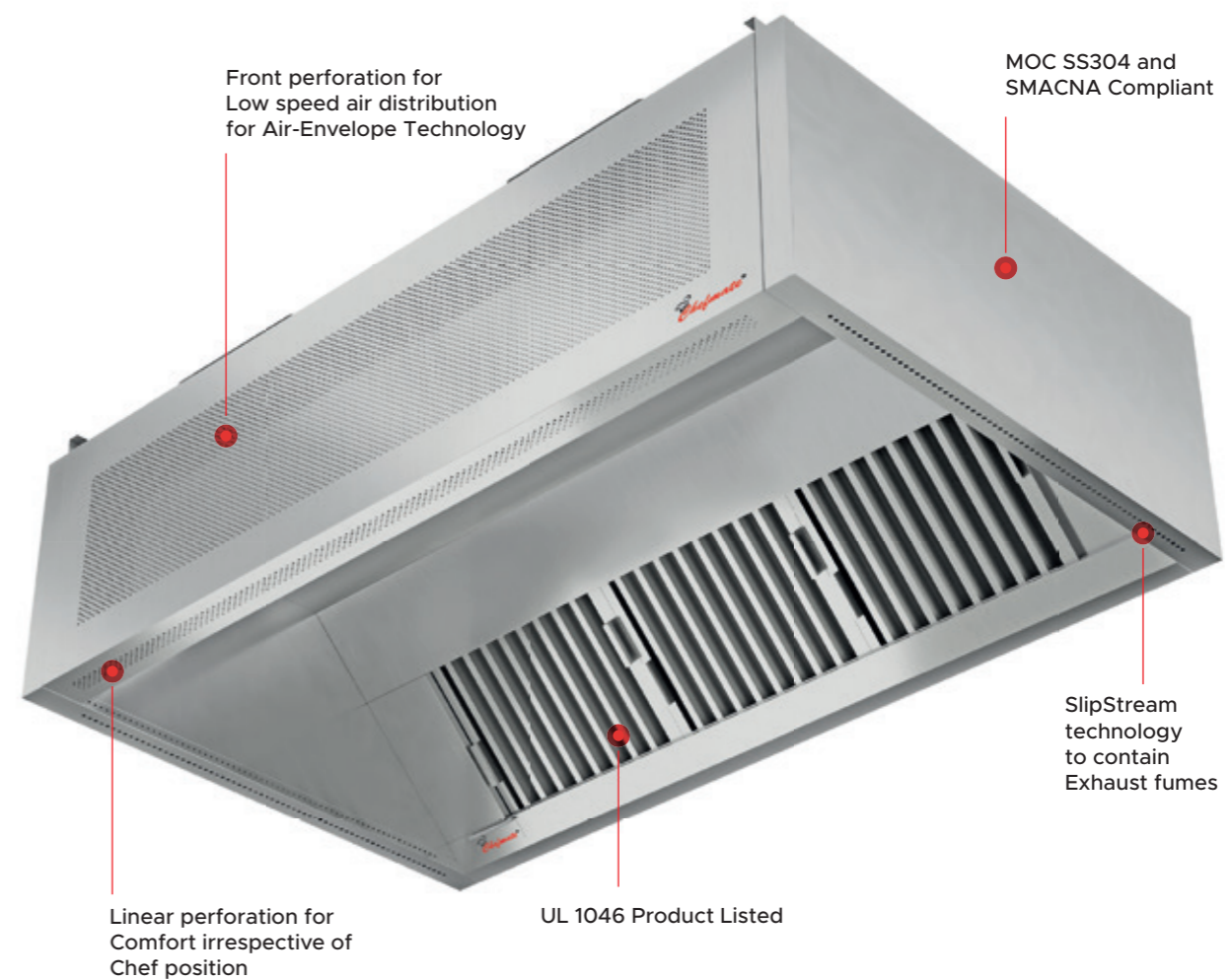
What do you think Indian travellers find so special about Sri Lanka?

In cities such as Mumbai, Delhi, Hyderabad, Bengaluru and now Ahmedabad, Sri Lanka has become a fashionable destination. Indian travellers are drawn to our design, architecture, landscapes, cuisine and lifestyle. Many arrive expecting something similar to South India but discover an entirely different world, which pleasantly surprises them.

The biggest draw is that Sri Lanka is just a short flight away, yet offers a completely

WHAT MAKES CHEFMATE BESPOKE?

We achieve the compliance benchmarks



CHEFMATE TECHNOLOGIES

#100, Padmanagar, Chintal, Hyderabad-500054. INDIA

Call: +91 92463 77652

sales@chefmateindia.com

chefmateindia.com



VENTILATE WITH





different experience. That's why we're seeing a growing number of repeat Indian guests across our hotels. They enjoy exploring Sri Lankan cuisine, trekking and walking trails, shopping for local tea, spices and wellness products, and experiencing our vibrant cocktail culture.

[You own one of Sri Lanka's most awarded bars. Tell us about it.](#)

Ropewalk, located at the UNESCO World Heritage Galle Fort Hotel, is the world's first arrack-specialty bar. Arrack is Sri Lanka's indigenous spirit, and our mission is to introduce it to the world and make it a contemporary global drink.

Through strategic branding and collaborations in cities such as Mumbai, Singapore, Hong Kong, Kathmandu, Abu Dhabi and Delhi, Ropewalk has become a destination in its own right. In India, we have showcased Ropewalk twice at AM in Kolkata. Extensive coverage by Indian publications and content creators has also sparked strong interest, with many visitors coming specifically to experience our cocktails, discover arrack and learn about Sri Lanka's unique drinking culture. We are proud to have been recognised on several of the world's most prestigious cocktail bar lists.

[Your crown jewel is a property called Thotalagala. Tell us more.](#)

Thotalagala offers every guest a truly unique

and personalised stay. More importantly, it highlights a side of Sri Lanka that many Indian travellers have yet to discover. We need to move beyond the perception that Sri Lanka is only about beaches. The tea country is spectacular, with the Horton Plains National Park nearby, offering incredible landscapes and experiences. Sri Lanka is also a year-round destination. Even when the beaches are out of season, there is an entire island waiting to be explored—from tea estates and mountains to wildlife, heritage and culture.

[How is your strategy targeting the Indian market right now?](#)

We are extremely strategic in targeting high-end Indian travellers. We work closely with India-based media houses to generate coverage and regularly invite Indian content creators to build awareness. At the same time, we continue to focus on our other key markets, including the UK, the UAE and Australia, through dedicated PR and marketing initiatives. We also work closely with the Indian travel trade to curate bespoke experiences for high-spending clientele. Guests who stay at our hotels are typically drawn to experiential travel, design, culture and art—experiences they may not always find at a conventional five-star chain hotel. Our offering is distinctly different. My vision is to position Sri Lanka as a destination for discerning travellers seeking slow, private luxury—luxury that goes beyond the visual. **HAI**

Enhance your property's guest experience with Magzter Smart Reading Zone®

Go Green with Magzter and offer your guests contactless and unlimited access to 7,500+ magazines and newspapers anywhere inside your property



Magzter Smart Reading Zone® - There's something exciting for everyone



Families



Leisure Travellers



Backpackers



Business Travellers

Our Existing Hospitality Sector Clients



Exclusive limited period offer available for hotels

Contact now to get a free trial



Chander Shekhar



+91-7011580422



chander@magzter.com

Holidays that Heal

The convergence of healthcare and hospitality is encouraging hotels to rethink the way they design guest experiences. Wellness is influencing architecture, interiors, landscaping and programming. Wellness professionals are becoming as integral to the guest experience as chefs and concierges.

By Riaan Jacob George





The growing focus on wellbeing is reshaping the hospitality industry, giving rise to a new generation of wellness-focused destinations that extend far beyond the traditional spa holiday



Luxury travel is undergoing a significant transformation. While beautiful destinations, impeccable service and fine dining remain central to the guest experience, travellers are increasingly looking for something more meaningful than indulgence. They want experiences that help them feel healthier, sleep better, manage stress and return home physically and mentally rejuvenated.

This growing focus on wellbeing is reshaping the hospitality industry, giving rise to a new generation of wellness-focused destinations that extend far beyond the traditional spa holiday. Across the world, hotels and resorts are investing in holistic programmes that combine preventive healthcare, personalised wellness plans, fitness, nutrition and mindfulness into immersive experiences designed to improve overall quality of life.

The modern wellness traveller is no longer satisfied with a massage or a day at the spa. Instead, today's guests are seeking structured programmes tailored to their individual health goals. Some may be looking to recover from burnout, while others want to improve their fitness, regulate their sleep, strengthen immunity or simply disconnect from the pressures of everyday life. As a result, wellness is becoming an integral part of the hospitality offering rather than an optional amenity.





The pandemic accelerated conversations around preventive healthcare, mental well-being and healthier lifestyles, encouraging people to become more proactive about their physical and emotional health

This shift reflects changing consumer priorities. The pandemic accelerated conversations around preventive healthcare, mental wellbeing and healthier lifestyles, encouraging people to become more proactive about their physical and emotional health. Travellers are now placing greater value on experiences that contribute to long-term wellness instead of providing only short-term relaxation. For hospitality brands, this presents an opportunity to create stays that deliver lasting benefits rather than momentary luxury.

Today's wellness retreats are built around comprehensive, personalised experiences. Many properties begin with health consultations or lifestyle assessments to understand a guest's specific needs before designing customised programmes. These may include daily yoga sessions, guided

meditation, strength training, nature walks, hiking, cycling and breathing exercises, complemented by nutritional guidance and balanced meal plans prepared using fresh, seasonal ingredients.

Nutrition has become one of the defining pillars of wellness hospitality. Hotels are increasingly moving away from indulgent buffets towards thoughtfully curated menus that prioritise whole foods, locally sourced produce and balanced nutrition. Plant-forward dining, personalised meal plans and functional foods are becoming increasingly common, allowing guests to support their wellness goals through every aspect of their stay.

At the same time, science-backed therapies are finding their place alongside traditional wellness practices. Some luxury resorts now offer physician-supervised IV nutrient therapies designed to



Plant-forward dining, personalised meal plans and functional foods are becoming increasingly common

support hydration, replenish vitamins or assist recovery after travel or intense physical activity. While such treatments are intended for carefully selected guests under appropriate medical supervision, they illustrate the broader trend towards integrating healthcare services within hospitality settings. Rather than positioning wellness as purely therapeutic or recreational, many hotels are creating environments where evidence-based interventions and holistic healing coexist.

Sleep has emerged as another important focus area within wellness tourism. Growing awareness of the relationship between sleep and overall health has encouraged hospitality brands to develop dedicated sleep programmes that go beyond providing a comfortable mattress. Carefully controlled lighting, temperature regulation, reduced noise, aromatherapy, guided relaxation sessions and personalised sleep routines are increasingly being incorporated into guest experiences. These initiatives recognise that restorative sleep is fundamental to physical recovery, emotional wellbeing and cognitive performance.

Mental wellness is equally central to the evolution of the sector. Digital fatigue, demanding work schedules and constant connectivity have increased demand for

destinations where guests can disconnect and recharge. Many wellness properties now include mindfulness workshops, meditation sessions, digital detox programmes and stress management practices designed to help visitors slow down and reconnect with themselves. Rather than offering temporary escape, these experiences encourage sustainable habits that guests can continue after returning home.

India occupies a unique position within this expanding global market.

The country has earned international recognition as one of the leading destinations for Medical Value Travel, supported by highly qualified healthcare professionals, advanced medical infrastructure and treatment costs that remain significantly lower than those in many developed nations. International patients continue to choose India for a wide range of complex medical procedures, confident in both the quality of care and the expertise available across major healthcare institutions.

At the same time, India's longstanding wellness traditions provide an advantage that few destinations can replicate. Systems such as Ayurveda, Yoga, Naturopathy, Siddha, Unani and other AYUSH disciplines have been practised for centuries and continue to attract visitors seeking holistic approaches to health and healing. Unlike emerging wellness destinations that have recently embraced these concepts, India offers an authentic cultural and historical foundation that resonates with travellers looking for meaningful experiences rooted in tradition.



Recognising the sector's potential, the Government of India has identified medical and wellness tourism as an important area for growth through initiatives such as Heal in India and the National Strategy and Roadmap for Medical and Wellness Tourism. These efforts aim to strengthen India's position as a global destination by improving coordination between healthcare providers, hospitality businesses, travel operators and wellness practitioners while promoting high standards of quality and accessibility.

This convergence of healthcare and hospitality is encouraging hotels to rethink the way they design guest experiences. Increasingly, wellness is influencing architecture, interiors, landscaping and programming. Rooms are being designed to maximise natural light and improve sleep quality, outdoor spaces are being developed to encourage movement and mindfulness, and wellness professionals are becoming as integral to the guest experience as chefs and concierges.

For hospitality businesses, the commercial opportunity is equally compelling. Wellness travellers are often willing to

Rather than positioning wellness as purely therapeutic or recreational, many hotels are creating environments where evidence-based interventions and holistic healing coexist

invest in longer stays and highly personalised programmes that deliver measurable value. They typically engage with multiple services throughout their visit, from nutrition consultations and fitness activities to therapeutic treatments and educational workshops. This creates diversified revenue streams while fostering stronger guest loyalty through experiences that extend beyond traditional leisure travel.

Perhaps the most significant change, however, is philosophical. Hospitality has historically focused on comfort, service and recreation. Wellness tourism expands that role by positioning hotels and resorts as partners in a guest's overall well-being. Success is no longer measured only by luxurious amenities or memorable dining experiences but also by whether guests

leave feeling healthier, happier, more rested and better equipped to keep those positive lifestyle habits.

As global interest in preventive health care continues to grow, wellness tourism is likely to become a defining feature of the hospitality industry rather than a specialised niche. The destinations that succeed will be those that combine scientific credibility with authentic local traditions, creating experiences that are personalised, evidence-informed, culturally backed and meaningful.

India possesses many of the ingredients required to lead this evolution.

Simple kitchen ingredients, once found primarily in Indian households like turmeric, ashwagandha, moringa, saffron, etc., have also become staples of the global wellness industry.

Its internationally respected healthcare ecosystem, rich wellness heritage, skilled practitioners and expanding hospitality sector provide a strong foundation for future growth. As travellers increasingly seek journeys that restore both body and mind, the country's ability to unite modern medicine with time-tested healing practices positions it as one of the world's most compelling destinations for transformative travel.

In the years ahead, the most memorable holidays may not be those that simply offer luxury, but those that leave travellers healthier and happier than when they arrived. For the hospitality industry, wellness is no longer an emerging trend; it is rapidly becoming the new benchmark for meaningful travel. **HAI**

THE LAST WORD



TOURISM TOUCHES EVERYONE

If tourism, largely uncared for and generally unsupported, can contribute so much, what can it not do with a little bit of caring and support?

By M.P. Bezbaruah
Secretary General, Hotel Association of India

Indian tourism, it is now said, never had it so good in terms of recognition of its contribution to the national economy. None other than the Prime Minister has articulated this, not in passing but repeatedly in deliberate consideration. The other important development has been the government endorsement of a "mission mode" approach to tourism development.

It is tempting to go back 25 years and try to understand the significance of this development. At the threshold of the new millennium, the ministry of tourism used to openly say, "tourism is what everyone talks about, but no one cares." To respond, the ministry took a series of steps to create better awareness about tourism. First, in an attempt to give voice to the states, the most important player of tourism, tourism ministers' conference was held every year. Prime Minister Vajpayee addressed two of the conferences and the attendance of FM and Deputy Chairman of the then Planning Commission served another key requirement of tourism development—convergence of stakeholders. Another effort at convergence was the participation of the private sector. The ministry also started an awareness campaign, "tourism touches everyone" and followed up by observing in a big way, India's own National Tourism Day.

National Tourism Day featured

a lecture series by top tourism professionals of the world. The first lecture delivered by Antonio Savignac, former Secretary General of UNWTO and the former Planning and Finance Minister of Mexico, beautifully related Mexico's search for a model of economic growth and how tourism invariably came up as an inescapable option. He said: "The story begins in the mid-60s...The aim of the government was to achieve a 6% average annual real rate of growth of the Gross Domestic Product (GDP). The problem: 6% growth meant an increase in production; an increase in production meant an increase in imports, an increase in imports meant obtaining more foreign currency, to pay for increased imports. The search: an exhaustive, ongoing analysis was made of all types of goods and services that could be exported: agriculture, fisheries, mining, manufactured and semi-manufactured goods, etc. All types of assumptions, combinations and projections were run through."

"A strange beast," he said, "that seemed to grow like a weed, with no fertiliser, irrigation, care or attention. We were amazed to find this hidden and, to us, unknown jewel." The rest is history. This experience is so relevant for present-day India too—that if tourism, largely uncared for and generally unsupported, can contribute so much, what can it not do with a little bit of caring and support?

The tourism story needs to be simply told:

- 1) Unlike other products that must be shipped and delivered for their use or consumption, tourism as an export product has the unique quality of being consumed at the point of production.
- 2) Tourism could be developed and promoted almost anywhere.
- 3) It is labour-intensive and, being a personal service, it's hard to automate or replace. It can create supplementary income in the rural areas and is particularly suitable for the employment of women.
- 4) Tourism has one of the highest multiplier effects in the economy, generating jobs and income across a wide range of sectors. Its supply chain is extensive and diverse, spanning transport, hospitality, food services, retail, entertainment and local businesses. As a result, the sector creates broad-based employment and income opportunities.

There are many empirical studies in India and in other countries to substantiate each of the above. An old survey by the ministry of tourism, which no doubt will hold good even today, says—"about 96% of the total income of artisan households in Kerala and 90% in Rajasthan comes from tourism related income;



At the threshold of the new millennium, the ministry of tourism used to openly say, “tourism is what everyone talks about, but no one cares”

tourism plays a vital role in enhancing the standard of living of the artisan families. As regards folk artists, their average per capita income during the peak season is nearly four times that in the lean season. Share of female employment is the highest in the lower-income segment of the artisan households.”

Similarly, another oft-quoted, though an old survey, had established that in respect of the creation of jobs per one million investment, tourism and hospitality stood way ahead of sectors like agriculture, mining, manufacturing and transport.

The tourism minister is on record saying that the contribution of tourism to the GDP of India is perhaps understated and it should be around 10%. Unfortunately, the “ripple effect” of tourism through the economy is not fully visible nor possible to be fully captured in the accounting systems. Tourism can truly be compared with an iceberg; only its tip can be seen.

The World Travel and Tourism Council (WTTC) has identified 30 activities

at the core of the tourism business, of which only seven, like transport, accommodation, catering, are commonly seen. India has adopted the widely accepted Tourism Satellite Accounts system, and perhaps it needs to be refined to enable a more accurate accounting of the “ripple effects” of tourism.

When UNWTO projected 1.6 bn international tourist arrivals by 2020, only 7% of the potential travellers were actually travelling. If the global geopolitical disturbances ease out and the global economy picks up the thread, the numbers will grow in quick progression. India’s robust economic growth has created tremendous impulse for domestic tourism, which is expected to be around 15 bn by 2047. The enormous demand for tourism activities has the potential to unleash economic development. But it must go very seriously and concurrently with strong adherence to sustainability in all aspects of its growth.

A 2024 report—The Travel & Tourism Development Index (TTDI)—a flagship index of the World Economic Forum created in collaboration with the University of Surrey had brought to attention the global socioeconomic role of tourism. “Aside from improving readiness to handle future external global challenges,” it says, “including economic inequality, environmental threats linked to climate change and pollution, technological innovation and global connectivity, the travel & tourism sector can also play a significant role in addressing them.”

To fully realise travel & tourism’s

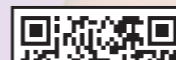
The travel and tourism sector can play its socioeconomic prosperity role by investing in skilled, inclusive and resilient workforces, putting local communities at the centre of development, promoting responsible tourism and infrastructure development

potential in solving some of these global challenges, governments and key stakeholders need to proactively shape the sector to become more resilient, inclusive and sustainable. The report identifies some potential key focus areas, like leveraging travel & tourism for environmental sustainability by providing greater value for nature conservation efforts, leading the energy transition move, driving responsible consumption, and so on. Similarly, travel and tourism can play its socioeconomic prosperity role by investing in skilled, inclusive and resilient workforces, putting local communities at the centre of development, promoting responsible tourism and infrastructure development. As technology will be a key driver of travel and tourism, it will be necessary to pay attention to:

- 1) leveraging technology for positive impact by adopting technology for sustainable and resilient management of tourism,
- 2) to bridge the digital divide,
- 3) create opportunities by responsible use of technology rather than using technology to reduce jobs, and
- 4) ensure responsible and safe use of technology, consistent with sustainability and public welfare.

When properly nurtured, there are exciting possibilities for tourism to play a pivotal role in India’s 2047 Vision. **HAI**

CAMPA™
WALI ZIDD



CARBONATED WATER. CONTAINS CAFFEINE.

Craft culinary excellence with a symphony of flavours

Compose masterpieces
for a menu that stands out
with Tata Consumer Products



PACKAGED
FOODS



PACKAGED
BEVERAGES

READY
TO DRINK

FOOD SERVICE GRAVIES
AND PASTES

TATA
MY BISTRO



Tata MyBistro aims at bringing a café-like experience to your place of work or play. It offers state-of-the-art bean-to-cup and filter machines along with carefully roasted coffee beans for a stimulating beverage experience.

