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**THE FOURTH H&FS '95
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FOR EXCELLENCE IN HOSPITALITY**

House in Order

“Reengineering is a difficult process,” says **Alka Sharma** of The Oberoi Bombay while talking about the recent changes at the hotel. “It is a question of changing people’s attitudes and getting them to accept something new.”

Realising his potential she organised English speaking classes for him and today, he is a desk attendant where he has to constantly interact with guests.

Sharma says that in Oberoi it is the guest who does the re-engineering, as all changes are made



Alka Sharma — The Oberoi, Bombay

Initially, there was some resistance from the staff, but on realising the personal benefits of this exercise, they are now totally committed. Multifunctionality has been introduced whereby elementary engineering problems can be fixed by the housekeeping staff themselves, say a bulb which has fused. As Alka Sharma says, “a plumber needn’t remain a plumber throughout.”

She cites the example of a houseman who has been with the hotel for 15 years.

based on his needs. An interesting innovation introduced by her is in deviating from the traditional style of making the bed. Guests found the tightly made beds rather uncomfortable. “Now,” says Sharma, “we make a fold at the foot of the bed which loosens out the moment the guest gets into bed, resulting in great comfort.”

Last but not the least, Sharma is very confident about the hotel being rodent-free. As she says tongue-in-cheek, “no rats at The Oberoi — we have the doorman.”

Neela Rege — Taj Mahal Hotel, Bombay

“The Taj is just like ‘family’ to me, where I get tremendous work satisfaction.” Rege is a firm believer in a spontaneous reward system. “If I see someone doing a good job, I reward him immediately.”



Alamma George — Welcomgroup Park Sheraton, Madras

“It is my commitment to the profession that motivates me. In our hotel, there is only one department — Accommodations, which includes H.K., F.O. and Engineering. Hence, there is no question of inter-departmental conflict.”



Sunil Sharma — The Oberoi, New Delhi

“With competition increasing and customer expectations rising, we need to work on our people as they are the ambassadors of our hotel.” Sharma is one of the few to have carved a niche for himself in a female-dominated environment.



Nalini Shekhar — Taj West End, Bangalore

“Handling new projects is my forte. I have full job satisfaction, without losing out on family life.” Being environment conscious, she has been able to make a shift from inorganic to biodegradable cleaning material.

