

# the gateway

Rotary Club  
of Bombay



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CHANGE LIVES

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**TODAY**  
**OFFICIAL**  
**CLUB VISIT**  
**OF**  
**DG RAJENDRA**  
**AGARWAL**  
**AT PRESIDENT HOTEL,**  
**1 PM**

## NOTE FROM PRESIDENT SHERNAZ VAKIL



### ROTARY YEAR 21-22 OCV

This has been a year of transition and uncertainty.

We began the year amidst the second wave of the pandemic and, in fact, on the day of my installation, I discovered I was Covid

positive.

To ensure we kept our membership intact and engaged, we reduced fees to all members, but also exempted those members who had achieved the status of 100 years in age and service to the Club, from paying club fees.

Our TRF contribution has reached \$250000 and inching towards our goal of \$300000, thanks to the continued generosity of our members.

We started a Satellite club for the young (ages 21 to 35 years), adding 15 new members, besides 9 members directly into our Club.

Since then, it has been a few weeks of opening up in November and early December and closing down again because of Omnicron.

In spite of this our committees have worked hard to continue to do the good work we do and keep our commitments to the communities we serve.

None of our projects have actually shut down completely due to the pandemic, we have valiantly carried on online for many of our





projects and thankfully, there has been minimal disruption. Unfortunately, the greatest disruption has been for the children. It has been very difficult to keep them engaged online specifically because of their circumstances at home.

We gave out 160 tablets and data plans to help the children attend. However, they have missed the social contact of friends and teachers. The joy we saw as schools opened a few weeks ago says it all.

At our Bhavishya Yaan schools, though the functioning was lack-lustre, we were able to reinvent our mandate this year and refocus on spoken English Math and Lifeskills. Here we relooked at various options and spoke to 4 or 5 professional partners.

From there we chose the Nandi Foundation and commissioned a pilot project for the Colaba school for standards 8th and 9th.

So, all secondary classes could be moved to Nandi Foundation (Dr. Reddy) depending on the outcome of the pilot.

The pandemic has thrown up huge inequities in our society, and

this year our focus has been on two projects, both providing livelihood to two separate communities rural, as well as urban

This year our Rural Village Development Committee together with our partners Chirag were able to provide water light and livelihoods to 18 villages and hamlets. We have irrigated several acres of land, provided drinking water, digitised schools, provided lighting, and transformed the lives of hundreds of villagers.

In addition, we are supporting the Vaidu tribal community with rations, nutrition for the girl child, adult literacy, children's education, etc.

In the medical space, our centres at Talwada, IWA, Cotton Green continued to provide free service through most parts of the pandemic.

In smaller committees like urban heritage, we were able to work on a project for the restoration of ancient maps of Bombay, and hope to exhibit at the Asiatic Library in April.

We continued our good work with the elderly and provided joy

and encouragement through our Anand Yaan centres, with a new one opening in Alibaug. The trip to Alibaug was a happy fellowship where we almost forgot we were there to inaugurate the Elders Day Care Centre. As was Mahableshwar, a joyous return to the hills and superb hospitality of our members.

Next week we plan to visit Pingeman, the village paid for and scripted by our Club. Together with a visit to Talwada to commemorate the life of a stalwart of our Club.

We are now looking forward to Kashmir... a trip that promises to be exceptional as we cavort amongst the tulips!

We recently reopened meetings in person in mid-February and have planned a flurry of fellowships and visits to our projects.

We have a few weeks to go before the year closes, and many promises to keep!

With the usual enthusiasm and energy of our team, we will get there and fulfil what we hoped to!

**President Shernaz Vakil**





There is no industry suffering as much globally as airlines, hospitality, and tourism.

**The reality is this (hospitality) sector contributes more than 10% to the global GDP, more than 10% to the jobs in the world** and, more interestingly, one out of every job comes from this sector. This includes everyone.

In India, we finished the meeting on National Tourism Policy last week, presented by the Secretary of Tourism to the Government of India, that 13.6% formal and informal jobs were created through this sector. What is informal? The shikharas on the Dal Lake, the pitthu guy who carries your bags while hiking, the rickshawwala from the Kashi Vishwanath Temple to the Benaras Ghat; so, a lot of lives are dependent on the sector.

How can this sector make a difference and how do we make a difference? There are five key pillars where you can have a positive impact – business, customer, people, industry and the nation itself.

Business is the most important thing because you cannot do service and community and look after people if you are not in business. Whether it is the business of providing service, it is business; if it is about doing CSR, it is still business; everything has to be looked at from a business point of view.

In 2018, Indian Hotels Company Limited announced our journey of aspiration for 2022. It was a simple pyramid saying that we will build on our value system of TATAs and values of Taj because that is our backbone.

Indian Hotels Company Limited was the company formed 120 years ago by Jamshedji Tata; in 2017, we defined the values as trust, awareness, and joy. The five core values of TATA using our enablers of a strong footprint legacy, properties assets, whatever we have and the three new initiatives – reimagining, restructuring, re-engineering our business to maintain what we have.

We added the word profitable; we want it to be most iconic and most profitable, how will we do it? We will do it if we expand our EBITDA margin from 17 to 25%, we will sign 15 new agreements on an average every year and we will balance our portfolio in being asset-heavy to asset-smart. For us, we define it as strategic, margin-enhancing, growth built on the principle of asset management relationships and continuous striking. So, the new growth will be more asset light, to get to a 50-50 balance portfolio in five years.

What have we delivered? Last year, Brand Finance, for the first time in the history of India, named it the world's strongest hotel brand. The year before that we were the strongest brand across all sectors of India, then we got displaced so, we were very sad. Because Jio came out of nowhere and became number one; but we were still number two. You can't be number one forever, then, when this prize came a week later, we were happy and relieved.

We were possibly one of the most profitable companies in early 2000s. Then, for a variety of reasons, international acquisition, sub-

prime prices, hotels opening at the wrong time led us to become a 10-year period loss-making company within one year; there was some accounting profit, but we have 10 consecutive years of not making money. Then we turn around, launching a project internally, project WIND to get to that 101 and then the 101 went to 250, and 350 but then covid came.

On growth, we added 70 contracts in the last three years; to date we are around 85 new agreements, and if 90% of those get billed, it is still 70 hotels. I can proudly tell you today, we have opened a hotel every month and, going forward, we will be opening at least 1.5 which means 18 hotels over the next 12 months. Our portfolio pre-Covid moved from heavy asset size to almost 46% portfolio. So, we achieved our target of iconic, profitability and growth. In 50% of the time the only thing we missed is having a balanced portfolio and I think we will get there and, also, unleashed the potentials of all the brands. So, instead of every brand serving the Taj, the time had come to let these brands become units of their own. And these can be businesses on their own. So, we brought in the impact of PML but also the scalability of the brand, so, Shamiana today is also in Dubai, the famous Machan in Delhi is also in the West End; Machan is also going international. A multiplier impact of some of these brands, we have started using it. We are also taking the House of Ming from the Taj Delhi to London and then we added some new businesses whether it is Qmin, food trucks.

Now, one thing people should not forget is that we need to communicate as a company, and we are doing that. But, also, would like you all to be the ambassadors in whatever segment or business we are in, we will be the premium in that segment. Our ambition will always be to be the Taj of the homestays, homedelivery, to be the Taj in the Ginger Hotels segment without calling it the Taj. The best way to ruin a brand is to give it crutches before it is allowed to walk on its own feet. That means by adding 'By Taj,' you get revenues in the short term but in the long-run the brand never has its identity and you end up diluting your mainstream brand. The backbone of the company, the cashflow generator, the status. So, we should use it very carefully. So, some of you who must be wondering that there is a sudden change in the Taj Vivanta, Taj Salons, and it is a very informed change, a change done of purpose, I hope nobody reverses that for short-term gain because that will be counter-productive.

Now, we come to customer experience; how do we start? Firstly, we had to make the customer feel good, so we came up with 'Tajness', a commitment to strengthen and see how to leverage digital, how to save sanitary practices so that not only our customers, but our employees too are safe. We had to do it for all with eventually the customer in mind. We launched this across the system in very short period. We came up with new promotions and brands without any investment. It was all based on incremental cost and revenue.











# Committee News

In-Camera fellowship on photography in Dubai by PP Dr. Mukesh Batra,  
on March 15<sup>th</sup>, 2022, at Piralal Gallery, NCPA





# Committee News

## Ananda Yaan celebrates Holi



Social Responsibility Forum, a club at the NMIMS University, visited both our Ananda Yaan centres to celebrate Holi with the elders.

A team of 25 young college students spent time with them and got to know them better. They played games, danced, had live music sessions, and played Holi with our elders.

In the end, refreshments were provided by NMIMS and their sponsors. RCB thanks team NMIMS for organising such a playful Holi for our Ananda Yaan centres at Dr. E. Moses Road and Byculla, in association Dignity Foundation.



## Vaidu kids take a CHALAANG to BKC

RCB thanks the Rotaractors of ISME for inviting children from the tribal Vaidu community to their college for Unnati, their curated programme.

Unnati was a one-day project organised by RCISME's community service to introduce ideas of discipline, critical thinking, and time management to the Vaidu children. Unnati also aided in developing their self-confidence and creativity.

RCISME planned a three-part programme comprising Warli art painting, self-defence lessons, and community thrift.

With the use of sheets and sketch pens, we organised the Warli art painting session to improve the children's creative skills. A self-defence session aimed to increase the children's awareness of their surroundings, while community thrift was a unique module employed by RCISME to educate pupils time management and critical thinking.

Over 30 children participated in Unnati, which was held at Atlas SkillTech University at BKC and finished with some delectable food and beverages.


RCISME was overjoyed with the project's outcome and the positive feedback we received from the kids!

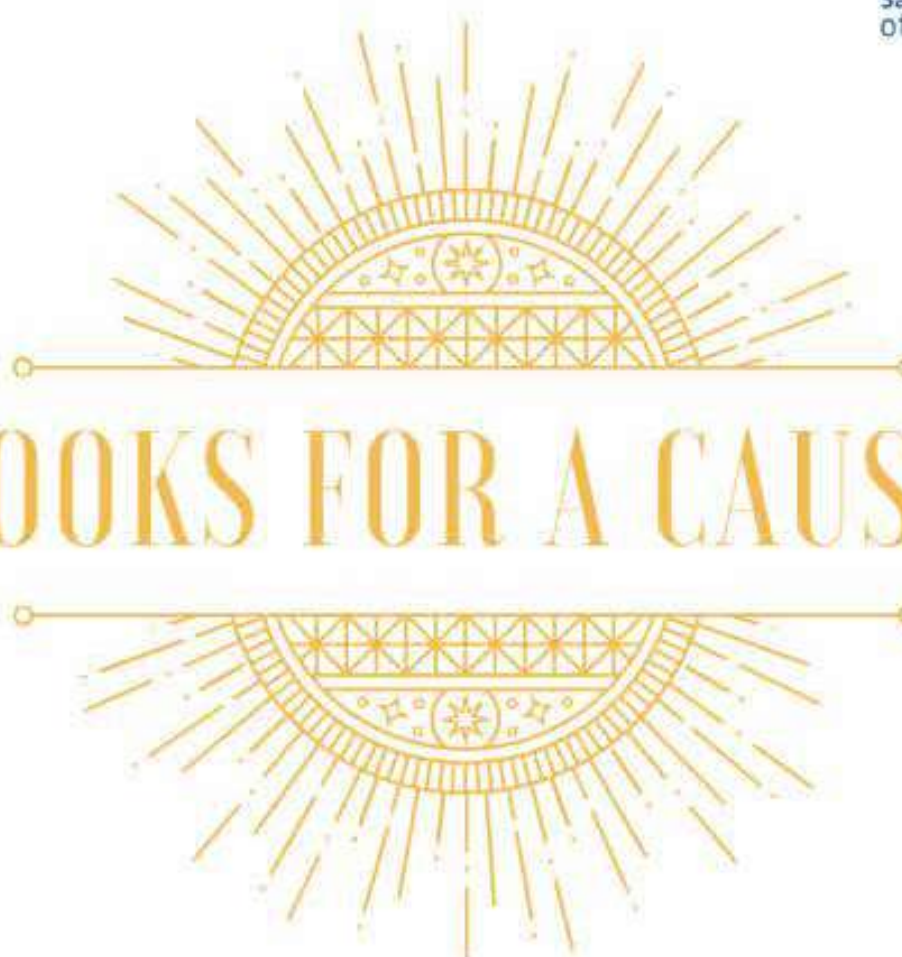


# In other news...



Rtn. Christopher Blumel's view of Gateway of India






## BOOKS FOR A CAUSE

A one month long book drive for mini libraries for underprivileged children and senior citizens! Help us by dropping off your old books to donate across NGOs in Mumbai as part of an initiative by RCB Satellite Club!

DONATE



TODAY

Please donate books in Hindi, English and Marathi  
Open to all types of books - Text books, fiction and non fiction books, illustrated books, and even comic books  
We would also love stationary supplies such as color pencils, crayons, notebooks, geometry kits, etc.

DROP OFF LOCATION: SIMPLEX OFFICE BUILDING  
30, KESHAV RAO KHADYE MARG, NEXT TO PLANET GODREJ

CALL 7506199344 FOR INQUIRIES

## Book collection drive by Satellite Club

The Rotary Satellite Club of Bombay has launched a book collection drive.

As the school and college academic year comes to an end, we hope you will donate old textbooks, stationary supplies, and any other reading or illustrated books that are not needed or have been outgrown.

The books can be dropped off at the address mentioned on the flyer, or you can get in touch on the number mentioned above to see if a home collection could be possible.

The Rotary Satellite Club of Bombay consists of younger members aged 21-35, many of whom are second / third generation Rotarians.

In case any member would like to propose their younger sibling / family member, they can get in touch with Rtn. Sanjay Damani on 9867008202 or email [rcbsatellite@gmail.com](mailto:rcbsatellite@gmail.com) for more information.



Rtn. Ptn. Malti Jain receives the Kamala Power Women Award 2022 at the hands of the Honorable Governor of Maharashtra, Bhagat Singh Koshiyari



**Think about the last time you needed to communicate a very important message to someone** – perhaps you needed to get a particularly important point across to a family member such as your child or spouse – or you might have needed to relay urgent information to someone at work – what type of tone did you use to deliver the message, and how did you go about selecting the right time and place to communicate? How did this choice of message delivery influence the recipient's response?

In all cases – the mode of communication will be very different. Now, let's consider it from a sustainability perspective. If you are going to influence change and mobilise people to take action, it is important to tailor that message to your audience.

Just as you cannot use the same tone with your child as you would with a work colleague, you cannot adopt a blanket approach towards communicating the sustainability message to everyone. People are more likely to respond to messages that are relevant to them and, because of this, it is your job to ensure that those you need to inspire to take action can relate to your message.

Here are four reasons perhaps why sustainability communications are not effective:

## 1. Seek to understand

If you want to be understood, first seek to understand. – Stephen Covey  
This simply means that, before trying to put your point across, first understand your audience. So often, when sustainability is being spoken about, it's at me. Perhaps it should be a little more to me and, eventually, with me. How do we do this?

First, ask, don't tell. You want to understand your audience's problems and what are their midnight worries? You want to get inside your audience's brain.

For example, if you want to base a campaign on pollution – instead of telling your audience pollution is rising, ask them if they've been having more allergies and breathing problems lately? Understand their view on the situation. See what kinds of issues they are facing because of a certain problem to make your messaging more relatable to them.

Always collect the information first and don't immediately dissect it. You may find other or more specific issues that are causing discomfort – what is the gestalt?



Even for the book drive – instead of telling people to donate, ask them if they have any extra books they would like to share with underprivileged children – or, simply ask them what kind of books do they have, do they have a space issue in their houses?

## 2. Avoid the tone of moral superiority

It's so easy for someone in the sustainability business, for me to perceive that you have a tone of moral superiority

The word sustainability itself – it's not a friendly word – it's a long six-syllable word. You're either an academic, a preacher or a cap – neither of the three I am going to respond well to.

Also, when you talk about it, the first reaction is: it's so easy for you to say –

you try and do what I do.

You need to practice empathy.

## 3. Don't swamp the listener

Because there is so much to sustainability – for example, one issue is connected to a whole lot of other issues – global warming, for example – you swamp the audience with a lot of information.

People tend to say too many things too fast, and they say one point once, and think the audience has got it. It doesn't work like that. The audience needs time to comprehend, and it also needs to be constantly reminded.

Focus on a few big things and make those systemic connections.

It's like advertising – they focus on

one or two big things:

Volvo is safety; Coke is happiness.

Sustainability – people are already thinking about war and peace.

## 4. Include the why

The most important thing is including the “why” – what is the purpose of all this?

The sustainability purpose is different – but you need an enterprise-wide “why” purpose. The enterprise-wide why and sustainability is embedded it in.

And don't just tell me why – but tell me how – make it easy for your audience.

Sustainability is such a schlep – that means am I going to lose money over this – is it going to waste my time? What is the upside??

Now, let's talk about why is it important to frame sustainability messages for different audiences?

People are different – we have different backgrounds, beliefs, and roles in the system:

Framing a message differently makes the audience feel like you care and that they have been heard – you have taken them into account, and you relate to them on their own terms.



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ARE RESPONSIBLE LEADERS  
BOTH SOCIALLY AND ETHICALLY

**ROTARIANS**  
DISCOVER AND CELEBRATE  
DIVERSE PERSPECTIVES

**ROTARIANS**  
MAKE THE WORLD BETTER  
ONE COMMUNITY AT A TIME

**PROUD TO BE A  
ROTARIAN**



# ROTARIAN BIRTHDAYS



MARCH 25  
Rtn. Dr. Rajeshwar  
Bali



MARCH 25  
Rtn. Joseph  
Koshy



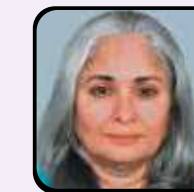
MARCH 25  
Rtn. Dr. Anand  
Somaya



MARCH 28  
Rtn. Nikhil  
Bhatia



MARCH 28  
Rtn. Shariq  
Contractor



MARCH 28  
Rtn. Leela  
Deshpande

## ROTARIAN PARTNER BIRTHDAYS

MARCH 24  
Rtn. Ptn. Rashna Cooper

MARCH 24  
Rtn. Ptn. Divyaa Kummar

MARCH 26  
Rtn. Ptn. Berryl Hirani

MARCH 28  
Hon. Rtn. Ptn. Swati Piramal

MARCH 28  
Rtn. Ptn. Mina Somani

## ANNIVERSARIES

MARCH 25  
Rtn. Ptn. Pinky & Rtn. Shreepal Dalal

MARCH 28  
Rtn. Ptn. Radhika & Rtn. Dipan Mehta



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PANELLISTS: RTN. DR. SHARUKH  
GOLWALLA AND CONSULTANT  
NUTRITIONIST NITI DESAI

MARCH 29TH, 2022  
AT PRESIDENT HOTEL, 1 PM



Rtn. Dr. Sharukh Golwalla is a senior cardiologist attached to Breach Candy Hospital, Jaslok Hospital, B.D. Petit Parsee General Hospital, and H.N. Reliance Foundation Hospital. He has also co-authored several books on medicine.

Rtn. Dr. Aashish Contractor is widely recognised as the pioneer of cardiac rehabilitation and sports cardiology in India, and has recently authored a book, 'The Heart Truth', on heart disease prevention.

Niti Desai was attached to Cumballa Hill Hospital & Heart Institute for 17 years. Besides advising celebrities from the glamour world and industrialists, she has been fortunate to be useful to our Olympic champions – Mary Kom, ace shooter Gagan Narang and others in preparation for Olympics.





Please join President  
**Shernaz Vakil**  
And the Board of Directors of RCB  
for a special weekend.

### **March 26th.**

The RCB Village at Pingeman, less than 3 hours from Mumbai.  
See the transformation that you have been able to bring about.  
26th. evening: fellowship and overnight stay.

### **March 27th.**

Visit our flagship project at Talwada and commemorate  
the late Dr. Rahim Muljani's lifetime of work.

Confirm your presence with Rashmi at the Rotary office.

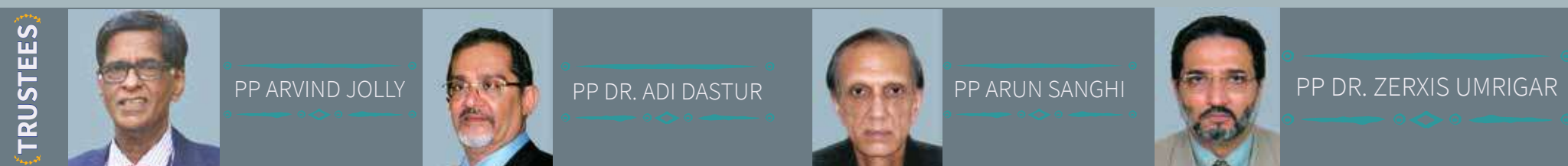
**Mihir Mody**  
Chairperson  
Rural Development Committee



# Just be kind



# ROTARY CLUB OF BOMBAY 2021-2022



PRESIDENT SHERNAZ VAKIL, IPP FRAMROZE MEHTA, PE VINEET BHATNAGAR, PN MANOJ PATODIA, HON. SECY. DR. AKSHAY BATRA, JT. HON. SECY. NATASHA TREASURYWALA, HON. TREASURER KIRIT KAMDAR

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