



(Hospitality Industry and Tourism) - Volume – II
Annual Magazine of Amrapali Institute of Hotel Management



Disruption of The International Hotel Industry
- **Mark Woodbridge**



Future Competencies of Frontline Hospitality Professionals
- **Dr. Sudhir Andrews**



Guest Satisfaction & Customer retention
- **Olwin Desouza**



Hotel Hospitality Industry New and Current Trends
- **Munish Sharma**



“Earning a Michelin star is just one way of working towards my dream. Indian cuisine has a depth of history, tradition, ingredients and techniques, yet it is still not widely understood. My vision is that haute Indian cuisine will one day be as accepted as haute French dining.”

- **Chef Manjunath Mural**

Nainital is a cosmopolitan locality and abounds faiths and beliefs associated with various and sects of people living here through generations.

The sixteen sankars of life as enunciated in Hindu religion are observed with slight modifications and amendments which make the Kumaoni style of observance. Hill temples are the monuments having admixture of deep sense of art and culture.

Sculpture varies with time of inception of the temple. The mode of worship is also different in many aspects from that of the plains.

Modern day temples are more alike the temples of the plains, and the older ones fit to the Kumaoni influence.



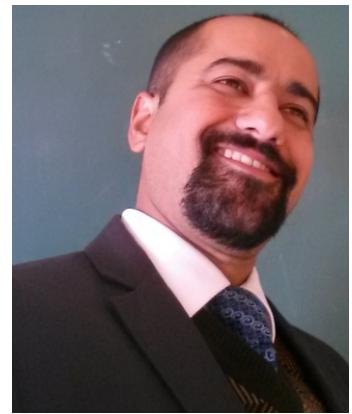
Maa Nanda Devi Mela : Originally conceptualized by Baj Bahadur Chand, a contemporary of the Mughal king Aurangzeb, Nanda Devi Melas are celebrated at many places in Kumaon. Almora, Nainital, Nauti, Dandidhara, Munsyari and Ranikhet are among the most notable venues.

The procession carrying the Dola of Nanda Devi in Almora witnesses huge crowds of devotees. People pray for prosperity, both material and spiritual, at the fair.

The Nanda Devi fair has great religious and cultural significance as it is held in memory of Goddesses Nanda and Sunanda.

The fair traces its origin to the reign of Raja Kalyan Chand in the 16th Century that makes it all the more important, historically.

Editorial



- **Sumit Joshi**
Editor-in-chief

It is with great pleasure that we introduce the volume- II edition of **Hi-T** the hospitality and tourism magazine 2017.

As it is rightly said “May your choices reflect your hopes, not your fears”, so this time we have changed the outlook, content scope and overall appeal of the magazine to match the fast changing trends in the glamorous sector. We are more focused in the insight full detailing of interesting subjects, yet carefully avoiding the risk of yielding to the temptation of a journalistic stance.

With this we would like thank and congratulate our patron **Professor (Dr.) S.K. Singh** without whose support and patience this creative venture would never have been possible. We are so proud to work in a committee under a mentor like you, the library is central to peoples lives. Next I want to extend my gratitude to all the writers who contributed to making this issue happen, despite their prior commitments and engagements.

In this magazine we tried to assemble the various multidimensional issues and strategies and tried to create a more direct, focused and sharper platform of exchanging of ideas in this edition. On one hand we have different Festival of Uttarakhand on other interview session with great personalities of hospitality.

The cover issue of this edition are an assorted pick of Nanda Ashtami festival of Uttarakhand of Mark Woodbridge Phd. Candidate western Sydney, University. Former Dean of OCLD focused on Disruption of the International Hotel Industry and Indian Hotels & Internet of Things. It also includes Sudhir Andrews (D Litt.) Future Competencies of Frontline Hospitality Professionals

Editorial & Technical Team

Dinesh Chandra Pandey

Deepak Rawat

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NANDA ASHTAMI FESTIVAL IS ONE OF THE NATIVE FESTIVALS OF UTTRAKHAND, INDIA

It is a 4-5 day long festival, celebrated in the *Kumaon region* of the state and based on the story of goddess Nanda and Sunanda.

Nanda Ashtami festival is celebrated in almost all cities in Kumaon region but in Nainital and Almora it's in huge scale. Further more for Almora city celebration, it was 200 years.

Story behind the festivity

There were 2 sisters Nanda and Sunanda from the kumaon region of Uttarakhand and married in Garhwal region.

Once visiting their hometown they were attacked by a Rakshas, disguised as a bull to save themselves, they hide behind a banana tree and ate cucumber to live. Due to this from that day the Chandravanshi raja of the region pray this goddess and treat them as their *kul devi*s.

That is the reason banana tree and cucumber holds a lot of significance in this festivity.

About the festivity in Nainital city

Celebrated in the month of September (bhadara mas ki shukal paksh) every year.

Local priests pray for a year to specific banana and bamboo trees. In a small town near Nainital called *Jalal gaon*, which is almost 10-12 km from the city.

Then in September under an auspicious time the priests along with puja material with red & white cloth visit this village.

They perform puja(jagar) and bhajans for whole night they also offer akshat (chawal) next morning to these trees and select the first tree that makes a movement as Ma Nanda and the second one as Ma Sunanda. While other trees they use to create body parts and the bamboo tree is used to create Trishul for Ma.

The same day a procession carry these trees to the Nainital city and the locals celebrate it in full swing. Local artists perform traditional songs and dance depicting the culture to welcome them.

Finally they create idols at Nanda Devi temple near Sri Ram Sevak sabha and prepare two masks for Ma Nanda and Sunanda. Using a 5 ft banana tree trunk for these idols. They use no artificial materials and are totally eco-friendly.

Early morning next day, under an auspicious time the priests perform puja(pran pratishta) and place the idols at the *Nanda Devi temple*. In addition, this is a start to 3 days fair(mela) in the city and now these idols are open for locals/visitors to enjoy the festivity around.

Finally in addition to the celebrations a Shobha yatra around 12:00 pm start the next day with the idols of Ma Nanda and Sunanda leaving from the main mandir. They travel throughout the city along with traditional dance performances(choliya) and other activities.

Everyone is on roads, enjoying the festival while giving their final adieu to the goddess. In the evening these idols are immersed(visarj) at *Pasan Devi temple*, thandi sadak with all the rituals, seems like vidas to their home in Garhwal region.



Several trends are being followed by the people to show their belief. One of the most followed is plucking of Braham Kamal or Saussurea Obvallata, a white flower found on heights of Himalayan Ranges only. People travel long distances of heights, altitude alpine meadows at 3000 to 4600 meters in the search of the flower. It is said that

winter's followed after this event and plucking of flower.

This year almost one lakh people witnessed this event, which the two folds from the earlier year. Several foreigners join the festival to learn about the culture, and the graph is increasing yearly. From the last decade till now, a dramatic change in both the domestic and foreign traveler can be seen. It rose from 3.7% to 7.1% for the domestic traveler and 0.8% to 1.9% for the foreign travelers respectively. A survey shows that the pilgrimage reason has rose up, due to Nanda Ashtami Festival.

This year, a new scheme of yearly event Calendar was launched by the respected district magistrate Mr. Deepak Rawat for the advancement of tourism in the state, However Almora is the place which must get the same importance as the Nainital and other places.

Mr K.C.Singh Baba is one of the minister of the state is also connected to the family of Nanda and Sunanda, whenever he is in Almora for the function, being a minister he has been promoting the tourist activities around the state. It has now become a very important part of the state and the people living in this place belief is confident hope, hope is faith, faith is timeless possibility, possibility is spiritual, spiritual is divine.

Nanda Ashtami festival was an experience in itself!



DISRUPTION OF THE INTERNATIONAL HOTEL INDUSTRY

OPPORTUNITIES AND STRATEGIES FOR COPING

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Origins

The forces of *Disruptive Innovation* have been operating in the international and Indian economies and hotel industries for many years.

In 2003, and based in part on work in the late 1990s, Professor Clayton Christensen of Harvard identified two categories of innovation that can have a significant impact on organisations (1) Sustaining Innovation, that "... targets demanding, high end customers with better performance than what was previously available." (Christensen, 2003, p.34) and (2) Disruptive Innovation, which is the type of disruption commonly referred to in the media. Disruptive innovations disrupt and redefine the trajectory of a product or market, creating new market opportunities. They contain significant opportunities for generating new profits but also many opportunities for mistakes to be made and failures to occur.

After World War Two, new aircraft designs, starting with the Lockheed Constellation, created new opportunities in the travel, tourism and hospitality sectors. The Constellation ushered in a new era of luxury travel offering an "all First Class" service wherever it flew. It was very popular with the elite of society, but was relatively slow (300mph), small (usually less than 40 seats) and had limited markets, because travel on Constellations was expensive. By the early to mid-1950s fleets of Constellations were operating around the World. Air India was a major and important

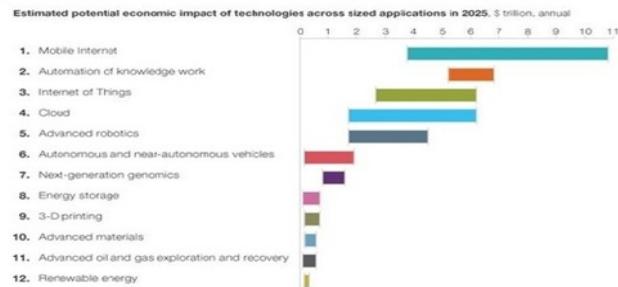
operator of this aircraft.

Lockheed Constellations fit the category of sustainable innovation, aimed at the premium, luxury top end of the market. They provided many technical improvements but did not "change the game" in a profound way. The travel and hospitality industries would have to wait until the late 1950s to experience the significant effects of "disruptive innovation". The Boeing 707 and Douglas DC-8 jets, launched in 1958, were arguably disruptive innovations. The "jumbo" jets that were introduced in the 1970s changed the game financially but did not change the game technically the way the earlier jets had.

Just as the introduction of steam trains in the 19th century enabled the emergence and spread of the industrial revolution, aviation technology that emerged in the 1960s and 1970s created new demand for travel and tourism experiences and in turn created new demand for hotel accommodation. In the current era, over the past 10 to 15 years, low cost carriers operating in India, such as Indigo, Spice Jet and Go Air have created new demand for air travel. They have also in part supported the emergence of good quality, reliable budget hotels that are now commonplace in most major Indian cities.

The disruption generated by the Constellation flowed on to the hotel industry with, in particular, American hotel companies starting to add new and better hotels, mainly in Europe. In 1958, everything changed dramatically and

A gallery of disruptive technologies



permanently. New jet aircraft could fly twice as fast as Constellations, carry three times as many passengers and offered an unprecedented level of passenger comfort and convenience, at much reduced per passenger cost. In 1970 these initial jet designs were supplemented and ultimately replaced by wide body jets, particularly the Boeing 747, the Douglas DC-10 and the Lockheed Tristar, each of which carried approximately 3 times the number of passengers as the earlier 1950s era jets but with no significant increase in cruising speed when compared to 707s and DC-8s. The supersonic Concorde could have been a game changer but was too small, its range was limited and it was too expensive to operate to be broadly competitive. Only 14 Concorde were ever built for commercial service. Each one seated only 100 passengers each. This compares for example to well over 1,000 Boeing 747s that were built by Boeing over more than 30 years, starting in the late 1960s. Each 747 could seat approximately 400 passengers and concurrently carry substantial amounts of freight. Most 747s ever built are still in service whereas the DC-10, Tristar and Concorde have all ceased commercial passenger operations.

Disruptive innovations, by definition, do not aim to bring better products and services to established customers in existing markets, rather, they disrupt and redefine the trajectory of products or services by introducing products and services that are not as good as those available prior to the disruption occurring. Disruptive technologies are typically simpler to use, more convenient and less expensive than those they replace. Disruptive products and services are typically less expensive than incumbent

products and services that appeal to new or less demanding customers. (Christensen, 2003, p.34)

Once disruption "... gains a foothold in new or low end markets, the improvement cycle begins." (Christensen, 2003, p.34) The new disruptive technology usually experiences a pace of technological improvement that exceeds customers' ability or willingness to use the new product or service. Ultimately, the new disruptive product or service improves to the point where it meets the needs of more demanding customers. This gives the disruptive product or service a significant market advantage that can ultimately force incumbents out of the market.

Emergence of the Theory of Disruption

As a management theory, disruption was popularised in the late 1990s. (Christensen 1997) It is concerned with innovation; in market offerings and business models and corporate growth. It can be a significant driver of corporate revenue, profits, market share and share price, based on the development of new products and services. (Christensen & Raynor 2003)

It was the failure of apparently well managed firms in the disk drive industry in face of significant technologically related change that became the focus of research by Christensen that has come to be referred to as the "Theory of Disruption". Christensen's work was initially in the rigid disk drive industry. He and his colleagues have subsequently studied a wide variety of companies in a wide selection of industries. In later work, (Christensen & Raynor, 2003) a total of 75 companies were identified that were at least initially successful due to some form of disruption. None of these companies were mainly service providers. The closest example of a service provider in this group of 75 companies was Microsoft and its SQL Database software.

Christensen found that there is a tendency for established companies to focus intensely on current customers, in the face of demand for products, or services, based on new technology outside the established company's traditional customer base. This is consistent to an approach to marketing that considers one of the keys to success is

staying close to the customer. However, in the face of the emergence of significant new technology, there appears to be powerful disintegrative forces unleashed that result in the spinoff of valuable people and technology from the established integrated companies into the wider marketplace. Christensen (1993) concluded from his research that in its mature stage, the disk drive industry was forced to decouple and become a series of individual and specialised firms. This process created a new industry structure where market mechanisms and inter-firm transactions, rather than management coordination within large vertically integrated organisations, became the means for coordinating the development and manufacture of disk drives. Research into this phenomenon led Christensen to formulate his theory of disruption.

The theory of disruption has evolved about the impact of technological change. It describes the impact of various types of new technology on companies and industries. Initially it was focussed on the consistent pattern of leading companies failing to stay at the top of their industries when technologies or markets changed. A possible explanation for this phenomenon was poor planning, short term investment horizons, managerial arrogance and loss of interest in the business and internal bureaucracy. (Christensen, 1993)

The technological changes that damage established companies are usually not radically new or difficult from a technological perspective. However, they tend to present a different package of performance attributes, ones that, at least initially, are not valued by existing customers and the performance attributes that existing customers do value, improve at such a rapid rate that the new technology can later invade those established markets (Bower & Christensen, 1995).

Digital Disruption

Creating value of one form or another should be what companies (and other types of organisations) should be all about. "Value comes from seeing what customers need and delivering it. Digital disruptors will do all of this at lower cost, with faster development times, and with greater

impact on the customer experience than anything that came before." (McQuivey, 2013, p.3) They use computers, mobile phones, tablets, the Internet, the World Wide Web, high speed connectivity and agile adaptable software, driven by users' high aspirations and motivation for success, to destroy old relationships and markets and create new ones. Digital disruption does not need the capital or time to disrupt companies and industries like "old" disruption does. This makes digital disruption more potent than old disruption but also more dangerous to market incumbents. (McQuivey, 2013, p.9)

Disruptive Technology

Initially the descriptive terminology used by Christensen and others was "disruptive technology" which described certain circumstances under which companies failed when confronted with new technology. Such technology was typically "discontinuous" in nature and represented a significant break from technology of the past. In the 1990s and 2000s, with the emergence of the World Wide Web, supported by the enabling technology of the Internet, many new disruptive technological systems were launched. Such systems include electronic banking, online retailing, distance education, e-health, online reservations systems and online travel agents. (Anckar 2003; Bakos 1997, 1998, 2001, 1999, 2000; Carroll 2003; Charitou 2003; Choi 2002; Parasuraman 2002; Pitt 2002; Porter, 2001)

Online Travel Agents

In the late 1990s and early 2000s, Online Travel Agents (OTAs) were being introduced to the international consumer and corporate accommodation and travel markets for the first time. (Barnett & Standing, 2000, www.expedia.com, 1999. www.wotif.com 2000)

Little research was conducted or available at this early stage of the launch, operation and marketing of OTAs. There was literature that relates to the form and operation of the broad category of "electronic marketplaces" (EMs). EMs provided the conceptual framework and strategic basis for the development and implementation of OTAs around the world.

Observation of and experience in the hotel accommodation market at this time and the launch of substantial OTAs, in particular Expedia .Com and its subsidiaries and brand affiliates created new and different markets with characteristics that had not been experienced previously. The new OTA-related market phenomena have affected many aspects of the hotel industry, including the inherently conservative nature of the industry with respect to technology. (Brown & Lefever, 1990 and Burgelman, Christensen & Wheelwright, 2009, p.310) The introduction of OTAs made the marketing and operation of hotel distribution channels, including Global Distribution Systems and Online Travel Agents, more challenging and complex.

Technological change has been recognized, at least since the early twentieth century, as a key driver in economic growth, in the creation of new markets and new opportunities. This growth has had an impact on individuals, firms and governments. New technology has changed the scale, scope and pattern of employment, creating whole new industries. New technology has changed the power and dependence relationships between suppliers, intermediaries and consumers. (Tushman & Nelson, 1990)

The speed and form of technological change has been dramatic, significant and wide ranging. One consequence of the extent and impact of technological change since the end of World War Two is that tourism and the hotel industry are now global industries.

Some Relevant History

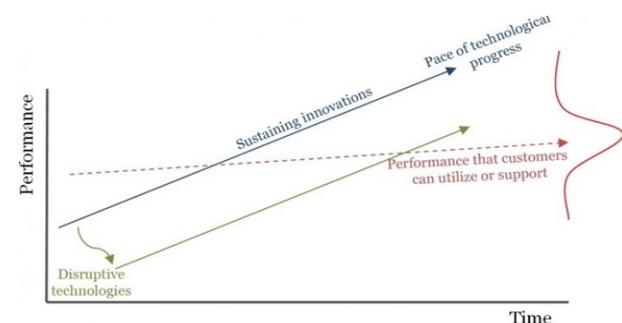
A careful analysis of history, especially since the beginning of the Industrial Revolution in the mid nineteenth century, provides strong evidence that technology can have direct effects on society, communities and individuals. Technology changes the way humans think about and deal with time and space. Examples include railways, starting in the mid nineteenth century to the telegraph, the telephone, television, aircraft, particularly jet airliners and more recently satellites, information technology and high speed and high capacity communication systems. (Burn & Loch,

2001) These technologies have the effect of making the world feel smaller.

Technology has historically delivered substantial benefits to one group, such as mill owners in the Industrial Revolution or shareholders in online search companies, while often simultaneously threatening or eliminating employment in an established industry or industries. In the early nineteenth century, the “Luddites”, textile workers who recognized that their employment and craft were under direct threat by the deployment of new technologically advanced looms that replaced the manual looms they had used historically; they formed a large scale movement that was focused on the prevention of technological change.

“Creative Destruction”

The idea that technological change creates losses as well as gains, winners and losers is consistent with the concept of “Creative Destruction” that was expounded in the early 1940s by the Austrian-American economist Joseph Schumpeter (Schumpeter, 1942). This concept relates to technological change and its effects. Such change can be change to the operating and competitive environment of a firm and change to the broader governmental, regulatory and political environment. Schumpeter had earlier placed innovation at the centre of his work (Schumpeter 1934) wherein the role of innovation, much of which is technological in form, is seen as being an entrepreneurial activity that drives competition and the efficiency of firms and industries.



Change in the context of creative destruction implies that better and newer products are preferred by organisations and individuals over older products.

This preference makes the older product obsolete. (Aghion & Howitt, 1992) According to Schumpeter, obsolescence or the replacement of old products and methods with “the new consumers” goods, the new methods of production or transportation, (and) the new markets (1942, p. 83) is the key aspect of the concept of creative destruction. This process creates a new and often revolutionary economic structure and system destroying the old system and creating a new system and thus formulates the process of Creative Destruction which Schumpeter claims is the “essential fact about capitalism”. (1942, p.83)

How to Cope

For firms to take advantage of creative destruction brought about by innovation they must develop the capability to practice dynamic rather than static efficiency. Firms must evolve with the market in terms of the markets needs and wants but also in terms of how fast the market expects, desires and indeed requires new products.

Technological change, such as the introduction of OTAs and more recently AirBnB, is fundamentally different to other economic inputs in that once the cost of developing a technology has been incurred, the fixed cost, and that technology can be used repeatedly with no additional or marginal cost. This last feature of technology is its defining characteristic. The combined effect of these characteristics, especially the last that relates to the low or zero cost of a second or subsequent use of a new technology, make technology and technological change the powerful force for change that it is.

While there may have been little apparent need for significant innovation in services in some industries, starting in the late 1950s, the travel and tourism industries experienced technology based innovation that was revolutionary. However, the hotel industry remained stubbornly resistant to technology driven change. The hotel industry was historically craft based and was used to relatively low rates of change. As the travel industry grew after World War Two, and as the pace of change generally increased, the need for hotels to embrace innovation and

technologically driven change became apparent. At least up to the early 1990s, the operation of creative destruction created by new technology was considered in terms of physical products only. The services sector was seen as being technologically backward and a passive adopter of technology, with little need for innovation.

Technology in the 21st Century Hotel Industry

In the hospitality and tourism field, La and Kandampully (2002) and Kandampully (2007) observed that in the early 21st century technology had become a pervasive element in the marketplace. In service industries, technology had come to provide improved efficiency and effectiveness and enhancement to their service offerings. Technology has evolved to become an important force for change, stimulating innovation and adding value to the services that hotel guests demand, and receive. This change has not been easy to manage nor without cost. Technology now plays a significant role in human resources, food and beverage, front office, human resources, marketing and distribution. Indeed, it has been claimed that, “...modern technology has had a more profound effect on services in recent years than any other single external factor.” (Kandampully, 2007, 316)

The World Wide Web

Since the launch of the World Wide Web in the early 1990s, there has been an increasing market penetration of Web based distribution services that provide reservations services for hotels and related services. The traditional channels of distribution that include electronic “Global Distribution Systems” and travel agents have not been eliminated. However, the Web based services, particularly hotel and both direct and third party “B2C” (Business to Consumer) intermediaries have captured a strong and influential position in the global, regional and Indian hotel industries. These Web based service providers initially commenced operating as suppliers of “distressed inventory” in the very short term such as within 24 hours or 48 hours. As the popularity of Web based reservation services grew, the lead time for bookings available from

this category of reservations service provider gradually grew. However, their reputation and their strategy of focusing on discounted prices did not change to any great extent. The format of the Web sites of this new category of reservations service provider created virtual marketplaces that featured price transparency across all hotels in a given market. This approach tended to promote low price as support for the commoditisation of hotel services. (Soh et al, 2006) This had the effect of providing consumers with more knowledge and therefore more marketing power than they had ever had previously.

The emergence of Web-based reservations services as strong and widespread appears to be a situation which can be described in terms of Schumpeter's, "Creative Destruction". New more convenient access to hotel room rates and availability were created and made available to consumers. Improved value for money was also created for consumers. New information was created regarding consumers' price elasticity of demand and preferences for items such as inclusive packages. Improved cash flow was created for hotels, at least in the early period after introduction as hotels had access to a new channel of distribution.

Performance Trajectories

Not all types of technology have the same effects. The concept of "performance trajectories" helps explain differences in the impact of certain kinds of technological innovation on any given industry. The performance trajectory is the rate at which performance of a product has improved over time. According to Bower & Christensen (1994) almost every industry has a unique performance trajectory.

Performance trajectories are affected in different ways by different types of technology. Sustaining technologies tend to maintain an established rate of improvement. That is, such technologies provide customers with something more or better in the attributes they already value. Disruptive technologies involve the introduction of a very different group of attributes from those that mainstream customers historically value. In their early stages of introduction, disruptive technologies often underperform

established products, at least when valued by mainstream customers.

Consequently, disruptive technologies tend not to be used by mainstream customers in applications they know and understand. Initially, they tend to be used and valued only in new markets or with respect to new applications. These technologies make possible the emergence of new markets. One of the characteristics of disruptive technologies is that they appear to be financially unattractive to established companies. These new technologies offer small revenues and profits. Established companies marketing products based on sustaining technology typically have higher cost structures that are required to support sustaining technology.

Disruptive technologies typically require lower cost structures than are required to support sustaining technology. As a result of this difference in costs structures between the two broad categories of technology, managers have to make a choice between going up market or down market. Managers responsible for a rational resource allocation process in those companies serving established markets will select going upmarket rather than going down market. In the disk drive markets studied by Christensen and his colleagues, (1993, 1994, 1996, 1997) new entrants invaded existing markets with new technologies three times in succession. Yet none of the established leaders in this industry seemed to learn from the experiences of the companies that had failed before them.

The reason postulated for this apparent lack of awareness on the part of managers of firms that are destined to fail is that managers keep on doing what has worked in the past, that which has served the needs of established customers. As the new technology increases in popularity, and typically reduces in cost, the new technology captures market share and associated revenue and profit from the established technology and the companies producing and marketing products based on that technology.

"That boy is your company. And if he wants to eat up that tablecloth, you let him, you hear?" — Harper Lee

FUTURE COMPETENCIES OF FRONTLINE HOSPITALITY PROFESSIONALS

Dr. Sudhir Andrews (MBA-IIMA, D.Iitt.)



Key Influences through the Ages

From the dawn of civilization, society has lived in an **agricultural age**. In this age, land was the precious asset. The more land one had the greater was his status in society translating into titles of Peers, Kings and Emperors who invariably had the largest tracts of land. Their challenge was to ensure bountiful crops and collect taxes for the welfare of their society. The valued competencies of those times were in farming and hunting or military prowess to acquiring more lands from other territories. Since mid-1758 a new society emerged called the industrial age where machines produced products in bulk. Industrialists who owned the factories that produced the goods were the new Mughals of that age. They controlled the products and information available to the customer, through a network of wholesalers and retailers. The competencies that were valued during this age were the



techno-skills to operate machines. But in 1980 came another revolution with the discovery of cyber space and subsequently the **information age**.

The innovative computer by IBM transported us to cyber space while the Microsoft software was the visa to enter it. Everyone has the potential to have an address in it and from that address they can communicate with anyone in the world without restrictions of physical boundaries and political interference. The customer was able to deal directly with the manufacturer anywhere in the world and receive the best quality of goods for the best price making the customer truly the king or queen of the market place. This article discusses the competencies required by the frontline personnel who are the most valued asset of the

organisation nowadays as they deal directly or indirectly (over phone) with this new paying royalty – the customer.



Profile of the New Customer



Let's look at the profile of the new customer. He/she is well informed and may often know more than the frontline personnel; is well travelled and is acquainted with international practices and etiquettes; is tech savvy and is willing to navigate through emerging technologies introduced in the hotel; more women are coming into the work-force therefore a new sensitivity is required for them; new rich who are young casual and perhaps millionaires with a need to show off; health and sanitation conscious; want trusting relationships with the business they are dealing with and expect honesty and reliability from them; want value added services as now the competition is worldwide; are adventurous and looking for novelty to brag to other friends; highly stressed; frequent travellers; etc.

Frontline in the Hospitality Business

Who are the frontline in the hospitality business? They would be the reservationist, receptionist, telephone operator, concierge service, bell services, sales personnel, banquet and events teams, housekeeping staff, in-room services staff, order-takers, butler, lift operators, drivers, security personnel, laundry valets, waiters, barmen, cocktail waitresses, hostesses,



guest relations, counter staff of delicatessens, pastry shops and lounges, etc. In the new age the frontline staff will be more than what they are today. They will be knowledge workers, with high pay and appropriate titles to reflect their skills and competencies.

Role of Frontline Personnel

The role of the new frontline personnel will be:

- ✍ **Operational Planning & Budgeting** – this role that the middle management performed before will be pushed to the frontline staff who will need new skills in planning and budgeting
- ✍ **Scheduling and Team Allocation** – frontline teams will work appropriate schedules to cover peak and low hours.
- ✍ **Accountable for results through Customer delight** – ultimately repeat customers come because they have had a wonderful experience the earlier time round. The frontline will be solely responsible to create the wow guest experience that translates into profits and the bottom line. They will be given autonomy and power to take unconventional decisions to please the customer. With these powers comes the accountability for profits.
- ✍ **Monitoring results, Self Audit and Reporting** – will monitor sales against the budget and will work out strategies to ensure profits. Of course they will be equipped with advanced software and databases. They would have monitoring, auditing and report writing skills.
- ✍ **Problem Solving** – will have the skills and authority to resolve customer on-the-spot problems and will give constant feedback to the management. They would need the competence in problem solving and decision-making.
- ✍ **Team work** (also with outsourced teams who will be incorporated into modern hotel-keeping in a larger scale). Group building and resolving group conflicts will



be a competence that they need.

- ✍ **Maintaining service standards** by committing themselves to excellence and staying ahead the customer experience.

Given this background the competencies of frontline staff are as follows:

1. **Smile** – considered as the most enduring quality of a frontline person. A welcoming smile is necessary for a stressed customer. Recruiters will now look of those who have a natural smile as against a plastic smile to fill frontline ranks.
2. **Attention** – knowing the name of frequent customers immediately disarms them and provides a feel-good factor. Organizations have developed new software with extensive databases to help the frontline.
3. **Self-managing** by being multi-skilled in all aspects of the operations and management as mentioned in their roles.
4. **Relational** – is good with people and is able to develop enduring relationships to bring customers back. Is also good with their working teams as well.
5. **Multi-lingual** in English in the first place and then in another international or regional language/s.
6. **Tech-Savvy** to adapt to new technologies and software. Is also proficient in executing the existing software.
7. **Creative Problem-solvers** by being alert, flexible and emotionally cool while resolving customer problems
8. **Well-groomed**. In this age of television and media people prefer to deal with well groomed and hygienic personnel. They reflect the standards of the property.

*"I'll pour you the first one and after that, if you don't have one, it's your own ***** fault. You know where it is."*

— Kingsley Amis

INTERVIEW WITH

OLWIN DESOUZA

GM, Ghaya Grand Hotel, Dubai, UAE



Being a veteran hotelier with over 25 years of experience in the global hotel industry, Olwin de Souza, General Manager, has a strong focus on guest satisfaction and customer retention, as well as the ability to transform teams to deliver exceptional service.

What particular qualities would you describe as essential to be successful in the hospitality industry?

It is essential that you possess excellent communication skills, a pleasing personality, numerical aptitude and reasoning skills. This combined with a certified hotel management education, practical hands on experience and the acceptance and adaptation to a demanding and varied job description will remove barriers towards a rewarding career. Underpinning this is your ability to be a natural host, welcoming guests and delivering a truly first class experience.

What is unique about your hotel's location?

Our hotel is located in an up and coming area where considerable development has taken place over the past years. We are conveniently located at just 20 minutes driving distance to DXB and DWC airports. Additionally 2 golf courses are a walking distance away, as well as only

15 minutes driving distance to Global Village, Miracle Garden and Mall of the Emirates. A new shopping centre is only a stone throw away.

Being strategically located in close proximity to major roads, means reduced traffic and ease of access to main tourist sites, including Downtown Dubai, Dubai Marina and JBR.

What authentic local experiences will guests have access to?

Desert Safari trips are organized by our authorized Travel Agency directly from the hotels travel desk. It includes trips to the highest dunes in the UAE, to the Wadis of the Eastern Mountains, Desert BBQ, traditional tents and an occasional belly dance.

Trips also arranged to Abu Dhabi, with access to the Cultural Village, Emirates palace and the Sheikh Zayed mosque.

What are some amazing things that your Concierge can arrange?

Ghaya Grand's Concierge team is readily available to cater for the most extraordinary requirements of its guests and visitors, be it small favors or special arrangements for groups.

The most popular requests recently, have been to arrange high end restaurant bookings, Ferrari world tickets and super car experiences.

Does your hotel have a philosophy?

Guest satisfaction stands on top of the management team's objectives, where together with our staff, we engage with customers to deliver outstanding service. This

ensures we create a lasting impression and can welcome back repeat guests.

What makes your hotel memorable and unforgettable?

Our team is among the most authentic, inviting and engaging teams one can experience. Their warm care of all our guests needs, makes sure that their stay in Dubai is a life-long memory. Offering luxury décor with attention to detail when making up our rooms, we look after each guest's individual needs to make their stay unforgettable.

What will guests rave about to their friends and family?

Our exquisite taste, choice and quality of restaurant meals are outstanding. In our Fusion speciality restaurant, guests can experience five different cuisines and specialty chefs from each region. The Friday brunch held in Fusion, offers an incredible variety of dishes and desserts, enough to entice anyone's palette.

Furthermore, Red Diamond, the all-day dining restaurant serves a delicious, hot International buffet daily, for breakfast, lunch and dinner, making Red Diamond an interactive dining destination one of the finest in Dubai.

What is the atmosphere of your hotel? What types of guests does it attract?

The Ghaya Grand hotel is an international 5 star deluxe hotel where one can find guests from all continents. We lodge guests from Dubai and all other Emirates, as well as from Europe, Asia and America. Business travellers, families, friends and couples can all be found here and are welcomed by our smiling team.

What makes your hotel a destination within itself?

Great recreation facilities are a major attraction for all guests. An adult and children's swimming pool, tennis court and a Spa center keep you active and relaxed throughout your stay.

Not to mention the choices in our restaurants, which invite you to explore international kitchens, 24 hour lobby lounge

and a rooftop terrace lounge, sure to please in the evenings when the sun dies down.

We have one of the biggest room type options available to guarantee relaxation, from our luxury suites that have an in-built jacuzzi, to our Executive rooms that include access to our Executive lounge with snacks and drinks available throughout the day. Alternatively, the fully equipped apartments, studio, one or Two bedroom, allow guests to cook, relax on the sofa and feel at home, away from home. We also provide outstanding meeting facilities for company and training events, including a banquet hall for larger events.

Do you have a favourite meal in your restaurant?

A definite highlight is the Fusion Restaurant's Japanese Live cooking station. Their Sushi is simply a delight, with fresh produce, carefully selected ingredients and many happy, returning guests!

What is the best way for guests to "arrive in style" to your hotel?

The Ghaya Grand Hotel has a dedicated Limousine company, which delivers outstanding service. All transportation requirements are easily arranged by their friendly team.

If we are informed of any special occasions in advance, we will do our utmost to deliver an exceptional and personalised service, be it for a birthday or honeymoon celebration.

Do you provide any welcoming or parting amenities to guests?

Our guests are welcomed with a choice of fresh juice or a water, giving them a refreshment after a long flight or road-trip, so they can feel at home in their new home in Dubai.

Can you recommend other destinations/hotels that your guests should consider combining into a trip when visiting your hotel?

INTERVIEW WITH

CHEF MANJUNATH MURAL

Fransisca
 Marketing Specialist
 FoodCult Pte Ltd
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Chef Manjunath Mural is the first Indian Executive chef to score a Michelin star for an Indian restaurant in Southeast Asia.

As Executive Chef of Song of India, a modern Indian restaurant that features regional flavours across India, he was recognised for his decades of hard work in 2016 when the restaurant was awarded one Michelin star in Singapore

This award also fulfills Chef Mural's lifelong dream and vision to present Indian cuisine at its pinnacle on an international level, where it can be understood, accepted and respected on the same platform as haute French cuisine.

He shares, "Indian cuisine has a depth of history, tradition, ingredients and techniques, yet it is still considered 'niche' and often kept to the 'family-restaurant' in many parts of the world. I have often asked myself why. My dream is to share my style in presenting Indian cuisine in a way which is relevant to the diners across the world, and haute Indian cuisine will one day be as accepted as haute French dining. Earning a Michelin star is just one way of working towards this dream."



1. Why you have chosen chef as a career?

I came from a family background of doctors. Choosing a different career was hard. And I have to admit; it was my mother who has been very supportive throughout my career, while it took my father some time before he accepted this as being a chef is still not considered a respectable profession back home. I still remember the day I went for the interview at the hotel IHM. My mother was sick, and before leaving home, I shared a meal, i.e. daal-chawat that I cooked for her. It's my mother who inspired and who also gave me the inspiration and motivation to go on chasing my dreams in this culinary profession.

2. What motivates you to live a tough life as a chef?

My guests are the primary motivation for me. I am

passionate about cooking; I feel happy when the guests are satisfied with the food and appreciate our effort. That satisfaction drives me to strive better and continue my creations through cooking, and appreciations allow me to sleep in peace. I also want to play my part in bringing Indian cuisine onto the international stage.

If you think about it, why is it that French cooking can be elevated into fine-dining and haute cuisine? Why do people want to pay so much for this, but when it comes to Indian cuisine, they think twice?

So my motivation is to do all I can to bring the culture, techniques and flavours of true Indian cuisine to the world. I may adapt the presentation and infuse flavours, but the heart of it is authentic Indian cuisine.

3. Why you thought of working with Molecular gastronomy? What's the future of the same?

Authenticity is crucial to me; I do not play too much with the taste. People know and understand the classic Indian dishes, and keeping the taste is the purpose of authenticity.

I use contemporary ingredients and work mostly on the presentations. Molecular gastronomy is a way which I can present classic Indian cuisines in a modern interpretation.

4. What are the modern practices in cooking? Do we still carry the traditional cooking?

Refining Indian cuisines such as curry, kebabs using ingredients that are not commonly used in Indian cooking but keeping the taste authentic.

5. What inspires you? How do you come up with ideas for the dishes in your kitchen?

Challenge inspires me. The challenge of refining my food and researching new ways to create satisfactions for my guests excites me and gives me the inspiration to create new recipes, using a new method of cooking and preparations. The research and work that I put into the menu for the food are fun and inspirational.

I have been living in Singapore for a while now, my travel to the neighbouring countries also inspired me quite a fair bit. Each country such as Indonesia, Thailand and Vietnam are using a lot of spices in their cooking. When I travel, I learn about the spices and traditional method that is used to create a recipe. For example, 'sambal' from Indonesia, the country consists of 27 provinces, and each province has its own style of cooking the sambal. I like to take this knowledge back to my kitchen and experiment with new influences.

6. Which is your popular dish from your menu, and why?

One of the guests ultimate favourite from my menu is Chicken Tikka Khas Makhni, Spring chicken tikka in an oven baked tomato gravy; commonly known as butter chicken.

I use a different way of cooking this dish as compared to the traditional recipe. There is a gentle smoky finish to

enhance the flavour of this dish.

7. You have worked with various chef's, who has influenced you the most and why?

Sanjeev Kapoor, an Indian celebrity chef who has gone international. I first met him when I was a young trainee back in India. He is a passionate man, and his respect for traditional Indian cuisine has inspired me. I wish to take Indian cuisine globally, by making it more approachable and modern for people.

8. What tips would you suggest to budding chefs at Institute level?

For the young chefs, I would like to share my experience of bringing Indian cuisine overseas. It is important to have a mentor who can inspire and drive the young talents.

9. Your view on Academic- Culinary Industry Interface.

I still remember my academic training during culinary school. It has taught me a lot of valuable lessons, but the learning should not stop there. There are a lot of other outside factors that influence the ever-changing dining scene. It is also important to understand the significant role that the hospitality industry plays to support the change in the industry.

10. Your opinion on the importance of culinary research.

Culinary research is indeed very necessary. I continuously work on my research on how to improve my cooking techniques, food preparations to be able to stay creative and improve the quality of the food. Also, it is important to understand the fundamentals and the unique ingredients that each place has to offer locally. I feel that there are a lot of underrated Indian products with excellent quality that should go out to the global market.



HOTEL HOSPITALITY INDUSTRY NEW AND CURRENT TRENDS YOU SHOULD KNOW ABOUT

Munish Sharma
Executive Housekeeper
Marriott International UAE



As a hospitality sector business, you would like to stay **in-sync with the latest trends** in the global hospitality industry. This is rather important since trends that are increasingly engaging attention soon can become a standard demand from your hotel guests. Following are some of the new hotel trends that are making their presence felt across the globe. Read about these to decode how they might affect the type/range of services you offer or how you manage your hotel.



1. More Emphasis on Hotel “Lobbying”

Perhaps, hotels are realizing that merely having a decorated lobby isn't sufficient to gain customer loyalty or guests are seeking more, inside-the-hotel time—either way, the hotel lobby is fast making a comeback as an important section of the hotel environment. Mobile recharging consoles are on the rise.

Vibrantly-colored interiors along with free access for checking emails are also being offered. While bigger hotels can afford to offer docking stations for iPhones too, smaller hotels are attempting to ensure that eat-as-you-move kind

of snacks/drinks is offered in their lobbies.

2. Mobile-Enabled Frontdesk Management

Hotel-owners, irrespective of their scale of operations, have understood that using Hospitality Management Systems to fast-track their operations is on the verge of becoming a standard, industry feature.

However, many of the Hotel PMS Systems offer restrictive features. They don't seem to understand the demands of hotel property managers who are on-the-move.

Yes, just like an enthusiastic traveler, many hotel-owners and hotel managers need to move about too. This includes searching for better vendors, checking-out new locations, attending industry seminars, finalizing deals with travel agents or supervising their marketing efforts.

The point is that such people were feeling restricted by Hotel Management Software that didn't allow outside-the-premises connectivity with their business. This problem seems to have caught the attention of progressive, Hotel Software System providers.

This also suggests another, arising trend in the hospitality business though it is removed from the hotel-stay aspect, i.e. arrival of more robust Hotel Property Management Systems that maximize ROI and offer a bigger range of features.

3. Increasing Surcharges Becoming a Norm

This might bring an instant smile to your face. Amenity fee has almost become a norm across many US hotels. Now, housekeeping surcharges and luggage storage

surcharges are also being levied.

If you fear that this might drive away your clients, don't do it just for the sake of adding a few more dollars to your daily revenue. However, this means that you can look forward to inflating your bill marginally as this practice gains more acceptability.



4. Welcome to the Age of Pump Dispensers

Pump dispensers in bathrooms might not be the best news for folks who like those tiny, carry-away bottles of hair conditioners, lotions and shampoos. For hotel-owners, the growing trend of pump dispensers essentially means lesser expenditure and manpower for replacements/refills. Guests are likely to waste lesser with dispensers. You might not want to jump on to this trend though it does offer the lure of some immediate savings. Some of your guests might love the neatly-wrapped soaps on the counter top that lends a personalized touch to your service.

5. Tubs Might not be the Choice as You Plan Ahead

Recently-renovated or newly-opened hotels are indicating a strong preference for showers over bathtubs. This isn't applicable to the budget hotels only. Even luxury brands opine that business travelers have a fondness for showers. However, hotels catering to families are still likely to continue with the flexibility of offering a shower and a bathtub. If you plan to do away with bathtubs in some rooms, you might want to inform your guests about this.



6. Electronic Check-ins

It seems that the era of Smarter (Electronic) Check-Ins is upon us. However, this feature is presently restricted to hotels with bigger, fatter pockets. Most of them are offering it as a part of "Preferred Guest" services. Some people like this for the niche treatment they get rather than the ease of checking-in that is supposed to be the actual feature.

What is an Electronic Check-in? Guests registered as Preferred/Privileged customers are sent key cards equipped with the latest of identification technology that uses radio frequencies. On the day of guest's confirmed arrival, a text message is relayed to his mobile device, carrying basic details like room number, timing, etc (credit smith). Upon his actual arrival, the guest doesn't need to confirm his stay at the Frontdesk. He simply moves to his room and uses the key-card.

Most of these hospitality sector trends are rather encouraging for hoteliers. Further, the booking/reservations volumes are on-the-rise despite the negativity emanating from the Euro crisis. With increased reservations and more business intelligence technologies, like Hotel PMS systems, being offered, the 2016 Hotel Industry Outlook seems encouraging!

*"In the cherry blossom's shade
there's no such thing
as a stranger."*

— Kobayashi Issa

15 FACTS ABOUT THE HOSPITALITY INDUSTRY TO LEAVE YOU SHOCKED AND ASTONISHED

Sumit Joshi
Assistant Professor
Amrapali Institute of Hotel Management, Haldwani

1. Tallest hotels in a city

6 out of the top 10 tallest hotel in the world exists in one city. Yes, you guessed that right. Dubai has over half of the top 10 tallest hotels in the world. JW Marriott Marquis Dubai is the world's tallest hotel having 76 stories. This twin tower standing tall in Dubai, United Arab Emirates is 355 meters tall.



2. Total number of hotel rooms in the world

Total number of rooms worldwide is expected to be around 15.5 million as per the Intercontinental hotels group report.

3. City with the Highest Average room Rate

Many would believe that New York City; the city so nice, they named it twice, would take the trophy for this one. However, the city that has the highest average rate is Geneva, Switzerland. A room can cost almost \$308 on average per night. Phew!

4. Most expensive Hotel room

The royal Penthouse suite of Hotel President Wilson in Geneva is considered to be the most expensive hotel room in the world. Average price per night for this room is a whopping amount of approximately \$61,000- \$84,000.



5. Most visited country

France is the most visited country in the world . It attracts more than 80 million visitors annually. This might not be surprising given the presence of scenic Alps, French cuisine, lovely destinations, best wines and eloquent people.

Europe and Asia Pacific regions are the key regions that attract the attention of the tourists each year and get highest sales by the tourism.

They have the most expensive accommodations, best-looking places, and friendly environment.

6. Priciest Rooms in the US

The Ritz-Carlton Central Park and Mandarin Oriental share a tie for the priciest room in the US. The rooms are expensive beginning from \$995 per night. You have to pay if you want to enjoy the luxury offered by these biggies of hotel industry.

7. US Hotel Industry Revenue

The hotel industry in the US is bringing in healthy revenue of over \$162 billion this year. Apparently, Americans are spending huge amounts of money on hotel and motel rooms on an annual basis.

8. Oldest Hotel in the world

Koshu Nishiyama Onsen Keiunkan in Japan is named as the oldest hotel in the world and is recorded in the Guiness Book of world records. The hotel is over 1300 years old. The ownership is held by the same family from over 50 generations.

While this is an interesting hotel industry fact, you would be amazed to know that hospitality can be traced back to pre-historic times.

Another interesting hospitality industry fact is that thermal baths that led to origin of spa was introduced by Greeks in around 40 BC.

Historical background of hospitality industry reveals more hospitality facts buried deep into the ages.

9. Cruise Ship numbers and destination

There are approximately 300 Cruise ships sailing which can accommodate over 300,000 guests daily. More and more hospitality professionals are finding the Cruise ship job options interesting and satisfying.

Caribbean has been the most popular Cruise destination over the years.

10. Worldwide Hospitality Industry Revenue

The global market is generating revenue worth \$830 billion approximately through the hospitality industry.

According to hotel industry statistics, the revenue of the global hotel industry is increasing day by day. The hotel industry alone has been predicted to have the annual revenue of about \$550 billion in the year of 2016.

The revenue of the industry, five years ago was \$457 billion in 2011.



11. Most interesting Cruise ship

"The World is one of the most interesting cruise ships. The travelers are permanent residents and the ship is on a voyage since 2002.

12. Hotel Managing as career option

There is a reason behind why hotel managing is becoming a favorable career option. They are believed to earn a whopping \$57,250 approximately on an average.

13. Men and Women ratio in hospitality industry

This is one of the key facts about the hospitality industry. You would be surprised to know that the hospitality industry has more women working for them than men.

14. Business or Pleasure

Statistics show that as compared to business trips, there are more rooms booked for the purpose of travelling and vacationing. This is not surprising though. We all prefer travel to business. Don't we?

15. The World's Largest Hotel

Malaysia takes the cake for hosting the largest hotel in the world. First world hotel Malaysia is said to have around 7,351 rooms. The rooms are priced between \$12 to \$83 on average.



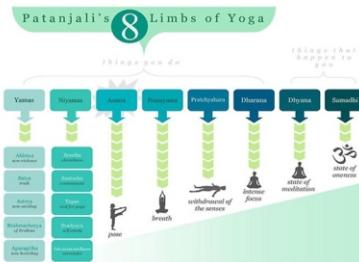
As an update to this hospitality industry fact, the largest hotel tag would soon be taken away from this Malaysian hotel.

Abraj Kudai Hotel in Saudi Arabia would be opening in 2018 that would have around 10,000 rooms and over 70 restaurants. Amazing, isn't it?

YOGA FOR YOUTH

Jetha Bhai Dinesh Goel
SPA Manager, Six Senses, New Delhi

Y = You + Youth
O = Organized + Opportunities
G = Glocal + Great
A = Achievement + Aim



The vision of our country lies in the hands of our youths. They are filled with tremendous and towering ambitions. It will be a great wastage of human resources if these youths are not given an opportunity to exercise their talent. Youth is the spring of life. It is the age of discovery and dreams. They have the power to transform the nation into a better place. They also have the ability to lead their fellow citizens into the right direction. Youths are fighters. They fight for an identity in society, equality, the homeless, bullying, unemployment, exploitation, poverty and other problems which the world faces today. All of them hopes for a world full of opportunities, so great minds can conquer them and become better individuals. They need good morals and values to handle conflicts in a positive way. We have aspiring doctors, entrepreneurs, scientists, and who knows; maybe the next president.

Yoga is an ancient holistic wisdom of India. It has been originated before thousands of years. In the science of yoga, there are definite branches that control the functioning behaviors and receptivity of the brain. Although the brain is a highly capable instrument of knowledge, this capacity sometimes undergoes period of recession. There is great misunderstanding about yoga it says that yoga is only for women, old people but yoga has more to do evolution of the human mind and body.

Why yoga is very helpful to development of youth. We will see some example.....

When you want to proper a garden, grow flowers & trees. What do you do? Do you sprinkle seeds? Many people might do like that, but nothing would grow. First you have to prepare the seeds, make it soft and pull out the weeds then

you can saw the seeds and they will grow into nice flowers and fruit bearing trees. The same law applies to the human mind.

If we want proper growth of our mind so in initial stage means in school or college level we should give yoga practice. Yoga effects tremendously for the growth of youth. Yoga is of course a means to supreme well-being whilst teaching yoga at school or college level we must not forget that foremost aim of teaching is to enhance learning then assuredly. Yoga is art of right living, it works on all the aspect of person like Physical, Vital, Mental, Emotional, Psychic and Spiritual.

Below is the information of traditional information of Yoga Philosophy

The Eight Limbs (The Core of Yoga)

The practice of yoga is an art and science dedicated to creating union between body, mind and spirit. Its objective is to assist the practitioner in using the breath and body to foster an awareness of ourselves as individualized beings intimately connected to the unified whole of creation. In short it is about making balance and creating equanimity so as to live in peace, good health and harmony with the greater whole. This art of right living was perfected and practiced in India thousands of years ago and the foundations of yoga philosophy were written down in The Yoga Sutra of Patanjali, approximately 200 AD. This sacred text describes the inner workings of the mind and provides an eight-step blueprint for controlling its restlessness so as to enjoying lasting peace.

The core of Patanjali's Yoga Sutra is an eight-limbed path that forms the structural framework for yoga practice. Upon practicing all eight limbs of the path it becomes self-evident that no one element is elevated over another in a hierarchical order. Each is part of a holistic focus which eventually brings completeness to the individual as they find their connectivity to the divine. Because we are all uniquely individual a person can emphasize one branch and then move on to another as they round out their understanding.

In brief the eight limbs, or steps to yoga, are as follows:

- 1. Yama : Universal morality**
- 2. Niyama : Personal observances**
- 3. Asanas : Body postures**
- 4. Pranayama: Breathing exercises, and control of prana**
- 5. Pratyahara : Control of the senses**
- 6. Dharana : Concentration and cultivating inner perceptual awareness**
- 7. Dhyana : Devotion, Meditation on the Divine**
- 8. Samadhi : Union with the Divine**

The first two limbs that Patanjali describes are the fundamental ethical precepts called yamas, and the niyamas. These can also be looked at as universal morality and personal observances. Yamas and niyamas are the suggestions given on how we should deal with people around us and our attitude toward ourselves. The attitude we have toward things and people outside ourselves is yama, how we relate to ourselves inwardly is niyama. Both are mostly concerned with how we use our energy in relationship to others and to ourselves.

The yamas are broken down into five "wise characteristics." Rather than a list of dos and don'ts, "they tell us that our fundamental nature is compassionate, generous, honest and peaceful."

MEANING OF YOGA

YUJ = SAMADHI

Means: - Tracing the source of consciousness

The ultimate goal of yoga is "SELF REALISATION"

DEFINITION OF YOGA

There are thousands of definitions globally but I will make it very simple for all of you.

"Yoga is to be aware about our physical, mental and spiritual aspect of well being through various practices"

TRADITIONAL BRANCHES OF YOGA

BHAVANA YOGA

- 1. Bhakti Yoga**
- 2. Karma Yoga**
- 3. Gyan Yoga**

PRAN SAYMAN YOGA

1. Hatha Yoga

"HA" means "SURYA" and "THA" means "CHANDRA" By doing various practices to bring the balance between HA and THA are known as Hatha Yoga also to purify the body in the flame of Yoga Fire.

2. Laya Yoga

The term LAYA means dissolution, melting of Karmic conditioning and limitations that have occurred as a result of various occurrences and incidents, which took place in the course of one's entire life.

3. Mantra Yoga

Recitation of particular words and right way in the form of Slokas, Prayer etc. to create vibrations and make the balance of cosmic energy in the body.

4. Raja Yoga

Achieving the highest goal of yoga with higher practices of Yoga such as Pratyahar, Dharana and Dhyan.

MODERN SCHOOLS OF YOGA

1. IYENGAR YOGA

B.K.S. Iyengar is the originator of this school of Yoga. It focuses mainly in achieving final posture with the help of different equipment's.

2. BIHAR SCHOOL OF YOGA

This is a combination of BHAKTI, KARMA and GYAN Yoga and Swami Satya Nand Saraswati is the founder of this school of yoga.

3. ASHTANGA VINYASA YOGA

This school of yoga follows the practice with flow and breathing practice and it focuses on strengthening the muscles. Shri Pattabi Joish is the founder of this school of Yoga.

A LIFE OF A HOTELIER

Saumya Bhatt
Asst. Professor
Amrapali Institute of Hotel Management, Haldwani

“I start my day with guest and end the day with guest”

- A Hotelier



Hotel life is full of twist & turns which can even make a Non Hotelier drool over. The excitement of opening the day with new people and new faces make Adrenaline go wild. The early Academic life may be full of theory & sometimes monotonous discipline but comes the life of an Hotelier and off they went!

On the more realistic note, just like any other profession it demands a lot of dedication & more importantly HOSPITALITY. There are lot many prestigious Hotel management Institution in our country dedicated to this profession. Some names like PUSA, OCLD New Delhi, Amrapali Institute of Hotel Management etc immediately spring to the mind. They have maintained a steady churn out of outstanding candidates all over India. The real wing to the student imagination is however achieved when he becomes a FULL BREAD HOTELIER.

The professional outfits, refined manners and an all conquering smile make an Hotelier class apart. The

normal day in a professional life begins on a high energetic note with all of types of guests coming up. It is often said that- “Life never comes to a standstill for an Hotelier” because the life style involves dazzling parties, lot of fun and plenty of exciting times. As compared to other profession there is so much to look in the professional calendar of an Hotelier. The Holidays may be few and far between but celebrations are never far away as the festivals are celebrated with high creativity and spirit of togetherness. Peak hours provide a definite challenge which can work both ways. A true Hotelier always looks forward to these challenging condition and form a strategy to deal with it. At lower level perks are quite frequent which provide additional incentives. The overall ambience of a FIVE STAR Hotel itself makes one feel upbeat & buoyant. The nature of the job is such that it always throws new challenges and even newer solution.

In a nutshell, the job of Hotelier is full of infinite possibilities particularly in a developing country like India. With Globalization at its peaks and India at its commercial best, hotel management as a profession is here to stay for a long time. So fasten your belt and gear up to the exciting time ahead.

“Eating, and hospitality in general, is a communion, and any meal worth attending by yourself is improved by the multiples of those with whom it is shared”

— Benjamin Franklin

DO YOU THINK CRACKING AN INTERVIEW IS EASY - CHECK THIS OUT

Ritu Pandey
 Associate Professor
Amrapali Institute of Hotel Management, Haldwani

Interview—one of the most dreaded words in the English language for job seekers young and old. Do your hands begin to tremble or do you break out in a cold sweat when you hear the word? You're not alone.

Could there be a more difficult situation than walking into a room with one or more strangers, sitting in what feels like a criminal interrogation spotlight, knowing your every word and gesture are being evaluated, while attempting to appear to be composed, confident and professional?

As you head out the door for that next important interview, don't forget to pack one of the most powerful business tools available: ETIQUETTE. Your etiquette and people skills can make the difference between an adequate performance and one that will launch you to level 2 of the hiring process.

Your attitude and behavior toward others are as important as your resume, experience, training and technical abilities. Too many job candidates spend more time worrying about the margins on their resume than their manners, and they fail to realize that employers are selecting individuals who have not only job-related experience, but who they believe will be a good fit in their business family. They are looking for the human qualities that make the difference in business relationships: courtesy, respect, trust and reliability. Manners and respect are the underlying foundation of good relationships, and good relationships translate to business success.

How do your manners measure up? Here's how to outclass your competition by avoiding some of the mistakes that have derailed job hunters from reaching their goal.

1. NO DO-OVERS IN FIRST IMPRESSIONS

You have 5 seconds to make a first impression in most

situations. In a job interview you're given a bit more time to shine—approximately 30 seconds. Since there's no rewind button to undo a false start, don't blow this opportunity to cement the image you want to leave in the minds of each and every member of an interview team.

You are on stage from the moment you walk into the building where the interview will take place. Smile. Be enthusiastic. You may be riding on the elevator with the head of your interview team. Turn off your cell phone or BlackBerry before you enter the building. When you arrive at the office where the interview will take place (and never more than 10 minutes early), politely introduce yourself to the receptionist, and sit at attention in the waiting area –no cell phone, BlackBerry, magazines. Stand and shake hands with the person who comes to escort you into the interview.

Enter the interview room with enthusiasm and energy, both of which can help to mask your nervousness. Smile, make eye contact, and try to maintain an open posture (line your shoulders up with the shoulders of the person you are meeting) as you shake hands with each individual in the room. If possible, walk around the side of the table or desk to shake hands; try not to have a barrier between you and the person you are meeting. Introduce yourself using your first and last name as you shake hands (at least to the first person, if there are several people on the interview team), and, say your first and last name as you shake hands.

2. AVOID WARDROBE MALFUNCTIONS

Always dress up and dress conservatively for a job

interview. Even if you are applying for a job behind a steam table in a fast-food restaurant or in the relaxed environment of an IT company, this is a strategy that works. Remember how your parents told you to dress up to go to church or to visit Grandma? Their reasoning was that we show respect for an organization or an individual by dressing up. Your polish indicates that you think the interview and potential employer matter and that you respect them and the situation.

3. DON'T UNDERESTIMATE THE POWER OF A SMILE

I was invited recently to conduct mock interviews in one of the organization. One of my subjects participated in a 30-minute session without smiling once. I had reviewed his resume the day before and knew that he had begun a career in banking in his European homeland, so I was prepared to be impressed when I talked with him. But his frown became my focus, as I tried to analyze him. Was he mean, mad, nervous, psychotic, disappointed that his interviewer was a woman? This guessing game distracted me from his answers and from his credentials. In my evaluation at the end of the exercise, I discussed this with him and learned that in his culture, a business professional is trained to have a serious demeanor in order to be taken seriously. I quickly explained that this is not the case in the North American business environment. A smile shows not only confidence, but a pleasant nature. It invites others to get to know you. Remember that not only is an employer filling an opening in a workforce, but is filling an opening in a business family.

4. BODY LANGUAGE SPEAKS VOLUMES

Employers interpret your attitude and interest in the job vacancy and in their company through your body language, just as they do from your smile and your words. Sit up straight and plant your feet firmly on the floor during an interview. You may think that a relaxed pose will show your confidence, but it shows, instead, a lack of respect or interest. Don't sit with both hands in your lap beneath the table—you will look like a nervous child. Rest an arm on the

arm of your chair or on the table.

Make eye contact and maintain an open posture. This means aligning your shoulders with the shoulders of the person to whom you are speaking, whenever possible. Do the best you can in a situation where a number of people are interviewing you. Do not fidget in your chair, cross your legs, or wring your hands, and try not to use too many hand gestures. Hold a pencil or a pen if that helps to control your nervousness.

5. MASTERING THE ART OF MEET AND GREET

How you greet people reveals a great deal about you—your confidence, your attitude, your polish. Learn to give a good handshake. Begin with your hand parallel to the floor with your thumb pointing to the ceiling, and go all the way into your partner's hand until the space between thumbs and index fingers touch. Wrap your thumb and fingers all the way around your partner's hand and squeeze assertively—not painfully—and shake 3-4 times. Always stand for a handshake in business, and in a North American business environment the space between partners is approx 2 feet (more when meeting Asians, less when meeting Latin Americans or people from the Middle East.) Never have your left hand in a trouser pocket when shaking hands, and don't feel obligated to return a double handshake (left hand placed over the two hands shaking) or a pat on the upper right arm. Make no comment about a handshake that does not come off perfectly.

Maintain an open posture when shaking hands, smile, make eye contact, and say your first and last name. When meeting someone for the first time, always try to say their name as you shake hands and use an honorific (Mr. Ms., Mrs., Dr., Gen.) and their last name. These rules apply to both men and women in a North American business environment. When meeting people from other countries, you need to research cultural differences in order not to offend others or embarrass yourself.

6. WHAT'S IN A NAME?

People love to hear the sound of their name, so use names when you meet interviewers and when you say goodbye.

It is not necessary to sprinkle their names throughout the interview: "That's an interesting question, Mr. Davis" will seem artificial and cloying if said more than once. Because you may be nervous when entering an interview room, you may not hear and remember all of the names of the people you are meeting for the first time. Instead, when you are contacted by the interview scheduler, ask for the names and titles of the individuals who will be interviewing you, and write them down in the notebook or portfolio that you will carry to the interview. Memorize this list. Then, when you enter the interview room, you can use an individual's name when you shake hands: "Good morning, Mr. Peterson. It's a pleasure to meet you." And always use an honorific (Mr., Ms., Mrs., Dr., Gen.) and last name when meeting someone for the first time in business. When introducing yourself, either in person or on the telephone, use your first and last name.

7. TABLE TALK

After you shake hands with all of your interviewers, stand behind a chair until you are invited to sit down, or politely ask where the interviewer would like you to sit. When you take your seat at an interview table, do not place personal items on the table—no cell phones, Blackberry's, handbags, briefcases, water bottles or coffee cups. All of these things should be placed under your chair or on a chair beside you. You may place a portfolio or notepad and pen in front of you. If a beverage is offered, decline politely. Remember to sit up straight with both feet planted on the floor.

8. FOR WHOM THE BELL TONES

If, for some unavoidable reason, your cell phone or Blackberry rings during an interview. Do not look at the display window and do not answer it to explain that you cannot talk at that moment. Reach down (because your cell phone is in your bag under your chair) and hit the "off" button immediately. Look at the interviewers and say sincerely. "I'm so sorry. I was so caught up in preparing for my interview that I forgot to turn it off."

9. EXIT STRATEGY

When the interview is over, reiterate your interest in the position (if sincere), and thank the group for spending time with you. You may ask about the time frame for filling the job and notifying candidates. Make eye contact, shake hands with everyone in the room and try to use the name of each individual as you shake hands. If possible, stop in the outer office to thank the individual who greeted you when you arrived or who escorted you into the interview room. This is not a strategy, just good manners. Keep a smile on your face and your cell phone turned off until you leave the building.

10. POST GAME PLAY

Write and mail, a thank you note to each person on the interview panel within 24-48 hours of the interview. You will have collected names and titles when the HR or company representative called to set up the interview, or you may ask the receptionist for this information as you leave. You may contact the HR department or the interviewer for a status update on the hiring process once the prescribed period of time has passed. You may send interviewers a quick email thank-you message if you believe that your note will take a long time to reach them, but a hand-written note shows your good manners. Don't underestimate the power of people skills in an interview. When interviewers like you, they begin to "pull" for you to do well, often without knowing they are doing so. Some interviewers will explain questions more fully, help you along when you are searching for a word or an example to answer a question, and they become more relaxed in how they pose questions and rate your answers. All of these things can help you to succeed in your interview. This emphasis on etiquette and people skills is not intended to diminish the importance of a strong resume and solid work experience, but to underline how people skills can give one candidate an edge over another.

Wish you all the best!!!

SPARKLING WINE OF MONTH

Brijendra Singh Mehta

Asst. Professor

Amrapali Institute of Hotel Management, Haldwani



2011 Willamette Valley Brut Rosé

A blend of pinot noir and pinot meunier (70/25) with a dollop of chardonnay, this attractive sparkler has the colour of an

orange rose. It has a citrusy scent overlaying white cherry flavours, with a sour lees accent that gives the wine freshness and tension.

WHITE WINE OF MONTH

2014 Margaret River Heytesbury Chardonnay Virginia Willcock selects this wine from the top-performing blocks of the Holmes à Court family vineyards, three sites in Wilyabrup on gravelly loam over clay. She ferments it in barriques without added yeast, and does not encourage malolactic, sustaining enough brisk freshness to handle the richness she's attained through nine months of lees stirring. Willcock's masterful work with oak is apparent in the reductive aspects in this wine, the kind of sulfuryminarity you might find in a young Burgundy. Here it points up the cool fruit flavors and a salty note in the finish. The texture is broad and substantial, and then the wine narrows and tightens, lasting on an umami savour of roasted veal and brighter hints of flowers.



WHITE DISCOVERY

2014 El Dorado Sluice Box A wild blend of vermentino,



picpoul, grenacheblanc, marsanne and roussanne grown at 2,800 feet of elevation, this gets its cloudy golden hue from extended skin contact. It's resolutely savoury, with flavours of carrot, turmeric and salt that last with a spicy and commanding persistence, yet there's a refreshing florality

at the end, an orange blossom scent that rises up out of the clay-like tannins. Hunter Hammett of *Jardinière* in San Francisco suggested matching its intense personality with oily fish, like mackerel.

RED WINE OF MONTH

2011 Fort Ross-Seaview Estate

Vineyard Syrah Planted in 2005 on a ridge less than four miles from the Pacific, the Red Car estate is a cool spot to grow syrah, and the 2011 vintage was especially cold. Still, the vines managed to harness just enough sunshine to grow a bright, elegant wine from the vineyard's sandstone-based soils. After four years in bottle, it's in a lovely place, with a graceful, lively presence that's seductive rather than impactful, its vivid aromas of bay leaf, cassis and green olive surprisingly persistent given its featherweight structure.



RED DISCOVERY

2014 Barossa Valley Thiele Road Vineyard Grenache

Jason Schwarz's great uncle planted the Grenache vines at his family's vineyard just southeast of Vine Vale in 1946. Schwarz, who started his career in wine marketing, later returned to Barossa to learn how to make wine. He convinced his father to sell him some fruit in 2002, and has been making wine from the family's vineyard ever since. This 2014 is a happy wine, from its crisp red fruit to its racy tannins. Its beauty may be simple, but there's nothing bluntly fruity or tannic about it. Just the taste of deliciousGrenache, a little earthy, a little rich and hard to resist.



A TOURIST OR A TRAVELER

Swati Mahara
Faculty of English
All Saint's College



If you ask me I would say there's a difference between being a tourist and a traveler. A traveler is a person who is bitten by a bug called "wanderlust". He loves visiting and experiencing new destination without causing any kind of disruption or chaos and leaving that place as it was the first time he visited it. Indians (in my experience) only make terrible tourists. Not North Indians, not South Indians, just Indians. North Indians usually get the blame for being uncouth (which they generally are), South Indians aren't always exceptionally great either. The first thing that strikes me about my countrymen is how indifferent we are towards our country, let alone abroad. Compare that attitude with a foreigner who has travelled farther to visit our land. That "firang" would show more respect and affection towards what's geographically ours. We, on the other hand, will display our endearment by littering beautiful places. Don't we enjoy spreading love in the form of plastic? We don't even spare the hills. How difficult can it be to let a place stay the way it was before you entered the scene? Seriously!

Being a local pahadhi, born and brought up in Nainital, I've

seen how some of the narrow streets and their narrower gutters in Nainital were filled with polythenes of varying sizes. Yes, one can point out that not all of the mess could be created by tourists alone, blame should fall on the locals too. Agreed! Especially the hotel and restaurant owners in Nainital, who fail to understand their social responsibility. But, going by my observation, it's difficult to share the blame. I've seen how the local pahadhis are in love with their beautiful little town. Their simplicity is too apparent to be overlooked and they are too calm a species.

One of the finest examples of the tourists' lack of social ethics could be noticed in the manner they behave on the road. These tourists, despite knowing very well that they don't really have the knack to maneuver their vehicles on topsy-curvy bends, flock their four-wheelers up the hills. And in the process, end up creating massive traffic jam. When I visited Nainital last time, the worst part was to witness a tourist taking a turn at the speed of 1km/hr and honking while he's at it. I mean, what the heck is wrong with us? Why can't we just let the expert pahadis drive and earn their livelihoods (not to forget, curb air pollution) instead of creating a public joke of ourselves? Speaking of honking, if there is a traffic jam, you can be dead sure that the local drivers won't touch their horn while the tourists will go ballistic with their impatience.

It's high time we Indians inculcated some civic sense and stopped making a joke of ourselves and the places we visit.

"There is no hospitality like understanding."

— Vanna Bonta

WITH RADIO, THE LISTENER ABSORBS EVERYTHING

Himani Sharma
Assistant professor
Amrapali Institute of Hotel Management, Haldwani



Media communication technologies are imperative for frontline investments for sustainable globalised tourism development indicators. The powerful effects of media communications can bring sweeping changes of attitudes and behaviour among the key actors in local, national and global tourism for peace, security and sustainable development. The social, cultural, economic, political and environmental benefits of tourism would usher in monumental and historic changes in the country.

Radio has been a long term accompanying partner for the promotion of tourism all over the country. Along with its long history of entertaining people and acting as a means of mass communication it has also been witnessed that radio in today's time is emerging as an exceptional tool to get connected with the masses at a wider scale. Many states like Kerala, Mumbai, Ahmadabad and Bangalore and the capital of our country i.e. Delhi has also adopted radio as a tool to sharpen their revenues coming from tourism sector by promoting the various tourist destinations among the people. In its efforts to gain attention of the domestic travel segment, tourism industry has found an effective ally in the ever increasing popularity of FM radios. They are tying up with the popular FM radio

service providers to promote the state to listeners in different places which actually turning out to be a favorable step towards the growth of the tourism industry especially in today's time where the youth is crazy for adventure and traveling.

Our state Uttarakhand can also take this as an initiative where in the radio stations can have programs where the radio jockeys visit and experience the exotic locales and broadcast their experiences to listeners in their respective cities, live, at least three times a day. The broadcast can be a great help to attract many listeners. This effort will grab the attention of the listeners to the beauty of a particular destination, something about the culture and specialties of the cuisine.

Many unexplored places in Uttarakhand can also become a point of attraction among the people.

Therefore, as per the changing scenarios of time where people have a very fast life and the youth consider traveling as the best recreation for them, radio can be utilized as a major hub to transmit the aura of beautiful travel destinations among all. Moreover it will become a pathway to promote tourism in different parts of the world, as it is rightly said; "travel is the only thing you buy that makes you richer".



OUR FRIENDLY NEIGHBOUR BHUTAN

Prableen Verma
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When I ask people what is their dream destination, a place that they would like to visit at least once in their lifetime, I get clichéd answers like Switzerland, London, Paris, Rome, Venice, Amsterdam so on and so forth. When people ask me what is my dream destination, I say BHUTAN and I often get that tight lipped smirk. They ask, why Bhutan? I say, Bhutan is no ordinary place, it sounds so magical, so mystical, like a *Shangri-La*. People may laugh at the thought of Bhutan being somebody's dream destination and those who do, are ignorant of the picturesque beauty of this small country and the simplicity of its inhabitants. Yes, not many of us, the so called urban travelers will have Bhutan as their bucket list destination. Lot many stories have been shared and told about the unspoiled beauty of Bhutan but hundreds of stories cannot explain the magic that resides in Bhutan, it can only be experienced.

Let me tell you what I know about this small and beautiful country. Nestled between Tibet and India, Bhutan is indeed a small gem worthy of discovery. The locals call Bhutan *Drukyl* which means the "Land of the Thunder Dragon". The national language is called *Dzongka* which is somewhat similar to Tibetan. Bhutanese government is a constitutional monarchy. One of the good things is that their former king, Jigme Singye Wangchuck decided to adopt democracy voluntarily; no protest and no bloodshed, simply handed the crown over to his son, Jigme Khesar Namgyel Wangchuck. I think he did it because he was educated in western stream and realized that the times of monarchy are beyond the horizon.

The population of this small country is about 700,000 and 70% of the country is a forest reserve area. English is

widely spoken and is used as a medium of instruction. The currency is Ngultrum (Nu for short). The national sport of Bhutan is Archery. Sale of cigarettes is illegal in Bhutan and it is the first country to ban the use of plastic bags in 1999. Wish India could learn something from Bhutan.

There are no traffic lights throughout the country. This nation has only one functioning traffic signal in Thimpu, its capital and people don't care to follow it because there are hardly any vehicles and if at all, they are not crazy about speeding. They have only 5 elevators in whole of the country! Of course people will say it's a small country with minuscule population but you can't overlook the serene simplicity they exhibit.

Bhutan's priority remains the preservation of its culture and environment, therefore it is careful not to allow tourism to



negatively impact them. Bhutanese government aims at attracting well-intentioned visitors by imposing a minimum tariff of US\$250 per day per visitor. It may sound exorbitant but it covers visa, accommodation, food, transportation and guide. The best part is that the Indian citizens are exempted from the minimum tariff rule.

Let's face it, we have the most terrible and dangerous neighbors in the likes of Pakistan and China and out of these sad next-doors, we have a gem in a country like Bhutan. We already share a friendly relation with Bhutan and our relation has more to do with heart than with bilateral ties. Bhutan as we all know is a hermit country, ruled historically by Kings and inhabited by calm Buddhist subjects. This country is known as one of the happiest countries in the world because more than GDP it works on its GNH (Gross National Happiness).

THE HEALTH BENEFITS OF SPICES AND HERBS

Akshat Rawat

Chef, Leela Ambience,Gurgaon

Tejwant Singh

Chef,The Oberoi Udaivilas

The culinary term "herb" is typically referred to the leafy green parts of a plant used for culinary purposes, meanwhile the term "spices" refers to other parts of the plant, including seeds, berries, bark, root and fruit used for the same purposes. Culinary herbs are distinguished from vegetables in that, like spices, they are used in small amounts and provide flavor rather than substance to food. Some plants are used as both a spice and herb. Herbs and spices have been an essential factor in health care through the ages in all cultures. They are prepared in number of ways to extract their active ingredients for internal and external use. There are a number of different systems of herbal medicine, the most important of which are Chinese and Indian (Ayurvedic) systems of medicine. All spices are medicinal and are used extensively in indigenous systems of medicine. Extracts from herbs and spices are used as infusions, decoctions, macerations, tinctures, fluid extracts, teas, juices, syrups, poultices, compresses, oils, ointments and powders. Many medicinal herbs used in Ayurveda have multiple bioactive principles. It is not always easy to isolate compounds and demonstrate that the efficacy can be attributed to any one of the active principles.

What are the seven super spices?

Spices and herbs are botanically classified as fruits and vegetables. And since they no longer contain the water that makes up a significant part of the fresh produce, spices and herbs offer an even higher level of antioxidants. In addition, spices and herbs also are rich in phyto nutrients, such as carotenoids, flavonoids and other phenolics, all of which possess health-promoting properties. Many spices

and herbs appear to have some beneficial effects, but here are the seven super spices with the greatest health-enhancing potential and tips to include them in your meals.

Cinnamon

Cinnamon is easy and versatile (and delicious!). "Put 1/2 to 1 teaspoon in your coffee grinds before brewing or stir into your honey to sweeten your tea," The health expert also recommends mixing cinnamon into yogurt or sprinkling it on oatmeal, stirring it into pumpkin or whipping it into smoothies. "Cinnamon is a great addition to sprinkle into a traditional PB&J, too. Make it extra healthy by using whole grain bread, natural peanut butter, and all-fruit preserves," Research suggests that these compounds may act like insulin in our body to help regulate blood sugar levels.



Oregano

Oregano a mini salad because "one teaspoon has as much antioxidant power as three cups of chopped broccoli (but don't ditch the broccoli – have both!)." Oregano is among the highest in antioxidants of the dried herbs and it goes seamlessly and flavorfully into familiar, everyday foods as well as new recipes. Oregano to commercial or homemade pasta or pizza sauce or even sprinkles oregano onto a grilled cheese sandwich. Used in "Sliced tomatoes become exceptionally pretty and tasty with a sprinkle of oregano, a grind of pepper and a drizzle of extra virgin olive oil."



Rosemary

The compounds in rosemary appear to help reduce inflammation in the body and inflammation is a trigger and indirect risk factor for many chronic diseases. Rosemary is also being studied for its role in heart health. Include rosemary in marinades for meats and tomato sauces as well as whole grain breads and rolls. And for the adventurous palate, try ground rosemary in cakes and sweet quick breads.



Turmeric

This bright yellow spice is commonly found in curry powder. Researchers are looking into the role of turmeric in brain health and protecting against cognitive decline associated with aging. In addition, curry is a heart-healthy condiment. Stir curry into egg salad, chicken salad and tuna salad mixes for lunch. Add curry to simmer sauces for poultry. Whisk curry into dips and even vinaigrettes for cooked vegetables.



Thyme

The role of compounds in thyme in relation to respiratory function. To get more thyme in your diet, whisk it in salad dressings and creamy dips, sprinkle it on cooked vegetables and fish, and include it in stir-fries or sautés.



Ginger

It may surprise you but one teaspoon of ginger has similar antioxidant levels as one cup of spinach. And ground ginger can be used in both sweet and savory dishes. To satisfy a sweet tooth, sprinkled onto fresh fruit slices or stirred into frozen yogurt or ice cream. For savory fare, ground ginger can be mixed with honey and heated to provide a sweet gingery glaze on steamed carrots or broiled salmon fillets. Ginger also livens up marinades and sauces. "Scientists are looking at the role compounds in ginger for digestive issues (nausea and others) along with its role in reducing pain."



Dried Red Peppers

Spices derived from red peppers include cayenne, crushed red pepper and paprika. In addition to adding fiery

flavor, these spices may just be a tasty friend to dieters, too. "Red pepper in its various forms is showing promise for enhancing metabolism, increasing satiety and potentially stimulating fat burning, too."



She recommends using cayenne, crushed red pepper and paprika to spice up hummus, guacamole, cottage cheese and even mashed potatoes. She adds, "Give marinades or dressings a kick with a little cayenne or sprinkle paprika onto fish for a tasty and pretty change."

How much of a spice or herb will deliver health benefits?

More than a dash will do you. Spices and herbs at every meal. However, there is not yet a specified amount. "Just like foods, it's not possible to provide a specific 'prescription' (like we do with medications) for [spices and herbs]," she explains. "Just have an herb and/or spice at every meal." Using more herbs and spices is also a tasty way to boost the nutrition of your diet because with the added flavor, you can cut the salt, fat, and added sugar in your recipes.

Do heating spices and herbs kill their nutritional potential?

"The science on spices and herbs and their properties and functions is still emerging." Researchers are looking into the effects of heat and preparation techniques and there is no official answer on whether or not certain compounds or nutrients are altered when exposed to heat or other practices. According to some research has suggested that heat may actually enhance the bioavailability (the ability of the body to absorb and use a nutrient) of certain compounds, while others may be potentially decreased. "It is likely that we will discover there are great benefits to be had from including herbs and spices along with other health-promoting super foods, regardless of preparation techniques."

Spice – and herb – ups your meals

To make it easy and delicious SpicesForHealth.com has a unique collection of tasty recipes and a variety of tips to get more spices and herbs in your meals. You can try a new healthy recipe every day or every week!

THE MISSING LINKS

Apporv Joshi
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माटू हमरू पाणी हमरू हमरा ही छन यी बौण भी... पतिरों न लगाई बौण, हमुनही त बचौण भी।"

Soil ours, water ours, ours are these forests. Our forefathers raised them, it's we who must protect them.

- Old Chipko Song

The snow peaks of The Himalayas,, cool windy breeze, ringing bells of temples are some of the eye catching features of the smallest and most prosperous state of India i.e. Uttarakhand. Despite of the harsh geographical and climatic conditions the rich traditions and liveliness of people of this state has given a special place in Indian Map. Uttarakhand has a higher percentage of Brahmins and Rajputs and so are there traditions and tradition rich foods. The knowledge of food is not only important for the development of any state but it is necessary to know about the values and traditions to move further and to cope up with the modern world. It is very much necessary for today's youth to know about the healthy food culture of Uttarakhand.

Archaeological evidence support the existence of humans in the region since prehistoric times. The region formed a part of the Kuru and the Panchal kingdoms (mahajanpads) during the Vedic age of ancient India. So the food remained very simple and rich. As Uttarakhand recently was one of the favourite sites for Britishers during the British rule, the food of Uttarakhand was not much or we can say a little bit touched by the outer traditions but it is the only state whose food is influenced by its local people. As the people became educated and literate they started trying other cuisines. As the state was not very much populated, the people from other states brought their traditions and food. As we the humans have a tendency for change and to try new ideas. The cuisine of Uttarakhand revolves round its festivals and traditions. Every occasion has its own food its own delicacies. The cuisine of Uttarakhand has two faces of coin, viz., the food of Garhwal(dominated by the

Rajputs) and the food of Kumaon (dominated by the Brahmins). The Rajputs were dominating in the area of Garhwal and they were in less contact with the Brahmins so they don't follow strict customs. The region of Kumaon was dominated by the Brahmins and all the communities were in close contact with Brahmins so they followed a rich food culture. The cooks were called rashyaar (रसयार) who were Brahmins who were given the responsibility to prepare food. Special dresses were worn during cooking the food which attains a high value for hygiene. A cotton dhoti or a saree was worn during the cooking. Today's Uttarakhand what we see today is an amalgamation of accumulation of different outer communities which kept on migrating towards Uttarakhand. The dishes of Uttarakhand are a real magic in their taste and nutritive value. The dishes are simple and rejuvenating and same time appealing to the palate. Uttarakhand has a vast repertoire of extraordinary traditional dishes that are missing in today's world. It all starts with the month of Hindu New Year with fasting and celebration. There was a tradition in Uttarakhand that from the start of festivals we started using wok and use of tawa or griddle is prohibited. But traditions started evaporating slowly giving way to new food habits due to the health concerns and taste concerns. As the food is not much eye appealing and spicy. Both the region i.e. the Garhwal region and the Kumaon region share similar food legacies but differ in their names. The food is greatly influenced by the state of U.P as Uttarakhand was once a part of U.P. The food is subtle to a quiet extent as it was not much intruded in the interior of both Kumaon and Garhwal region. As it is said the food

contained medicinal values, each and every dish of Kumaon and Garhwal region was according to the climatic conditions. There were specialised vegetables which are used in the cuisine of Uttarakhand, i.e., moola(round radish), gethi, tarudd(tuber root), use of white sesame seeds as well as black sesame seeds, bacchaa laai(leafy vegetable of mustard family), pahadi palak(as hak in Kasmir), gaderi ki sabji(a red variety of colocasia), pinaaloo(small tubers of gaderi), the patoriaas(leaves of colocasia as paatraa in Gujrati cuisine), Kumaoni kakdi(cucumber). There is plant called buraansh which is flourished by red colour flowers the juice of these flowers are of great medicinal values and useful in high blood pressure and heart disease. The traditions are dying very fast due to health concerns and time concern. People today are living very fast life and they don't have time to cook traditional foods or we can say that we don't have time to cook food traditionally. Nobody can wait for dubka(a curry made by puree of lentils) to cook for long hours in a jamura(a cooking iron wok without handles). The tastes and traditional methods both have vanished away because sil and lodha (pestle and mortar) has been replaced by electric mixers and grinders which grinds the taste as well as the identity of the dish. Following festivals were very popular and different foods were made during these festivals:

- 1. Samvatsar Pratipada:** Urad Dal Vada, Poori, Kumauni Raita, Chana urad dal, bhang ki chutney.
- 2. Harela(Kark sankranti):** Urad Dal Vada, Poori, Kumauni Raita, Chana urad dal, bhaat.
- 3. Raksha Bandhan (Janeo Punyo):** The only male dominated festival in uttarakhand. Kheer is specially made in this festival.
- 4. Ghee Sankraant (Olgia Sankraant):** Ghee (clarified butter) is specially taken on this day. Beruaa roti is made on this day and a pahadi mix veg is made on this day with(ridge gourd, colocasia leaves, radish, okra, beans)
- 5. Makar Sankranti:** Tilotaa made with black sesame seeds and rice like khichri. Khichri is eaten during these days.
- 6. Kale Kuawaa:** Celebrated on the next day of Makar

Sankranti. Ghughutey and khajurey were made on this day.

7. Diwali (Kojaagri Punyo): Singhals, Puua and Arsaa are specially made during these days.

8. Basant Panchmi: Sweets are offered to Goddess Saraswati.and yellow colored food is specially eaten during this day.

Lack of interests and lack of knowledge in regional culture both are very much dangerous to our roots because its only the roots which makes a tree green and standing and only then we can enjoy its shade. The cuisine was very much based on traditions. Every tradition had its specialised dishes and cooking techniques. In today's scenario the kumaoni cuisine is gaining some interest due to its medical benefits but it comes out occasionally and praised occasionally when there are some food shows. We Uttarakhandis have special way of welcoming the guest with a glass of tea, this is popular from Tehri Garhwal to Pauri Garhwal, from the snow lushed mountains of Munnyaari to the plains of Haldwani. The teas locally made with pine tree leaves, devdaar tree leaves and teas infused with different spices like ajwain and other spices. A pinch of salt is oftenly added to the teas which is good for every throat problems. The spice use was not very much popular, food was simple and dishes were cooked for a very long time. What is totally unseen in Uttarkhand cuisine is the deletion of Rajwari foods, the foods of Royal Families have negligible contribution in gourmet journey of Uttarakhand. Another barrier in the development of cuisine of Uttarakhand was lack of innovation and there was no written down proof of recipes. The recipes were transferred from one generation to other generations by the elder member of the family. The young generation today is least interested in their customs and traditions. The young generation is one of the major factor responsible for popularity of any cuisine and due to unattractive presentation and subtle taste the cuisine is loosing its hope and value.

"WE HAVE COLD WEATHER BUT OUR HEARTS ARE WARM"

CONDIMENTS AND SAUCES

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A condiment is an edible food, such as a sauce, that is added to some foods to impart a particular flavor, enhance its flavor or in some cultures, to complement the dish. The term originally described pickled or preserved foods, but has shifted meaning over time. Many diverse condiments exist in various countries, regions and cultures. This list includes notable worldwide condiments

TABBOULEH is a Levantine vegetarian dish traditionally made of tomatoes, finely chopped parsley, mint, and onion, and seasoned with olive oil, lemon juice, and salt

TAHINI is a paste made from ground, hulled sesame seeds used in North African, Greek, Turkish, and Middle Eastern cuisine. Tahini is served as a dip on its own or as a major component of hummus, baba ghanoush, and halva.

HUMMUS is a Levantine food dip or spread made from cooked, mashed chickpeas blended with tahini, olive oil, lemon juice, salt and garlic. Today, it is popular throughout the Middle East, North Africa, and in Middle Eastern cuisine around the globe.

WASABI is a member of the Brassicaceae family, which

includes cabbages, horseradish, and mustard. It is also called Japanese horseradish, although horseradish is a different plant. Its root is used as a condiment and has an extremely strong flavor.

CRANBERRY SAUCE is an essential part of any American Thanksgiving meal. Many families serve it for Christmas dinner too. Some people have to have cranberry sauce in the shape of a tin can. Others prefer this more naturalistic version. A less sweet cranberry sauce is served with game birds in northern Europe.

GUACAMOLE is a popular condiment made of mashed and seasoned avocados. Guacamole originated in Mexico, but it is enjoyed throughout Central America, as well as in the American Southwest and in Tex-Mex cuisine. The name comes from the Aztec words for avocado (ahuacatl) and sauce (*mollī*).

SALSA MEXICANA is the basic salsa that is used as an all-purpose condiment in Mexico. There are innumerable variations, but here is a basic — and very tasty — version. Other names for it are pico de gallo, salsa cruda, salsa Mexicana and salsa picada.

Called **TZATZIKI** in Greece, the cooling combination of yogurt and cucumber is popular all around the eastern Mediterranean. The Turkish version is called cacik. In Iran it is known as mast-o-khiyar. Bulgarians call it tarator. For Iraqis, it is jajeek. Tzatziki goes great with gyros sandwiches or keftedes meat balls.

AIOLI is a Provençal traditional sauce made of garlic, olive

oil, lemon juice, and usually egg yolks. There are many variations, such as the addition of mustard. It is usually served at room temperature.

REMOULADE OR RÉMOULADE, invented in France, is a popular condiment in many countries. Very much like the tartar sauce of some English-speaking cultures, remoulade is often aioli- or mayonnaise-based. Although similar to tartar sauce, it is often more yellowish, often flavored with curry, and sometimes contains chopped pickles or piccalilli.

MUSTARD is a condiment made from the seeds of a mustard plant (white or yellow mustard, *Sinapis hirta*; brown or Indian mustard, *Brassica juncea*; or black mustard, *B. nigra*). The whole, ground, cracked, or bruised mustard seeds are mixed with water, salt, lemon juice, or other liquids, and sometimes other flavorings and spices, to create a paste or sauce ranging in color from bright yellow to dark brown.

VINAIGRETTE is an emulsion of vinegar and a form of oil, such as soybean oil, canola oil, olive oil, corn oil, sunflower oil, peanut oil or grape seed oil, and sometimes flavored with herbs, spices, and other ingredients. It is used most commonly as a salad dressing, but also as a cold sauce or marinade.

PESTO is a sauce originating in Genoa in the Liguria region of northern Italy and traditionally consists of crushed garlic, basil, and European pine nuts blended with olive oil, Parmigiano Reggiano (Parmesan cheese), and *Fiore Sardo* (cheese made from sheep's milk).

BROWN SAUCE is a traditional condiment served with food in the United Kingdom and Ireland, normally brown or dark orange in color. The best known brown sauce is HP Sauce, a spicy and tangy variety. Brown sauce is traditionally eaten with meals and dishes such as full breakfasts, bacon sandwiches or chips and baked beans.

HP SAUCE is a brown sauce originally produced by HP Foods in the UK, now produced by the H. J. Heinz Company in the Netherlands. It is the best-known brand of brown sauce in the United Kingdom in 2005 with 73.8% of the retail market in the UK. HP Sauce has a malt vinegar base, blended with tomato, dates, tamarind extract, sweetener and spices. It usually is used as a condiment with hot or cold savory food, or as an ingredient in soups or stews.

BARBECUE SAUCE is a flavoring sauce used as a marinade, basting or topping for meat cooked in the barbecue cooking style, including pork or beef ribs and chicken. It is a ubiquitous condiment and is used on many other foods as well.

SAUCE CHASSEUR, sometimes called "hunter's sauce", is a simple or compound brown sauce used in French cuisine. It is typically made using demi-glace or an espagnole sauce as a base, and often includes mushrooms and shallots. It may also include tomatoes and a finishing of fines herbs. The name is derived from the French word for "hunter", alluding to the traditional pairings with venison, rabbit, wild boar, and other game meats. Traditionally, while returning from the hunt, the hunters would allegedly pick the mushrooms that they would subsequently use for their preparation.



“GARHWALI CUISINE: CULTURAL HERITAGE OF UTTARAKHAND”

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Introduction

The region of Uttarakhand can be divided in two broad regions when we discuss the cuisine. The Garhwal region consists of districts Chamoli, Tehri, Pauri, Uttarkashi, Dehradun, Haridwar and Rudraprayag which have their own regional specialities. The Kumaun region has districts as Nainital, Almora, Pithoragarh, Udham Singh Nagar, Bageshwar and Champawat. The Kumauni and Garhwali cuisines popularly known as Pahari Cuisine. The cuisine has regional influences because of its geographical locations, invasions and foreign settlers. The food and style of cooking are seasonal due to change in weather. The organic food and slow cooking suits tremendously of high-energy necessities of mountain and cold climate.

Garhwali Cuisine at a Glance

Uttarakhand belongs to some of the holiest Hindu shrines and for more than a thousand years, pilgrims have been visiting this region in the hope of salvation and purification of sin. Being such an old pilgrimage destination the cuisine of this northern state has never received much attention. No region can be considered to possess a robust cooking cultural heritage if the cuisine is not up to mark. The culture of Uttarakhand has maintained a good standard of culinary system. The Garhwali Cuisine has a tremendous capacity to heal and nurture the human life in the most purified form. The food has been cultivated in a more original way of ages which helps the locals to live a very healthy life in such tough conditions.

Garhwal is a "green table spread" which boasts of clear lakes, chirpy forests, floral rainbows and the magic surrounds you as soon as you step on their soil. Garhwal is

enriched with legends and is a natural cradle you love to rock into. Its scenic environment will take your breath away. It is famous for its distinct and impressive festivals, traditions, and culture and last but not least its delicious, nutritious, mouthwatering dishes. It's own distinct, impressive culture, traditions and more so over its exquisite, mouthwatering dishes.

The cuisine of Garhwal region is simple, impressive and delectable. The influence of nature and locally available ingredients is prominent in the cuisine. The region of Garhwal, like most of the state of Uttaranchal, is mountainous and consists of a large Himalayan tract, dense forests and sparkling rivers. The region being in the vicinity of the great Himalayan Mountains has a cold climate.

Garhwal has its own distinct and impressive traditions, festivals and fairs. Its people are brave, hard-working and honest and its cuisine is high on taste and nutrition. The food habits of Garhwal's change according to the seasons. So if in winters, Manira, Til Laddus or Madua Rotis are preferred, in summers, Dubukas with Cholia Rotis are savored.

Traditionally charcoal or wood fire was used to cook the dishes, which gave the dishes a particular smoky taste, thus adding to the flavor of the dish. The food of the region is nutritious and one which provides stamina to the body to suit the high energy requirements of the hilly and cold region. The people of the Garhwal region are mainly vegetarian. But chicken and mutton are enjoyed by many people of the area.

Rice is the staple food of the people and is essential fixture at every meal. Conventional eating pattern of the region

Shil-Batta, Thal



Daaru,



Kanshi



Traditional Grinding



Makkhan Ki Holi



Taul, Daal , KutiyaI



Ghughutiya



NAYEE: Measuring tool for grains



Arsa



consists of prominently two meals. In the morning a brunch is eaten before the men leave for work and in the evenings an early dinner is eaten by the people of the region. Tea is consumed repeatedly during the day as this is one of the preferred drinks of the people of Garhwal region. The meal eaten in the morning is more elaborate in terms of the number of dishes cooked and the variety of food prepared. Rice is served with dal, a vegetable dish, chappati, raita and salad. During the meal time at night rice is not served. Instead, chappati is served with a vegetable dish and dal.

A traditional meal of the Garhwal region basically consists of boiled rice, chappatis, aloo ka gutka (boiled potato cubes flavored with a herb called jumbo

and tempered with spices and coriander leaves), a chutney prepared from apricots or green chillies with coriander or small pomegranates, dal, badi, dupka made from gehat or chudkani or a baant. The cuisine of Garhwal utilizes fewer spices and depends more on the herbs found locally. The spices commonly used are red chillies, cumin, coriander seeds and asafoetida. Vegetables are used in the cuisine in abundance and the flavor of the vegetables dominates the dishes. Lentils are used extensively throughout the region. Lemon is one element that is used to add the extra bit to the dishes while the use of tomatoes is not very prevalent. Hash seeds (bhanga) are often used to spice up the dishes. In the interior sections of Garhwal buckwheat is popularly used and is known as muduva. This item is rich in fibre and helps to withstand the hardness of the local water.

Garhwali Delights

Baante:-A special Garhwali curry prepared with yoghurt and radish as the main ingredients. A distinct taste, neither too spicy nor too sweet, is the outcome of this recipe that

has a seasoning of Red chilly powder and pure Ghee. The curry has a consistency that makes it neither too thick nor too watery. Tastes best with plain white rice, although some prefer another popular Garhwali dish called "palak kappa" as an accompaniment.

Karaal:- It sounds really interesting to all the health-conscious people out there! Easy-to-cook, like most of the Garhwali Cuisine, the dish has that distinct flavor intact. Prepared with Urad daal as the main ingredient, the dish is a typical example of healthy-yet-tasty food.

Moong Daal Dubka:- A typically simple-to-cook Garhwali recipe, but the taste remains great as ever. The dish can be prepared out of any lentil (daal) like Urad, Moong etc. Normally had with rice, the dish has a very ethnic flavor. The soup-like dish tastes even better in winter for the very fact that it is soup-like and is served hot. The dish has topping of desi Ghee like many other dishes from Garhwal.

Aloo Ke Gutke:- Potatoes cooked (mostly fried) with cumin seeds and lots of spices. Although the definition



sounds quite cliché, you just have to taste the dish to realize why it is so popular among the people of the region. It is best prepared with "Pahari aloos", but the dish tastes really good otherwise also.

Garhwali Raita:- No meal is complete in the region without a raita to accompany the meal, especially lunch. One of the tastiest forms of Raita, Bhange ka raita goes best with khichri. The flavor is worth savoring for a long time even after the meal



Note:- A common offering at religious places and occasions, the dish is prepared from a mixture of wheat flour and Gur (Jaggery) with aroma and flavor of cardamom and sanuf.

Churkani:- Some call it the Garhwali version of the black bean soup with just the right amount of garam masala added to give that desi flavor. The taste is such that it refreshes the mood and the dish is really good for health too.

Kappa:- A dish made out of palak, kappa is one of the most popular and tastiest dishes of Garhwali. The palak leaves are made to taste so good that it becomes quite difficult to believe that what one is eating is the good old spinach .The dish goes well with almost anything, from rice to simple rotis to another popular dish called Palyoo.



Rus:- Rus is among the greatest delicacies of Garhwali region. Consisting of a mixture of various pulses (great source of protein); the dish is really nutritious and good for health. The dish has a good amount of iron too as, ideally; it is cooked in an iron dish.



Health Benefits of Garhwali edible ingredients.

- ✍ Garhwali food is full of proteins as it mainly comprises of cereals, lentils and pulses
- ✍ Mild use of spices and Mustard oil makes the food less fatty.
- ✍ It is rich in iron as more leafy vegetables are consumed
- ✍ High fiber content and excessive use of coarse grains makes the food easily digestible.

The slow cooking by use of wood and charcoal a fuel. The food is full of protein and minerals. Mild use of spices and oil makes food less fatty Uses of Millets in day to day cooking. Excessive use of leafy vegetable. More and more dependency on meat Seasonal cooking and tremendous medicinal benefits makes the cuisine more healthy and nutritive,

The organic food and traditional herbs, spices, slow cooking process and the weather compliments each other passionately. Being declared as first organic state of India, less efforts has been made to promote organic food. The cuisine is an eternal part of tourism. The food cannot be neglected as who so ever traveling will be consuming the same. It provides an opportunity to promote our hidden culinary treasure. The tourist who are traveling to various destination in Garhwali region of Uttarakhand, wish to experience traditional food. The lack of awareness among tourist on food forces them not to try new food as it may lead to unpleasant experience.

THE EMERGING TRENDS IN HOTELS

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In recent years consumer behaviour in the hospitality industry has changed dramatically. Easily available information coupled with economic uncertainty has made today's travellers extremely discerning in their choices regarding the hotel properties they book and how they book them. Meanwhile, hoteliers are under pressure to maximize occupancy, fight for every customer and earn their loyalty.

Millennial have become the fastest growing customers segment within the hospitality industry. Exploration, interaction and experience are the major focus of millennial who are the major focus of millennial who are willing to pay more for a greater experience. Many of them are looking for an overall gourmet experience for a reasonable price and this has produced all new lobby designs in the hotel sector. Lobby, bars and hotel restaurant are wide open with combination work, play and eat/drink spaces designed with this millennial customer in mind. One who is a "Party of one" but "Hanging out together". They are looking for a unique and novel experience and this has and will continue to command change within the market. If what they are seeking is not handled to their liking, they will turn to twitter, Facebook, yelp or trip advisor to voice their complaints, 59% millennial stayed at independent hotel last year, 20% more than boomers.

Innovative technology, mobile check-in and seamless connectivity across platforms and devices are no longer the future, they are the present. Today, mobile apps are being used as everything from a digital concierge to accessing big data. In a recent software survey, guest desired local restaurant discounts when looking for deals as well as maps with coupons for other deals. Now a days

hotel uses 1App, which send guests deals to do everything related to eating, playing and shopping. Most importantly when looking at the face of a changing consumer today technology innovation is paramount. As most have heard, Starwood and Hilton will be having guest check in via mobile phone in 2015.

Health and wellness trends will also continue to drive customer's decision. Healthy food options are one of the easiest way to cater to their trend, The Chicago Marriott O'Hare recently implemented a test pilot in partnership with farmer's fridge. Many hotels as per suggestions of the guest, soda, candy bars and ice creams were replaced with a "detox salad" made of Kale quinoa, Greek yogurt, berries and locally sourced honey.

One of the successful ways hotels are catered to the health and wellness of their guests are through a weekly "Run with the owner". Repeat guests especially enjoyed the opportunity to provide a consistent program to maintain their exercise routine while away on business, not to mention having a nice 'chat'.

Video campaigns on social media when done properly are providing to be successful for hoteliers looking to generate guest engagement. Many hotels from 2015 are anticipating the use of video campaigns and have already introduced the use of Flip.to to engage future guest in social media conversations. Flip.to allows for hotels to connect with the hotel, guests are able to share with their friends and family about their upcoming trip.

Finally, the days of walk-in reservations will be dwindling. Instead, they turn to app and mobile websites. So remember 'mobile is the new walk - in' tighten up your mobile displays.

INDIAN HOTELS AND INTERNET OF THINGS: IMPLICATIONS, OPPORTUNITIES AND CHALLENGES

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The Future and the Internet of Things

In 2003, prominent American-Canadian novelist William Gibson, whose stories have included the influences of cybernetics and cyberspace, was quoted in *The Economist* saying that, “The future is already here – it’s just not evenly distributed”. Support for this contention can be seen when the size and concentration of geographic areas such as Silicon Valley, Bangalore and more recently, Indonesia are considered. Companies in these areas include globally competitive organisations with market offerings in the design and development of Information Technology (IT) equipment and systems including computer hardware and computer software, Internet and World Wide Web related technologies and the various supporting data communications, data storage (Big Data) and analytical systems.

India is a major participant in the global IT market.

According to the Indian National Association of Software and Services Companies (NASSCOM) in 2012 the value of IT services and business processing outsourcing was 7.5% of India's Gross Domestic Product. According to NASSCOM, in 2015 the total value of Indian IT and BPO was a total of US\$147 billion, up by 13% in the preceding 12 months. This figure included export revenue of US\$99 billion and domestic demand of US\$48 billion. IT in Indian based IT and BPO is a major generator of employment with 2.5 million people now employed in this sector. India has a great asset in the millions of professional IT staff who work in this industry and support industries. These personal have been trained and educated to a high level in India and/or overseas and provide India with a level of knowledge and skill that enables significant IT related opportunities to be identified and acted upon, quickly.

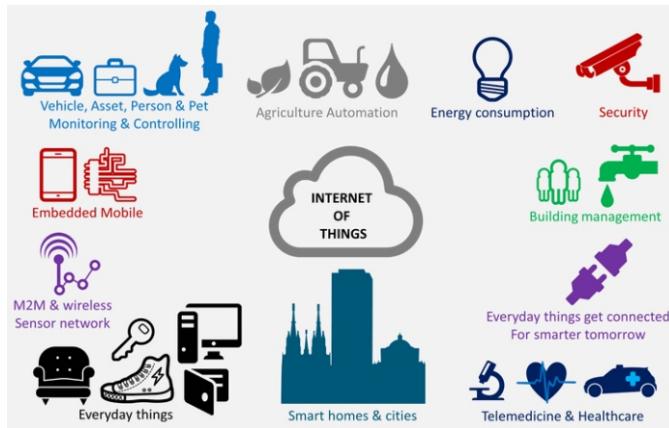
The Indian and international hotel industries are about to experience profound and widespread change. This change will be driven by something few of us have ever heard of – “The Internet of Things” (IoT).

After the implementation of the IoT, the hotel industry will have been transformed. Along the way creating an unprecedented level and quality of guest service and commercial opportunities for hotels of all standards.

What is the Internet of Things?

The IoT consists of a series of “smart” devices that are interconnected in a high speed, secure network. The

smart devices connected to the IoT will be able to pass information between each of the interconnected devices and groups of devices. According to a recent publication by "Books on Demand", the IoT means that, "...billions of devices will be entering the (IoT) market in the coming year and they need to be constantly connected to the Internet – and to each other – to work properly". (Marcovici, 2014, p.13)



The big difference between current systems and the LoT is that there is "intelligence" in both the devices connected to the network and the network itself.

An example that can demonstrate the anticipated relative power and related impact of the IoT is the difference between a 1970s slow, unstable dial up connection to the Internet and a contemporary, fast, high capacity, very secure broadband service. In Australia there is an established and growing National Broadband Network. In July 2015, India's prime Minister announced the major "Digital India" initiative. This project will include generally increased Internet connectivity around India, including rural areas. Other elements of this undertaking include the creation of a digital infrastructure, delivering government and other services digitally accompanied by improved digital literacy among Indian residents.

Jeremy Rifkin of the Wharton School at the University of Pennsylvania recently described the IoT as something that "will connect everything with everyone in an integrated global network." (Rifkin, 2014, p.11) Rifkin envisages a large scale, comprehensive network that addresses all aspects of life. His forecast of IoT network functionality is

seen as providing high speed, high capacity, and secure Internet access through all forms of connectivity that we use today; with an emphasis on mobile service. It is reasonable to assume that in the future, there will be other forms of connectivity that have not yet been invented.

The biggest benefit of the IoT is that it gives us a unique opportunity to talk to the analogue world around us (machines, people, animals, plants, things) in a digital way, with all the benefits of digital communication.

Smartphones are one of the most popular and successful devices ever invented. Now we are witnessing the next evolutionary step as mobility and computing are finding their way into smaller and more diverse devices. The key trends that are driving this latest development of technology are:

- ✓ Miniaturization, and better power management at the device level.
- ✓ Affordability.
- ✓ The elimination of wires. More and more things are becoming wireless.

The IoT is predicted by some industry authorities to have very significant and some might say "game changing" impacts by enabling business to:

- ✓ Develop new business models.
- ✓ Establish real-time information on mission-critical systems.
- ✓ Diversify corporate revenue streams.
- ✓ Achieve global visibility.
- ✓ Conduct efficient intelligent operations.

Research and analysis by IDC, a leading International IT research firm, can help put the role and potential impact of the IoT into a clearer and more useful context. About 30 years ago, there were just 1,000 connections to the Internet worldwide. Today, there are about 13 billion connections to the Internet. This is still just a small proportion of what's possible.

According to IDC, the economic opportunity to connect the unconnected systems and devices to the IoT totals \$19 trillion.

Disruption

The IoT is today a source of considerable actual and potential disruption. As the IoT expands over coming years, the form and impact of the related disruption will become clearer.

The prospect of an IoT comprised of hundreds of billions of smart devices, including smartphones, smart cars, smart computing tablets, smart household devices and very much smarter computers provides an indication of the potential for large scale disruption.

Brody and Pureswaran in the journal, *Strategy and Leadership*, recently identified five major sources of IoT related disruption. These are:

- ✓ Unlocking excess capacity of physical assets.
- ✓ Creating “liquid”, transparent marketplaces.
- ✓ Radical re-pricing of credit and risk.
- ✓ Improving operational efficiency.
- ✓ Digitally integrating value chains.

Combined, these items will shift the IoT from being an experiment to being a compelling element of business strategy.

Some Implications for the Hotel Industry

The hotel industry is on the verge of very great change that will dwarf any of the periods of change over the past 40 years. This change, driven in large part by the IoT, is expected to be profound and highly impactful. The IoT is expected to create very different market and industry conditions that will hold significant opportunities for hotel management companies, for the hotel industry's distribution system and guests.

According to Silicon Labs of the USA, a leader in wireless data transmission systems, in the not too distant future, the IoT will be bigger than all previous computing markets.

Silicon Labs have recently reported that industry experts believe that the IoT will grow to 50 billion devices by 2020. Most of these devices are not expected to be PCs or today's smartphones. Rather, they are expected to be smaller, and lower cost. Some of these devices are expected to operate and communicate autonomously.

Silicon Labs has stated that the power of the IoT means opportunities in every industry, including hospitality.

A recent example our how the IoT has been implemented in the hotel industry is the case of the Aria Hotel in Las Vegas, Nevada, USA. By using the power of the IoT the Aria is setting new standards of guest service and experience. Aria uses contemporary networking technology including 70,000 “ZigBee”-enabled devices that seamlessly and wirelessly provide guests with exemplary levels of control of in-room facilities and related personalised guest service. ZigBee is the wireless language that everyday devices use to connect to one another. It has been developed by the ZigBee Alliance which includes a large number of international software, hardware and services companies who are cooperating to develop an appropriate data transmission protocol.

The Aria has 4,300 rooms that contain a total of 70,000 “ZigBee”-enabled devices that seamlessly and wirelessly give guests full control of all in-room systems. When guests check into the Aria they are greeted by an automated welcome experience. Every room has a touch-screen automation system that automatically adjusts curtains, turns off unused lights and electronics, and regulates the temperature when a guest enters or leaves the room.

The IoT will provide guests with unprecedented seamless wireless control of their room's facilities and those in the wider hotel. It will also provide management with control of all building systems. This includes lifts, hot water usage, and electricity, air conditioning, heating, lighting and controlled access to all areas of the building.

In February 2015, Information Age magazine made the following comments about the IoT:

- ✓ “The Internet of Things will change our lives.” It's about extracting data from daily experiences and interpreting it to add value to our lives.
- ✓ Your fridge (or any other domestic appliance) won't just be a fridge. It will know about your preferences and consumption patterns and make an order for you.

- The implications for business are massive.

In their April 2014 White Paper, IDC stated that according to their best estimates, the digital universe is currently growing at a rate estimated at 40% per annum. This rate of growth is expected to continue into the next decade, expanding to include not only the increasing number of people and enterprises doing everything online, but also the “things” - smart devices – connected to the Internet, unleashing a new wave of business and individual opportunities.

As more of the world goes online, including the physical world, the more opportunity there is for enterprises. These opportunities are anticipated to be unprecedented in their scope and value creation.

Opportunities will be created to use data in new ways. Hotels will be able to learn about customers, speed business cycles, flatten organisational structures and transform themselves into companies configured for the digital age built on cloud computing, mobility, social networking, and Big Data.

Growth Statistics

IDC's recent new findings are that:

- In the next 5 years up to 2020, the digital universe will grow by a factor of 10 – to reach at least 44 trillion Gigabytes. The digital universe more than doubles every two years.
- In 2013, only 22% of the information in the digital universe was a candidate for analysis, less than 5% of that was actually analysed. By 2020, the useful percentage could grow to more than 35%, mostly because of the growth of data from embedded systems.
- Of the useful data, IDC estimates that in 2013 perhaps 5% was especially valuable, or “target rich”. That percentage should more than double by 2020 as enterprises take advantage of New Big Data and analytics technologies and new data sources.
- In 2013, while about 40% of the information in the digital universe required some type of data protection, less than 20% of the digital universe actually had these

protections.

- Data from embedded systems, the signals from which are a major component of the IoT, will grow from 2% of the digital universe in 2013 to 10% in 2020.
- In 2013, less than 20% of the data in the digital universe is “touched” by the cloud, either stored, perhaps temporarily, or processed in some way. By 2020, that percentage will double to 40%.
- Most of the digital universe is transient, consisting of streams of transactions and entertainment content that is not stored for the medium or long term.
- In 2014, the digital universe equalled approximately 1.7 megabytes per minute for every person on Earth.

The strong and potentially threatening impact of the IoT on organisations including those in the hotel industry, makes it imperative for survival that organisations adapt fast to the IoT, given that the digital universe more than doubles every two years.



“There is great value in being able to say “yes” when people ask if there is anything they can do. By letting people pick herbs or slice bread instead of bringing a salad, you make your kitchen a universe in which you can give completely and ask for help. The more environments with that atmospheric makeup we can find or create, the better.”

— Tamar Adler

ROCK YOUR PARTY....!

Manish Sati
Head-Academics
Bartending Academy of India



If wine and beer lift your spirits, and so do night life, why don't you make a career of it? Bar Tending is really a fun! It's like throwing a party every night of the week and during your duty hours you can enjoy music and dance with your guest as well. Bar Tender is a person who has an authority to serve alcoholic and non-alcoholic drinks under a legal age limit. But besides music and drinks there is certainly more in Bartending. Bartending is something which helps you build a career and make your dreams come true. Bartender is a skilled person who is responsible for everything that is part of and happens in and around a bar. From dispensing drinks to checking for cleanliness in the bar and getting stocks (fruits, garnishes, and lime juice and sugar syrup) replenished, checking sales summary and briefing the bar team on any specials, offers and new arrivals, he does it all. This career comprises of everything that modern youth seeks in a job. As a bartender you must ensure non-service of alcohol to an underage or someone who's already way too drunk to be drinking any more. All this needs to be done with a smile on your face and with an approach to listen.

First it is very important to understand that bartending is

not just about juggling, rightly known as flaring glasses or bottles in the air to entertain guests. A combination of competence in mixology and flair makes a smart bartender. Mixology is the art of mixing drinks and for mixing a bartender needs to take care of balance, color, texture and finally the overall appearance of the cocktail. A person who is specialized in making cocktails and mocktails is sometimes referred to as a **mixologist**.

No fixed qualifications are needed to become a bartender. Most bartenders believe that what is required would be: the ability to adjust to variations in work shifts, good relationship, passion, management skills, dealing with fluctuating finances, having good energy levels and most of all a respect to the profession knowing that it is not just about glamour. A sound course in bartending can prepare you in getting your dream job in the field. Such a course would focus on Wines, Cigars, Liquors, liqueurs & Cocktails enabling you to become an efficient beverage seller or professional. Apart from this, these courses also focus on basic, exhibition, work & partnership flair. Flair bartending can become a strong selling point in your profile when it comes to competing against the vast number of bartenders in the market.

Remember the following facts before you plan to make your career in this glamorous industry:

- ◆ **Bartending** is not just serving drinks and enjoying music, it is a serious business, if you are thinking that bartending is an easy job all fun no work than you are wrong, it requires a hard work, duty hours are long and you have to satisfy your each and every guest by your drinks even when you are serving in rush hours.

◆ **Good Money:** Beverage industry is booming in India and now more peoples are getting aware about different beverages be it wines, Liqueurs, beers, cider, and cocktail. So, the demand is increasing. A regular bartender at a good hotel or nightclub can earn around Rs 8,000-15,000 a month and if we talk about an experienced bartender than he/she can earn around 20,000 to 30,000 a month. On a cruise liner, one could earn even more than Rs 100,000 a month. There are promotions -- a bartender could become a bar manager, start training other bartenders, or work abroad. As a freelancer you could earn anything between Rs. 2,000 to 10,000 in a single event.



◆ **It is a social profession:** It is definitely a social job and gives you the opportunity to be with people and explore



new areas in life. Since you are going to be with people, it helps if you are genuinely interested in people. As a bartender you should get friendly with your guest but do not over indulge the guest as he/ she can take advantage of your kindness.

◆ **Gender Bias:** There is a misconception in our society that bartending is a male oriented field .Now in India government has also legalised this trade for females. Although females in bartending are not unheard of in India, there are still not many of them. It automatically paves the way for greater opportunities and success. It is very much safe for females to be in this



profession as there are adequate security measures in place for females.

◆ **Career Opportunities:** The career options in this field are varied — ranging from Beverage Industry to Hospitality sector. Starting as a bartender in hotel, disc or night club one can become bar manager or even a corporate bar manger for a chain of hotels and restaurants.

- * One has also the option of doing freelance work without being employed by any of the restaurants.
- * Working for parties and event circuits, this gives one the freedom to choose
- * What events he / she want to work for. He can tie up with an event management team and attend events they take up including promotions.
- * Beverage consultant or trainers are other options available.

Glamour in this industry because of fantastic customers, exhilarating brands and lots of people to meet and enjoy with them; bartending is the most potential option for an individual who want to achieve their long term goals in life like studying or travelling abroad. Whether you want to learn how to tend bar for fun in your home or professionally as an employee, or even owner, of a bar, remember that you are your best salesperson. So roll up your sleeves and grab your bartending kit, learn how to mix up a drink with passion and **Rock the Party!**



MOLECULAR GASTRONOMY

Vinod Negi
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What is Molecular Gastronomy?

Molecular Gastronomy is the application of scientific principles to the understanding and improvement of small scale food preparation. The term was invented by the Hungarian physicist Nicholas Kurti in a 1969 presentation to the Royal Institution called "The Physicist in the kitchen", and popularized by his collaborator the French scientist Hervé This. Heston Blumenthal, 38, is presently at the forefront of this radical style of cooking (molecular gastronomy). His triple Michelin starred restaurant The Fat Duck serves dishes like sardine-flavored sorbet, pasta made out of Jello, snail porridge, or a puree of mango and Douglas fir. At El Bulli, the restaurant of Ferran Adria in Spain another molecular gastronomist dishes consist of monkfish liver with tomato seeds and citrus or barnacles with tea foam, or a parmesan cheese ice cream. During the six months his restaurant is closed, Adrià works on new recipes in a laboratory near the Barcelona market.

When you eat at a fancy restaurant, you don't usually expect that your meal will come with a side of science lessons. But that's exactly what you'll get when you dine at

a restaurant that features the art of molecular gastronomy. From white truffle ice cream spaghetti served in cold spoons and balanced on magnetic poles of a small steel platform to a scallop dish served with bitter orange and smoked tea, molecular gastronomy is a sort of kitchen wizardry now practiced across the globe. Typically defined as the application of scientific techniques and tools to cooking, molecular gastronomy is really about how diners interact with food, especially when it is presented in a surprising way. It also relates to how food formulas can be broken apart and then re-paired into literally billions of new and fascinating dishes – with the help of certain elemental powders, lab equipment and a working knowledge of a food's natural chemistry.

Flash freezing (quickly freezing the outside of various foods, sometimes leaving a liquid center) and specification (the spheres you get when you mix liquid food with sodium alginate, then drop them in a bath of calcium chloride) are just two of the techniques unique to the field. Other popular dishes are served on wires, made with "meat glue" (noodles made from shrimp meat), or enhanced by frothy foams produced with items like whip cream canisters and lecithin.

The trend is most often credited to Chef Ferran Adria of El Bulli restaurant in Spain, however, many other chefs have taken on the art form and made it their own. Chef Homaro Cantu of Moto restaurant in Chicago is one such visionary, having created the now famous edible paper with savory inks, made on, you guessed it, a reformulated ink jet printer. Moto calls his food "postmodern cuisine"; his customers simply call it delicious.

"We take things that our customers are familiar with, like

pizza, and then bring it to them in different forms. The new forms almost always taste better than the original. Ultimately, the experience must be pleasing," Cantu says. "It's a visual, textural experience."

Interestingly, the term molecular gastronomy, coined by Hervé This and Nicholas Kurti in 1988, has been pushed aside in recent years by the chefs who cook this way, as many of them consider the term to be both complicated and elitist. Cantu resolves the issue by simply calling this method of cooking "having fun with food." Whatever name suits your fancy, one thing is clear. The use of scientific principles applied to food preparation has changed the way we look at (and experience) food entirely. The science is not simply about producing unusual textures and flavors. It is about discovering why particular tastes and flavors appeal to our likes and dislikes and how our brains interpret culinary signals. Experimenting with how our enjoyment of food is affected by other influences, through things like environment, presentation and production method is another important aspect of the field. And, Cantu says, the importance of molecular gastronomy even goes beyond that.



"This science is also significant in the way we can use it to knock down the processes in making cool food. I spend half as much energy producing my pizza as a regular pizza place does," says Cantu. "We are working now with big manufacturers to help them eliminate steps, redesign foods and make the production of their foods more economical."

Collaboration between scientists and chefs is now

commonplace, and is helping to develop new cooking processes and dishes that are not only changing the face of the field, but finding their way into domestic kitchens as well. A newly developed filtration system that reduces the preparation time for stocks and consommés is one such technique that home cooks may eventually find useful. Yet another process, ultrasonic mixing to produce emulsions, could one day become routine.



"We have limited resources on our planet, and cooking this way can be extremely efficient," says Cantu. Cantu is currently developing devices for the home kitchen that will launch at retail within the next two years. His goal? To manufacture renewable products that last longer and that are made from renewable energy. Sort of like bringing Willy Wonka into the home kitchen, he says.

"Why not make a sauté pan that can change shape to become a stock pot when you need one? It's time to think sustainably and creatively when we're dealing with technology and food," Cantu says. "In the future, you'll be able replicate mom's homemade apple pie exactly as she made it, but in half the time – and it will probably even taste better."



FILMS- A STRONG MEDIUM TO CONVERT AUDIANCE INTO TOURISTS

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The Hindi film industry, fondly termed as Bollywood has significantly influenced the Indian culture. The biggest film industry in the world follows an identical pattern of creating masala movies involving some of the world's finest locations and colourful camera work. The people associated with film industry have been shooting films on beautiful locations as per the demand of the story for more than 100 years. After watching such films, people get attracted to visit the location shown in the films. Film tourism can be a good marketing tool for the promotion of a tourist destination. From the concept of theatres to now multiplexes, which have become almost a weekly phenomenon for many families, is being seen as a great marketing tool. Films have played a major role in bringing about a 360 degree change in outlook of the new Indian mass. This change in the outlook and thought process has provided a huge platform to corporate to market their product. Companies and manufacturers are using movie theatres as a necessary part of their marketing strategy. This also includes the promotion of various products shown in the television and films every now and then from cars to soft drinks, sports goods to educational institutions, everything has found a place for itself on television and movies. For eg. Auto makers "TATA Motors" had used the

whole range of its cars in the movie Singham Returns (2014) or Maruti promoted its product Artiga through the movie Mere Dad ki Maruti and major companies advertising their products during films and icing on the cake is the product being endorsed by a movie actor. This is because people relate better to audio visuals, which has a mass approach reaching to a huge number of audience. Similarly promoting a destination is nothing new to the Indian film Industry. Bollywood has a rich history of more than 100 years of serving entertainment. The first hindi feature film 'Raja Harishchandra' was released in the year 1913. Since then, Bollywood has travelled places and has won many accolades worldwide.

Apart from Mumbai, there have been many instances where Bollywood solely had brought about remarkable changes in the tourism trends. Kashmir, the favourite destination of Bollywood producers witnessed a steep rise in popularity after Sharmi Kapoor's starrer 'Kashmir Ki Kali' released. Also, Rajesh Khanna and Sharmila Tagore starrer 'Aradhana' showcased the beauty of the famous hill station 'Darjeeling', making it one of the most favoured romantic destination. Movies like 'Dil Chahta Hai' and 'Dor' brought about prominent changes in the tourism industry of Goa and Rajasthan respectively. City theme based movies including Delhi-6, Kahaani (Kolkata), Kai Po Che (Ahmedabad) have all influenced the total demand of holiday packages for respective cities.

Although, we know the power of cinema for the promotion of tourism, but very little work is being done in this area. The potential of both the mediums is not being utilised to the fullest. Bollywood have become an integral part of

Indian culture and touches the life of every Indian. Tourism industry has reaped benefits from movies showcasing the beauty of the lesser known tourist destinations of the country. It is still not the part of promotional strategy in the terms of promotion of tourism. The influence of Bollywood in Tourism industry is prominent and will surely increase in the coming years if it strategically applied. The tourism journals and local reports accept that popular films are strongly influencing people to select a tourism destination for visit.

Films provide more information about the tourist destination, the local community, their culture, food, music, dance and style of living etc. Film tourism is helping the local community in getting their job in transportation, accommodation, hotels, food, art and handicraft as well as various other sectors. This is a source of presenting the local culture and promoting the art and craft work in front of the complete globe and also helping in developing the infrastructure of the destination. It is promoting the audience to plan a short or a long-term holiday. The growing popularity of international film market is promoting the tourist to visit the destination, they saw in their favourite movie. Film tourism is also promoting many tourism locations, heritage sites, palaces, and natural scenic views etc. that are less popular. One of the major positive roles that are being played by the film tourism is that the game of seasonal tourism is stopped. Tourists are visiting the destination shown in the film round the year especially immediately after the release of the movie.

Along with the benefits of film tourism, there are several other challenges associated with promotion of film tourism in India. For instance after the release of the super hit film "Karz" by Subhash Ghai in June 1980, several audience visited Ooty, Tamilnadu to see and feel the natural scenic beauty they saw in the film. They also inquired about the "Temple" shown in the movie, but to their dismay the "Temple" was shot on a film set in the film city, this piece of information was a huge disappointment for the tourists.

There have been times when intentionally or unintentionally films have down beaten the image of a city, town or a state. Destination tourism is not planned or the

plan is not executed properly, some more challenges can be seen like, the local community not being happy with the popularity received. Example, the film *Udta Punjab* (2016), Punjab got negative publicity, as the film portrayed the youth of Punjab in a bad light bringing a bad name to the state, similarly movies like *Ganga Jal* and *Haidar* have had a negative impact on the locations they have been shot in i.e. Bihar and Kashmir respectively. Film tourism can also lead to the influx of tourists visiting the destination, which is far more than the carrying capacity of the place. The social and cultural effects of tourism are more difficult to isolate from the effects of development programs and broader pressures for modernization.

To promote tourism through films we need to consider several things like- Film makers are visiting the destination for their business. So they must be considered as business travellers and should be provided all the facilities of a business traveller. Tourism industry must design **Fam-tours** (Familiarisation tours) for the movie makers or the film industry board. These Fam-tours can include various natural scenic locations, heritage sites, culture, dance, music, food and accommodation etc.

Hotels at the destinations can design and offer special attractive packages for film units. There must be a provision of helping these film units from the local agencies like police, hospitals, and other authorities. There should be a concept of one desk system for the shooting permission and clearance. The clearance should be done quickly. Local crew, studios and some volunteers must be available round the clock for the help of these film crews. The film makers also must consider and respect the local culture and they should show the same on screen. The destination should never get a negative popularity through movies. Travel agents, tour guides and local bodies should create activities for the tourists related to the story they saw in movies or television series. Like in the popular movie "Lagaan" (2001), in which game of cricket was the focus point, tour operators keeping the movie in mind can replicate the sets, costumes and get the tourists to experience the era and the form of game shown in the film, on the same location at "Run of Kutch".

ALUMNI CORNER



Mohd. Farhan Ansari
Crown plaza
Abu Dhabi

"Heights that great man achieves and kept were not attend be a sudden flight, they while their companions slept were toiling upwards in the night"

My journey to success was not an overnight; it was a continuous process in which AIHM played a major role. I would also take the opportunity to thank all my mentors for all their support



Amit Pant
Brand ambassador,
Johnnie Walker

"Success has so many fathers and failure has none." Today, whatever I am is all because of the steel which my college embedded in me and to reach the epitome of success.



Saurabh Deep Singh
New Zealand

I am Saurabh Deep Singh. I was a student of 1 year Diploma Programme in Hospitality Management. Talking about deciding my aim of life, I was a student like everyone else with fluctuating aims and thoughts in mind. Although, my parents wanted me to be a doctor, but I was always inclined towards the field of Hospitality Management full of interesting activities. Joining 1-year diploma programme at AIHM helped me nurture my skills in the best way possible. With the teachings of the eminent and well-verses faculty

of AIHM, I gained the confidence to apply for a 3 year Bachelor's Programme in Hospitality Management at Auckland Institute Of Studies, Auckland, New Zealand. Here I am today excelling in my studies abroad.

Dream Big, Start Small, Act Now.



Maninder Singh Virk
UAE

Whilst I have been there it has been a great experience. A perfect mix of academics and social life! And above all the faculty is one of the best I have ever experienced. AIHM provides students with a good academic foundation without being a really boring and really strict school"



Rishabh Tyagi
Assistant Manager F&B

"Hello everyone!! It was a journey of 3 year with AIHM which made me today what I am" AIHM is the right choice of mine and many more upcoming student and i wish them good luck for there future. With the great placement support of AIHM placement Cell i got placed in india's fastest growing chain ITC Fortune Park Hotels LTD As an Management Trainee

"Hospitality is the practice of God's welcome by reaching across difference to participate in God's actions bringing justice and healing to our world in crisis."

— Letty M. Russell

Glimpses of the events held at Institute







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