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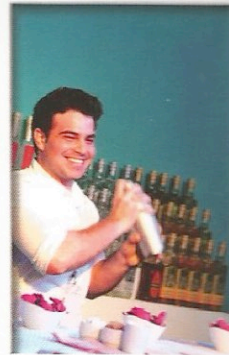
Issue 99 | Apr - May 2015

hospitalitynewsmag.com

MIDDLE EAST

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Hospitality News is distributed to
trade professionals in the catering
and lodging industry in the Middle
East.

Published by
Hospitality Services sarl



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...step by step our aim
is to show the activity,
success and solidarity
of the hospitality family
in the Middle East ”



A fresh look at hotel catering

Hotel restaurants have long been the pet peeve of hoteliers. However, hotels have a need of a restaurant. Therefore hoteliers are trying to make them more profitable by creating efficient concepts, bringing in renowned professionals and upscaling brands and great names in cuisine.

Considered a necessary "evil", restaurants have long been an obligation for hotelkeepers. Far from achieving the same profit as that generated by the sale of rooms, they may lead to losses if their management is not optimized. These losses are offset by other food and beverage (F&B) activities such as breakfast, bar and banquets, but a high total payroll and long opening hours from breakfast to dinner combine to make a certain number of stumbling blocks regarding restaurant profitability.

Guests at the hotel are usually away at lunchtime and in the evening they often want to go out. Hotel restaurants must, therefore, compete directly with the destination's other properties. Aside from a few small hotels most properties cannot allow themselves to skirt around the issue, particularly if they have meeting rooms. Large resorts or high capacity hotels positioned in the business and the seminars segment must offer a broad choice of dining options to their clientele. However, it is always possible to transform these cost centers into sources of profit. Hotel groups work hard to optimize their restaurant supply; most manage to generate an acceptable level of profitability. But this effort is certainly understandable. A restaurant that works steadily is not just synonymous with a higher turnover; it also enables economies of scale and favors better human resources management. Many hotels have now started to encourage small business groups, in order to grow productivity.

Another element for improving profitability is to increase the revenue spent by each client. In the right setting, that extra glass of wine or can of soft drink adds to the main source of revenue. It provides compensation towards the worldwide tendency to drink less, stimulates guest consumption and also satisfies an increasing clientele demand.

Nouhad Dammous
Editor-in-Chief



HOTEL SUSTAINABILITY: MIDDLE EAST CHALLENGES

Hotels throughout the region are becoming leaders in sustainability as they develop innovative solutions to meet the challenges of waste management, energy shortages and extreme climates

“Solutions are always in the hands of the local businesses and their employees”

An average Middle Eastern hotel produces twice as much carbon dioxide as a European hotel of the same size, according to Guido Bauer, chief executive officer of Green Globe, a company which provides global certification for sustainable tourism. “European certified hotels are much more efficient in reducing their carbon footprint compared to Middle Eastern [Green Globe] member hotels,” says Bauer. “However, a more pressing challenge for the Middle East, from our perspective, is the non-recycling of waste.”

For large, luxurious hotels, waste builds up at staggering rates. Solutions depend on the space and resources each hotel has available, as well as government leadership.

Ramada Hotel & Suites Ajman has a “Zero Landfill” initiative, which aims to recycle or reuse more than 90 percent of all its waste. Westin Abu Dhabi Golf Resort and Spa and Beach Rotana Abu Dhabi utilize food composters – not only to benefit the environment, but also to reduce operating costs, as the Centre of Waste Management in Abu Dhabi imposes tariffs on the waste produced by businesses in the Emirate.

“Solutions are always in the hands of the local businesses and their employees, and our members are leading by example,” continues Bauer. “The initial strategy has been to change the operating culture of hotels to balance luxury and quality with reduction in material consumption.



Guido Bauer
Chief executive officer
of Green Globe



Naji S. Chamieh
Managing partner
of Sustainable
Environmental
Solutions



Gerard Hotelier
Vice president of operations
Middle East and South Asia of
Mövenpick Hotels & Resorts

Star performers

Mövenpick and Jumeirah Group are regional leaders in sustainability. Jumeirah Beach Hotel in Dubai utilizes "grey water" (from bathroom sinks, showers, tubs, and washing machines) from the Dubai Municipality to irrigate its gardens, and room management systems to control energy consumption. In 2014, Madinat Jumeirah became the world's first mixed-use hospitality destination to gain Green Globe certification. Burj Al Arab Jumeirah earned certification for its outstanding water and energy conservation efforts, and its community efforts, which include a renowned sea turtle rehabilitation project.

According to Naji S. Chamieh, senior environmental advisor and managing partner of Sustainable Environmental Solutions, there are several opportunities for improvement. Grey water can be separated from sewage for use in landscape irrigation. Rain-water

harvesting systems can be installed for daily water usage. If there is space, solar panels should be installed to produce electricity. "On a behavioral level, hotels should give discounts for guests that are more energy and water efficient, as they can tell how much each guest is spending on electricity and on his/her water consumption level," says Chamieh.

Guest involvement has been key to the success of the Middle East's first carbon-offset program, launched in 2014 at two TIME Hotels properties in Dubai, and Bauer stressed the importance of the support of the community at large when it comes to recycling and waste management.

“ Hotels should give discounts for guests that are more energy and water efficient ”

CASE STUDY

Mövenpick: a leader in hotel sustainability

Mövenpick Hotels & Resorts is the largest hotel group with Green Globe certified properties worldwide. "In the Middle East, we are breaking the record with 96 percent of our properties older than six months certified with Green Globe, which is the highest standard for sustainability practices for the hospitality industry, with 337 indicators and yearly audits by a third party. We plan to reach 100 percent by mid-2015," says Gerard Hotelier, vice president of operations Middle East and South Asia of Mövenpick Hotels & Resorts. Two out of the five highest Green Globe certified hotels worldwide are Mövenpick properties, at the Dead Sea in Jordan, and Cairo Media City in Egypt.

One example of Mövenpick's innovation is its property in Bur Dubai, where it has introduced Green Wrap Technology. This steel framework and filtration system increases the reliability of the hotel's air cooling chillers, reducing electricity consumption and the building's carbon footprint. In addition the technology provides protection against sandstorms, and additional shading. As a result, the hotel reduced the electrical bill of its chillers by 16 percent in one year.



Jumeirah Creekside, Dubai