



Pioneer in Professional Education  
**COTHM**  
College of Tourism & Hotel Management  
GROUP OF COLLEGES

# PAKISTAN NEXTGEN HOSPITALITY CHALLENGE

2026



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2026

Hospitality 360  
The Artificial Intelligence Era

April 8-11, 2026

Season 2



# Table of Contents

1	Introduction to PNHC 2026	1
2	Message from the Founder/President & CEO, COTHM Global	2
3	Message from the Founder, PNHC	3
4	<b>Competition Categories:</b> (For National & International Teams)	
	1. Front Office Management	5-8
	2. Food & Beverage / Restaurant Service	9-12
	3. Innovation & Entrepreneurship	13-15
	4. Sales & Marketing Management	16-18
	5. Strategic Thinking in Hospitality	19-21
	6. Tourist Destination Management	22-24
	7. Baking & Patisserie Innovation	25-27
	8. Barista Techniques & Presentation	28-30
	9. Culinary Innovation & Presentation	31-34
	10. Travel & Tourism Advisor	35-37
	<b>Competition Categories:</b> (Only for the teams who participated in PNHC - 2025)	
	11. Pakistan's Tourism Economy & Destination Innovation	38-40
	12. Hospitality Advanced Track - Hotel Systems Transformation Challenge	41-44
5	Documentary Submission: Theme: Our City, Our Story	45-46
6	General Competition Rules	47-50



## Introduction to PNHC 2026

The **Pakistan NextGen Hospitality Challenge (PNHC) 2026** is a flagship national inter-campus skill showcase that brings together high-performing hospitality, tourism, culinary, and service students from COTHM campuses across Pakistan. Building on the successful execution of PNHC 2025—a national milestone uniting multiple campuses under one competitive platform—the challenge has now evolved into a larger, more integrated, and future-focused national forum. Scheduled from April 8–11, 2026, at the COTHM Head Office, Garden Town, Lahore, PNHC 2026 is designed to spotlight student capability, strategic thinking, and real-time problem-solving through immersive, industry-inspired competitions.

Aligned with the theme Hospitality 360° – The Artificial Intelligence Era, and grounded in the pillars of Innovation, Sustainability, and Strategic Impact, PNHC 2026 simulates real-world hospitality and tourism ecosystems through masterclasses, judged tasks, live simulations, documentaries, presentations, and roleplays. While structured within academic settings, the challenge intentionally exceeds traditional classroom boundaries—requiring participants to think system-wide, act professionally, and respond to dynamic, real-industry scenarios.

The genesis of PNHC lies in the evolving demands of hospitality education, where exposure, execution, and industry readiness are as critical as theoretical knowledge. Introduced in 2025 to bridge the gap between learning and leadership, PNHC has since positioned itself as a national response to the industry's need for graduates who can integrate service intelligence, technology awareness, creativity, and strategic judgment. The 2026 edition reflects refinement, scale, and maturity—incorporating learnings from its first cycle while expanding its academic and professional depth.

With participation from campuses nationwide and mentorship from industry professionals and faculty experts, PNHC functions as a national incubator for emerging talent. It fosters cross-campus collaboration, real-industry engagement, and holistic student development—preparing participants for operational, managerial, and leadership roles within the global hospitality and tourism sector.

PNHC 2026 features an expanded competition framework, including twelve categories, covering core hospitality operations, tourism and travel management, sales and marketing, innovation and entrepreneurship, culinary arts, baking and patisserie, barista and café simulation, and advanced senior-level strategic and leadership challenges. Each category is designed to assess communication, creativity, accuracy, teamwork, and critical thinking through structured activities, simulations, written submissions, and professional presentations. All evaluations are conducted in English and assessed by an independent professional jury to ensure transparency and international relevance.

Every participating team represents its campus with original ideas, research-backed concepts, and practical execution. While awards, medals, and certificates recognize top performers, all participants gain national exposure, professional feedback, and firsthand insight into industry expectations. More than a competition, PNHC 2026 is a national movement—elevating hospitality education in Pakistan through integrated thinking, intelligent execution, and future-ready leadership.

It is with great pride and renewed confidence that we announce the Second Season of the Pakistan NextGen Hospitality Challenge (PNHC), following the remarkable success and nationwide impact of its inaugural edition in 2025.

The first season of PNHC set a historic milestone by establishing Pakistan's first and largest hospitality competition — a platform that not only celebrated talent but also redefined experiential learning within hospitality education. The overwhelming participation, industry engagement, and student excellence witnessed during the first season reaffirmed our belief that Pakistan's youth possesses immense potential to lead the future of global hospitality.

At COTHM, our mission has always been to go beyond conventional education—to create environments where students are challenged, inspired, and prepared for real-world leadership. PNHC Season Two is a stronger, more evolved continuation of this vision. It builds upon the foundation laid last year, offering a more dynamic, competitive, and industry-aligned experience that mirrors the realities of today's fast-paced global hospitality sector.

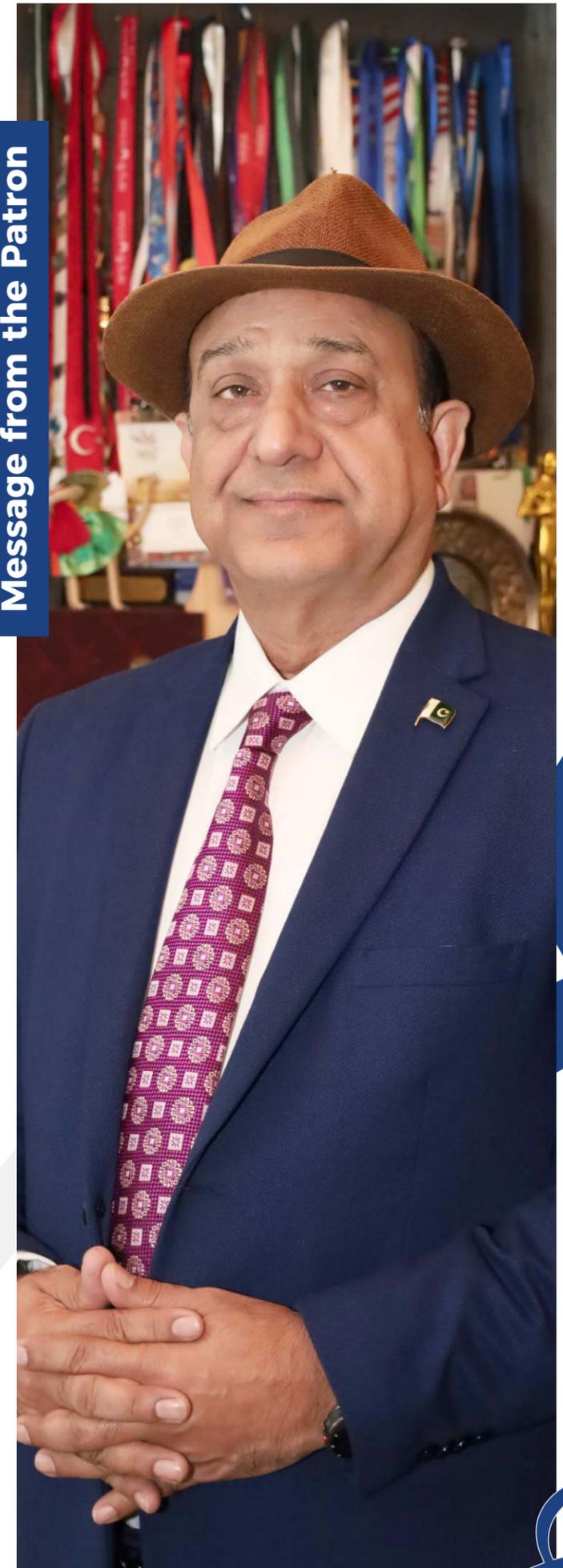
This second season further raises the bar by encouraging innovation, critical thinking, teamwork, and professional confidence. It provides students with a national stage to test their skills, exchange ideas across campuses, and engage meaningfully with industry standards and expectations. PNHC is not merely a competition—it is a movement that bridges academia and industry, shaping future-ready professionals.

As the largest and only competition of its kind in Pakistan, PNHC continues to set benchmarks for excellence, inclusivity, and impact. It is a proof of our commitment to empowering youth, strengthening industry-academia collaboration, and positioning Pakistani hospitality talent on the global map.

I extend my sincere appreciation to our students, faculty members, industry partners, and organizing teams whose dedication has transformed PNHC into a nationally recognized platform. I am confident that Season Two will be even more inspiring, competitive, and transformative—paving the way for the next generation of hospitality leaders.

**Ahmad Shafiq**  
Founder/President & CEO, COTHM Global  
Patron – Pakistan NextGen Hospitality Challenge - PNHC

## Message from the Patron





## CEO'S Message

The vision for the Pakistan NextGen Hospitality Challenge was shaped by my own experiences participating in international hospitality competitions and by a strong belief that while Pakistan is rich in talent, structured platforms for that talent to truly excel have been limited.

Throughout my journey in this industry, I have consistently encountered students with exceptional skill, creativity, and determination, yet with few opportunities to showcase their potential at a national or international benchmark. This gap between capability and exposure became the foundation for PNHC, an initiative designed not as a one time event, but as a credible and competitive national platform representing hospitality students across all COTHM campuses.

Following the successful execution of PNHC 2025, this vision has moved from concept to reality. PNHC 2026 builds on that foundation with greater scale, refined structure, and deeper industry relevance. Today, PNHC stands as more than a competition. It is a platform for strategic thinking, innovation, leadership, and intelligent execution within real world hospitality and tourism environments.

PNHC brings educational values to life by placing students in settings that demand confidence, professionalism, adaptability, and sound judgment. It enables them to move beyond theory and step into roles where decisions matter, ideas are challenged, and performance is evaluated against real industry expectations.

At its core, this initiative is about empowerment. It is about recognition, exposure, and preparing students to engage with the global hospitality industry with confidence, clarity, and purpose.

I am deeply proud of every student, mentor, faculty member, and team member who has contributed to shaping PNHC into a national benchmark. Let this not be remembered as an event alone, but as the continuation of a legacy that elevates hospitality education across Pakistan.

Thank you for being part of this journey.

**Zainab Ahmad Shafiq**

Founder - Pakistan NextGen Hospitality Challenge - PNHC  
CEO - Chocolate Academy Pakistan

# COMPETITION CATEGORIES.

# FRONT OFFICE COMPETITION



## Competition Details

The Front Office Competition evaluates participants' ability to manage guest-facing hotel operations through realistic, time-bound scenarios inspired by a partnered hotel environment. The competition assesses professionalism, communication quality, operational accuracy, service recovery, and informed judgment, with a strong emphasis on delivering human-centered service excellence supported by intelligent systems.

### Objective

- Evaluate front office performance through real-world guest interactions, written correspondence, and decision making
- Assess service recovery capability under pressure
- Measure adherence to SOPs and professional communication standards
- Test future readiness through responsible AI integration and policy-aware thinking

### Goals

- Demonstrate professional conduct and strong first impressions
- Apply hospitality etiquette across verbal, written, and non-verbal communication
- Exhibit problem-solving and service recovery skills in timed situations
- Translate real guest interaction scenarios into service excellence
- Demonstrate awareness of emerging trends and responsible AI use in front office operations

### Teams and Language

- Team size: 3 participants per team
- All stages are collaborative
- Language: English for all spoken and written communication

## Competition Stages & Timeline

### Day 01: Foundation and Assessment Central Masterclass (or All Registered Candidates)

A central orientation session introducing the Hospitality 360° theme, professional conduct expectations, ethical decision making, judging standards, and the overall competition framework.

## Industry Visit: Front Office Operations at Partnered Hotel

- Visit to a partnered hotel designated by the Organizing Committee
- Duration: 1.5 to 2 hours
- Observation focus includes check-in and check-out flow, reservation handling, PBX communication, front office team behavior, and service culture
- Purpose is to reinforce theoretical understanding through live operational exposure and observation of SOP application, guest flow, and service recovery practices

### Category-Specific Competition Briefing

Official briefing conducted by the category jury covering rules, timelines, evaluation criteria, and deliverables

### Stage 1: General Knowledge Test

- **Duration:** 25 minutes
- **Format:** MCQs
- Focus areas include core front office operations, guest handling protocols, service etiquette, SOP awareness, and the local hospitality context

### Stage 2: Case Study Issuance and Submission

- Case study issued after the quiz
- Teams must analyze the scenario and submit a professional solution
- Submission format: structured written solution or short presentation as instructed
- Submission deadline: 7:00 PM sharp on Day 1
- Late submissions will not be accepted

## Day 2 – Operational Execution

### Stage 3: Simulation Task Block

- Total duration: 20 minutes per team
- Preparation time: 2 minutes
- Performance time: 18 minutes

- Simulation tasks include
- Guest walk-in inquiry handling
- Written response to a professional email booking
- Telephone-based guest inquiry handling
- Live guest complaint handling with a trained roleplay actor

All simulations are derived from the partnered hotel context. Strict time enforcement applies.

### Stage 4: Human-Centered Service Excellence and AI Integration Presentation

The presentation must address

- The evolving role of the front office in modern hospitality
- Delivery of human-centered service excellence within AI-supported operations
- Practical and responsible AI integration suitable for Pakistani hotels
- Guest trust, data privacy, and human accountability
- Front office desk design emphasizing mobility, visibility, and professional

- interaction
- Execution flow prioritizing informed human judgment supported by intelligent systems
- Slides allowed: 5 to 8
- Content must be practical, policy-aware, and context-specific
- Late submissions will not be accepted

All operational and simulation-based evaluations conclude on Day 2.

### Day 2 – Strategic and Future-Focused Segment

#### Presentation:

- Total duration: 20 minutes per team
- Presentation: 10 minutes
- Case study briefing: 5 minutes
- Jury questions and answers: 5 minutes

Excursion tour for all mentors, participants.

### Day 4 – Showcase and Closure

- Documentary screenings
- Hospitality roleplay highlights
- Gala Lunch and Awards Ceremony
- Participant departures

No competitive evaluation will take place on Day 4

### Evaluation Criteria

Component	Weight
1: General Knowledge Test	10%
2: Case Study Submission	20%
3: Simulation Performance	40%
4: Strategic AI and service excellence segment	30%

### Judging Parameters

- Professionalism and appearance
- SOP adherence and work method
- Communication clarity and fluency
- Technical accuracy in task execution
- Guest relations and service recovery quality
- Judgment in AI-supported service scenarios
- Team collaboration and etiquette

### Competition Norms and Preparation

Participants are expected to

- Review front office SOPs and service sequences
- Understand guest expectations within a Pakistani hotel context
- Prepare for time-bound decision making and live interaction

### Participant Requirements

- Laptop and USB drive for backup

- Institutional hospitality uniform is mandatory (COTHM and PNHC partner hospitality institutions)
- Stationery and participant ID badge

### Jury Panel and Resources

- Jury panel will include front office managers, guest relations professionals, industry practitioners, and hospitality academics
- Organizers will provide a fully equipped front desk simulation zone, case study briefs, scenario prompts, and email and telephone response systems

### Important Notes

- Attendance at the central masterclass and partnered hotel visit is compulsory
- All case study submissions must be completed on Day 1 by 7:00 PM sharp
- All presentation slides must be submitted on Day 1 by 8:00 PM sharp
- Team formation is final once announced
- Jury decisions are final and binding

# FOOD & BEVERAGE/ RESTAURANT SERVICE COMPETITION



## Competition Details

The Food & Beverage / Restaurant Service Competition evaluates participants' ability to plan, execute, and present professional restaurant service and catering solutions in a simulated real-world hospitality environment. The competition assesses service precision, operational planning, presentation standards, teamwork, sustainability awareness, and professional conduct in alignment with contemporary food and beverage practices.

### Objective

This category challenges students to demonstrate mastery of restaurant service operations, table presentation, and catering strategy through structured tasks that test both technical competence and interpersonal service skills. Emphasis is placed on execution accuracy, planning logic, innovation, sustainability, and team coordination.

### Goals

- Foster teamwork and professional service ethics
- Assess strategic thinking in restaurant and catering operations
- Emphasize service presentation, aesthetics, and execution accuracy
- Evaluate planning, innovation, and sustainability in food and beverage
- Strengthen interpersonal communication and hospitality service standards

### Teams and Language

- Team size: 3 participants per team
- All stages are collaborative
- Language: English for all spoken and written communication

## Competition Stages & Timeline

### Day 1 – Foundation and Assessment

#### Central Masterclass (for All Registered Candidates)

A central orientation session covering Hospitality 360° The AI Era, professional conduct, ethics, judging standards, and the overall PNHC competition framework.

### Industry Visit at Partnered Restaurant / Hospitality Venue

- Visit to a partnered venue designated by the Organizing Committee
- Duration: 2 to 3 hours
- Focus on restaurant layout, service flow, mise-en-place, teamwork, guest handling, and service etiquette
- Purpose is exposure to live food and beverage operations and service standards

### Stage 1 – Food & Beverage Management Quiz

- Duration: 25 minutes
- Format: MCQs
- Weightage: 10%

Focus areas include

- Restaurant service fundamentals
- Catering basics
- Menu knowledge
- Cost awareness
- Sustainability concepts
- Service SOPs

### Stage 2 – Catering Case Brief Issuance and Submission (Day 1)

- Event or catering brief issued after the quiz
- Teams must analyze the brief and prepare a professional catering plan
- The plan will form the basis of the presentation delivered on Day 2
- Submission format as instructed during the category briefing
- Submission deadline: 7:00 PM sharp on Day 1
- Late submissions will not be accepted
- Weightage: 20%

### Day 2 – Operational Execution

#### Stage 3 – Restaurant Table Setup Task

- Setup time: 20 minutes
- Weightage: 40%

Task requirements

Design and execute a Table d'hôte service for 3 guests

- Curated menu concept
- Complete mise-en-place
- Correct table linen and cutlery placement
- Three napkin folds

Skills assessed

- Visual precision and service aesthetics
- Grooming, hygiene, and professional conduct
- Accuracy of setup and attention to detail

#### Stage 4 – Catering Plan Presentation (Day 2)

- Teams will present the catering plan submitted on Day 1
- Presentations will be delivered in front of the jury as per assigned schedule
- Content must demonstrate planning logic, feasibility, costing accuracy, service flow, and sustainability approach
- Supporting visuals such as slides, mood boards, layouts, or costing sheets may be used

- Jury will evaluate clarity of strategy, practicality, creativity, and professional presentation
- Weightage: 30%
- No new submissions are accepted on Day 2; only presentations of Day 1 submissions are evaluated

**Day 3 – Non-Competitive Participation**

Participants will attend selected presentations from other competition categories for cross-category exposure, followed by scheduled excursion activities arranged for all candidates and mentors. No competitive assessment takes place for this category on Day 3.

**Day 4 – Showcase and Closure**

- Student-produced documentaries
- Gala Lunch and Awards Ceremony
- Participant departures

No competitive evaluation on Day 4.

**Evaluation Structure**

Component	Weight
Food & Beverage Management Quiz	10%
Restaurant Table Setup	50%
Catering Plan Presentation	40%

**Judging Parameters**

- Creativity and innovation
- Technical accuracy and service precision
- Relevance to competition theme
- Sustainability awareness
- Presentation quality and professionalism
- Team communication and coordination
- Time management

**Competition Norms and Preparation**

Participants are expected to

- Review restaurant service models and SOPs
- Understand catering frameworks and event basics
- Apply menu design and cost control logic
- Demonstrate awareness of sustainability and responsible sourcing

**Participant Requirements**

- Laptop and USB drive for backup
- Institutional hospitality uniform is mandatory (COTHM and PNHC partner hospitality institutions)
- Participant ID badge and basic stationery
- All work must be completed within allotted time

**Jury Panel**

The jury will comprise certified hospitality trainers and food and beverage industry

professionals with expertise in restaurant service, catering operations, and event planning.

**Materials Provided by Organizers**

- Cutlery, crockery, table linen, and napkin materials
- Setup zones and display desks
- Presentation areas, projectors, and Wi-Fi

**Important Notes**

- Attendance at the central masterclass and partnered venue visit is compulsory
- Team formation is final once announced
- Time limits are strictly enforced
- Jury decisions are final and binding

# INNOVATION & ENTREPRENEURSHIP COMPETITION



## Objective

To assess students' entrepreneurial capability by challenging them to critically analyze an existing underperforming hospitality or tourism business and independently design an original business model grounded in real locations, real constraints, and practical operational procedures.

## Goals

- Encourage practical entrepreneurship in hospitality and tourism
- Evaluate analytical ability through business failure diagnosis
- Assess feasibility, execution logic, and operational planning
- Promote innovation, sustainability, and responsible technology use
- Strengthen teamwork, leadership, and professional pitching skills

## Teams and Language

- Team size: 3 participants per team
- Teams may be pre-decided prior to the competition to allow early preparation
- All stages are collaborative
- Language: English for all spoken and written communication

## Competition Stages and Timeline

### Day 1 – Orientation, Assessment, and Case Study Submission

Central Masterclass for All Registered Candidates  
An orientation session covering hospitality and tourism entrepreneurship, business model thinking, ethical innovation, responsible use of AI, and PNHC 2026 judging expectations.

### Stage 1 – Innovation & Entrepreneurship Quiz

- Duration: 25 minutes
  - Format: Multiple-choice analytical questions
- Focus areas include:
- Hospitality and tourism business models
  - Experience economy and service innovation
  - Sustainability and operational viability
  - Market trends and entrepreneurial fundamentals

### Stage 2 – Business Failure Case Study Analysis

Teams will analyze a real hospitality or tourism business that is failing, stagnant, or underperforming.

The case may involve an existing:

- Hotel, café, restaurant, cloud kitchen
- Destination experience or attraction
- Travel, tourism, or hospitality service venture

## Task Scope

Teams must:

- Analyze the existing business model
- Identify gaps, failures, and inefficiencies
- Diagnose root causes related to operations, pricing, positioning, experience, or management
- Recommend corrective actions and improvement directions

## Output

- Case study report in Word format
- Maximum length: 5 to 6 pages
- Content must be original, structured, and research-based

## Submission Deadline

- Day 1 by 7:00 PM sharp

AI tools may be used only as support. Final analysis, diagnosis, and recommendations must reflect original team judgment.

### Day 2 – Business Model Development and Pitch Preparation

Day 2 is dedicated entirely to hands-on development work.

Teams will **design and structure their own original hospitality or tourism business model**, independent of the Stage 2 case study, and grounded in a real, existing location with realistic operational conditions.

### Stage 3 – Business Model Development

Teams must prepare a complete, practical business model including:

- Clear business concept and value proposition
- Target market definition and customer segmentation
- Location relevance and justification
- Operational flow and service design
- Revenue streams and basic cost structure
- Staffing requirements and daily operational procedures
- Sustainability measures and efficiency practices
- Responsible and relevant use of technology or AI, where applicable

The business model must be original, feasible, and suitable for real-world implementation.

## Teams will prepare:

- Pitch presentation slides
- Supporting notes for jury defense

## Submission Deadline

- Day 2 by 7:00 PM sharp

### Day 3 – Final Presentation and Defense

On Day 3, teams will present both components together:

- **Stage 2: Business Failure Case Study Analysis**
- **Stage 3: Original Business Model Pitch**

**Presentation Structure**

- Total presentation time: 15 minutes per team
- Followed by jury Q&A

The jury will assess:

- Depth and accuracy of diagnosis
- Practicality of recommendations
- Strength and feasibility of the new business model
- Innovation, sustainability, and execution logic
- Professional communication and defense quality

**Evaluation Structure**

Component	Weight
Stage 1 – Innovation & Entrepreneurship Quiz	20%
Stage 2 – Business Failure Case Study	30%
Stage 3 – Business Model Pitch & Defense	50%

**Judging Parameters**

- Quality of problem identification and analysis
- Feasibility and realism of the proposed business model
- Alignment with hospitality or tourism context
- Innovation and sustainability integration
- Responsible use of technology or AI
- Communication skills, confidence, and teamwork

**Competition Norms and Preparation**

Participants are expected to:

- Study real hospitality and tourism business cases
- Understand operational workflows and cost logic
- Demonstrate originality and ethical AI use
- Maintain professional conduct throughout

**Participant Requirements**

- Laptop and USB drive
- Institutional hospitality uniform is mandatory (COTHM and PNHC partner hospitality institutions)
- Participant ID badge and basic stationery

**Important Notes**

- Teams may be finalized prior to the competition for preparation purposes
- All submission deadlines are strictly enforced
- External assistance during the competition is not permitted
- Jury decisions are final and binding

# SALES & MARKETING MANAGEMENT COMPETITION



**Competition Details**

This competition assesses participants' ability to apply hospitality sales, marketing, and budgeting principles using real hotel data. Students are evaluated on analytical thinking, client-facing pitching skills, financial planning, feasibility, and professional execution within a Hospitality 360 framework.

**Objective**

To evaluate how effectively students can analyze hotel performance, pitch a conference or corporate event concept, and develop a structured budget strategy aligned with realistic revenue targets.

**Goals**

- Assess hospitality sales and marketing fundamentals
- Evaluate analytical thinking and market understanding
- Test conference and corporate sales pitching skills
- Measure budget planning, forecasting, and calendar-based strategy
- Strengthen professional communication and teamwork

**Teams and Language**

- Team size: 3 participants per team
- All stages are collaborative
- Language: English for all spoken and written communication

**Competition Stages and Timeline**

**Stage 1 – Marketing & Sales Knowledge Quiz (Day 1)**

This stage tests conceptual understanding before applied tasks begin.

- **Duration:** 25 minutes
- **Format:** Multiple-choice analytical questions

**Focus Areas**

- Customer journey and sales funnel
- Hospitality marketing KPIs
- Market segmentation and targeting
- Communication and positioning concepts

No submission is required for this stage.

## Stage 2 – Conference Pitch Presentation (Day 1 Submission | Day 3 Presentation)

In this stage, teams develop and pitch a business conference or corporate event proposal for a designated hotel property. This stage focuses on sales thinking, positioning, and client-facing presentation, not budgeting.

### Scope of Work

Teams must prepare a pitch covering:

- Event concept and theme
- Target market and audience segmentation
- Conference structure and program flow
- Pricing logic and sales approach
- Competitive positioning and unique selling points
- Branding, promotions, and expected outcomes

### Submission

- Presentation slides must be submitted on Day 1 by 7:00 PM sharp
- Maximum length: 5 slides or pages

## Stage 3 – Budget Strategy Plan (Day 2 Submission | Day 3 Presentation)

This stage focuses on financial planning and forecasting, built on the approved conference concept.

### Scope of Work

Teams must develop a comprehensive budget strategy using hotel data provided during the competition briefing. Figures, hotel name, and targets may vary for PNHC 2026.

The budget plan must include:

### Revenue Analysis

- Month-wise breakdown of last fiscal year performance
- Covers, average cheque, and revenue logic

### Revenue Targets

- Assigned revenue growth between 8% and 15%
- Month-wise forecast aligned with the assigned increase

### Marketing Calendar and Budget

- Jan-Dec activity plan
- Campaigns, B2B tie-ups, digital marketing, promotions
- Budget allocation and ROI logic

### Human Resource Calendar

- Training, incentives, engagement, and recognition activities
- Link between HR planning and performance improvement

### F&B Revenue Strategy

- Promotions to increase covers and cheque size
- Integration with monthly revenue projections

### Submission

- Budget strategy report and Excel sheets
- **Submission deadline: Day 2 by 8:00 PM sharp**

## Final Presentation and Defense (Day 3)

- On Day 3, teams will present both Stage 2 and Stage 3 together:
  - Conference pitch presentation
  - Budget strategy plan
  - Justification and defense before the jury
- No new submissions are accepted on Day 3.

### Evaluation Structure

Component	Weight
Stage 1 – Knowledge Quiz	10%
Stage 2 – Conference Pitch	30%
Stage 3 – Budget Strategy Plan	60%

### Judging Parameters

- Market understanding and sales logic
- Clarity and impact of conference pitch
- Budget accuracy and forecasting realism
- Integration between concept and numbers
- Professional communication and confidence
- Team coordination and time management

### Participant Requirements

- Laptop and USB drive for backup
- **Institutional hospitality uniform is mandatory (COTHM and PNHC partner hospitality institutions)**
- Participant ID badge and basic stationery

### Important Notes

- Attendance at the central masterclass and industry visit is compulsory
- Submission deadlines are final and strictly enforced
- Team formation is final once announced
- Jury decisions are final and binding

# STRATEGIC THINKING IN HOSPITALITY COMPETITION

## Competition Details

This competition evaluates participants' ability to think and act as strategic decision-makers in hospitality organizations. Using a real hotel-based case, teams are required to analyze market conditions, operational realities, and future trends to propose structured, feasible, and forward-looking strategies aligned with Hospitality 360 – The AI Era.

### Objective

To assess students' capacity to diagnose complex hospitality challenges, apply strategic frameworks, integrate technology and innovation responsibly, and recommend actionable solutions suitable for executive-level decision making.

### Goals

- Develop strategic leadership and decision-making skills
- Promote data-informed and future-oriented thinking
- Strengthen analytical rigor under time constraints
- Translate theory into practical, implementable strategies
- Encourage ethical and responsible use of AI in strategy formulation

### Teams and Language

- Team size: 3 participants per team
- All stages are collaborative
- Language: English for all spoken and written communication

### Competition Stages and Timeline

#### Day 1 – Industry Exposure, Assessment, and Case Development

##### Central Masterclass for All Registered Candidates

A strategic masterclass covering Hospitality 360 – The AI Era, executive thinking, ethical decision making, judging expectations, and report structuring.

##### Industry Visit – Strategy-Oriented Hotel Immersion

- Visit to a partnered hotel property designated by the Organizing Committee
- Duration: 1.5 to 2 hours

##### Focus areas:

- Business model and revenue mix
- Market positioning and competitive landscape

- Operational constraints and resource allocation
- Technology adoption and decision workflows

Each team will receive a **guided interaction window** with hotel personnel to clarify strategic challenges relevant to the assigned case.

#### Stage 1 – Strategic Thinking Quiz

- Duration: 25 minutes
- Format: MCQs

##### Focus areas:

- Strategic frameworks in hospitality
- Market segmentation and positioning
- Revenue and growth strategies
- Policy, sustainability, and governance basics
- Core strategic terminology

#### Stage 2 – Strategic Case Report Submission

- Task duration: Remainder of Day 1
- Submission deadline: Day 1 by 7:00 PM sharp

##### Task scope:

Teams must prepare a **research-based strategic report** addressing the assigned hotel challenge.

- The report must include:
- Situation analysis and strategic diagnosis
- Use of frameworks such as SWOT, PESTLE, and Porter's Five Forces
- Strategic options with rationale and trade-offs
- Technology and AI considerations (where relevant)
- Risks, constraints, and feasibility assessment
- Clear KPIs and success indicators

AI tools may be used only as support, with final judgment, structure, and recommendations authored by the team.

#### Day 2 – Strategic Presentation and Defense

##### Stage 3 – Strategic Plan Presentation

- Presentation duration: 15 minutes per team
- Format: Live presentation with slide deck

##### Presentation must cover:

- Strategic diagnosis summary
- Recommended strategic direction
- Operational, marketing, and HR implications
- Guest experience and competitive advantage
- AI, sustainability, and governance considerations
- Measurable outcomes and KPIs

##### A jury-led Q&A will test:

- Decision logic
- Practical feasibility
- Leadership clarity



### Day 3 – Non-Competitive Participation

Participants will attend selected presentations from other categories  
Excursion activities arranged for all candidates and mentors.

#### Evaluation Structure

Component	Weight
Stage 1 – Strategic Thinking Quiz	20%
Stage 2 – Strategic Case Report	30%
Stage 3 – Strategic Presentation and Q&A	50%

#### Judging Parameters

- Strategic clarity and depth
- Relevance and realism of recommendations
- Integration of future trends and technology
- Quality of analysis and insight
- Communication, confidence, and response quality

#### Competition Norms and Preparation

Participants are expected to:

- Review hospitality strategy frameworks
- Understand Pakistan’s hospitality market dynamics
- Demonstrate originality and ethical AI use
- Maintain professional conduct throughout

#### Participant Requirements

- Laptop and USB drive
- Institutional hospitality uniform mandatory (COTHM and PNHC partner institutions)
- Participant ID badge and stationery

#### Important Notes

- Attendance at all briefings and visits is compulsory
- Submission deadlines are final
- Team composition is final once announced
- Jury decisions are binding

# TOURIST DESTINATION MANAGEMENT COMPETITION



### Competition Details

#### Objective

To assess students' capability to develop a comprehensive destination management and promotion strategy by combining on-ground research, virtual tour creation, and strategic planning aimed at enhancing destination appeal, visitor experience, and long-term sustainability.

#### Goals

- Promote innovation and strategic thinking in destination management
- Encourage sustainable and responsible tourism planning
- Strengthen research, collaboration, and presentation skills
- Build awareness of Lahore's tourism potential for international markets
- Integrate digital tools and future-focused tourism practices

#### Teams and Language

- Team size: 3 participants per team
- All stages are collaborative
- Language: English for all spoken and written communication

#### Competition Stages and Timeline

### Day 1 – Industry Immersion and Content Development

#### Central Masterclass for All Registered Candidates

An orientation session covering destination management fundamentals, sustainable tourism practices, digital storytelling, judging expectations, and PNHC 2026 evaluation standards.

#### Stage 1 – On-Ground Destination Immersion

- Duration: 3.5 to 4 hours

#### Destination Scope

The destination will be **within Lahore**. The specific area or zone will be revealed on Day 1 by the Organizing Committee.

#### Focus Areas

- Heritage, cultural, or experiential tourism assets
- Local food, crafts, and community-based experiences
- Visitor flow, accessibility, safety, and amenities
- Authentic destination narratives and lived experiences

**Objective**

Teams will collect original visuals, observations, and insights from the assigned location to form the foundation of a virtual destination tour and destination strategy. All content must be produced during competition hours only. Use of pre-made material, prior research of the assigned area, or plagiarism will result in disqualification.

**Stage 2A – Destination Knowledge Quiz**

- Duration: 25 minutes
- Format: MCQs and scenario-based questions

Focus areas include:

- Tourism data and visitor trends
- International tourist profiles and expectations
- Tourism product development concepts
- Sustainability and digital tourism fundamentals

**Stage 2B – Virtual Destination Tour Submission**

Teams must design a virtual destination tour for the assigned area.

**Output**

- Virtual tour including narrative, images, maps, and digital media

**Submission Deadline**

- Day 1 by 8:00 PM sharp

This component is evaluated independently.

**Day 2 – Destination Strategy Development and Submission**

**Stage 3 – Destination Strategy Presentation Submission**

Teams must prepare a **destination management and promotion strategy presentation** based on insights gathered on Day 1.

- The presentation must include:
  - Destination product concept and thematic positioning
  - Target market profiling and segmentation (international focus)
  - Application of the 5 A's of Tourism
    - Attractions, Accessibility, Accommodation, Amenities, Activities
  - Innovation and sustainability initiatives
  - Digital media, branding, and promotional strategy
  - Visitor behavior insights and experience enhancement
  - Supporting visuals such as maps, infographics, or mock campaigns

**Submission Deadline**

- Day 2 by 8:00 PM sharp

No presentation takes place on Day 2.

**Day 3 – Final Presentation and Evaluation**

On Day 3, teams will **present both components together:**

Virtual Destination Tour (submitted on Day 1)

Destination Strategy Presentation (submitted on Day 2)

**Presentation Details**

- Duration: 15 minutes per team
- Followed by jury Q&A

This presentation forms the **final evaluative stage** for the category.

**Evaluation Structure**

Component	Weight
Destination Knowledge Quiz	10%
Virtual Destination Tour	40%
Destination Strategy Presentation & Q&A	50%

**Judging Parameters**

- Creativity and innovation
- Market relevance and strategic clarity
- Sustainability and responsible tourism focus
- Quality of digital and visual content
- Teamwork and communication
- Professionalism and presentation impact

**Competition Norms and Preparation**

Participants are expected to:

- Demonstrate adaptability and real-time problem solving
- Apply sustainable and digital tourism practices
- Produce all content strictly during competition hours
- Maintain professional conduct throughout

**Participant Requirements**

- Laptop and USB drive
- Photography or video tools such as mobile phones or cameras
- Professional or business attire
- Participant ID badge

**Jury Panel**

The jury will comprise tourism professionals, destination marketers, and academic experts specializing in destination planning, branding, and sustainable tourism.

**Important Notes**

- The destination area will be disclosed on Day 1 to ensure fairness
- Timely submission of all deliverables is mandatory
- External assistance during competition hours is not permitted
- Team collaboration and discipline will influence evaluation
- Jury decisions are final and binding

# BAKING & PATISSERIE



## Competition Details

### Objective

To assess participants' technical mastery, creativity, and presentation in baking and pastry arts through real-time product creation, fusion-inspired innovation, and business-oriented dessert design.

This category celebrates precision, artistry, and entrepreneurial flair—encouraging participants to merge traditional pastry foundations with modern, locally influenced concepts ready for commercial success.

### Goals

- Demonstrate proficiency in professional baking and pastry techniques.
- Showcase creativity in flavor pairing, texture, and visual presentation.
- Apply costing, portioning, and time management in practical production.
- Promote sustainable and culturally inspired dessert design.
- Strengthen teamwork, planning, and kitchen organization under time constraints.
- Integrate entrepreneurship and branding within a patisserie context.

### Teams & Language

- **Teams:** Three participants per team (assigned at briefing).
- Teams may include a third member only if participant numbers are uneven or due to last-minute withdrawal.
- **Language:** English (spoken & written) is the official competition language for all communication, recipe cards, and presentations.

### Competition Stages & Timeline

#### Day 01:

#### Stage 1: Industry Visit – Bakery / Dessert Studio

**Duration:** Half day

Participants will visit a professional bakery, patisserie, or dessert studio to observe:

- Production workflow and oven management
- Recipe scaling and portion control
- Finishing, glazing, and display techniques
- Packaging, labeling, and presentation methods

**Deliverable:** Each team will submit a one-page reflection sheet outlining operational insights, observed display styles, and at least one sustainability takeaway (e.g., waste reduction, local

ingredients, reusable packaging).

#### Stage 2 : Pastry Knowledge & Design Quiz

**Format:** MCQs and short analytical responses covering:

- Baking science (leavening, emulsions, temperature control)
- Ingredient functionality (sugars, fats, flours, stabilizers)
- Doughs, batters, and fillings classification
- Basic dessert costing and menu terminology
- Food safety, hygiene, and HACCP principles

Plus;

-**Plan for Product creation and Dessert Branding & Product Display**

#### Day 02:

#### Stage 3: Signature Fusion Product Creation (Main Practical Task)

**Duration:** 90 minutes (including setup, baking, and plating)

#### Task:

Each team must design and produce two products under one creative theme that reflects fusion, innovation, and market appeal:

- **One Innovative Signature Dessert** – A concept-driven, imaginative dessert built on original ideas and creative storytelling, showcasing innovation in flavor, texture, or technique. Standard or typical desserts are not permitted.
- **One Savory-Influenced Dessert** – A sweet dessert incorporating subtle savory elements that enhance complexity while maintaining balance and clear dessert identity.

#### Guidelines:

- Both products must be prepared for two portions each – one for judges (blind tasting) and one for display.
- All items must be produced entirely on-site; pre-baked or pre-made components are not allowed.
- Teams must submit a recipe sheet with ingredients, quantities, and method steps before beginning production.

#### Judging Focus:

- Technical accuracy (texture, bake quality, stability)
- Creativity and innovation of the fusion concept
- Flavor harmony and cultural balance
- Presentation and visual appeal
- Hygiene and workstation management

#### Stage 4: Dessert Branding & Product Display

**Duration:** 45 minutes

Participants will prepare a presentation board or digital deck showcasing:

- Dessert/product name and concept story
- Packaging or branding design (mockup allowed)
- Costing sheet and proposed retail price
- Target audience and potential market (e.g., café, retail, online)

This stage connects pastry craftsmanship with real-world entrepreneurship and product marketing.

**Optional Extension:** Teams may include a mini menu card or sample logo reflecting the visual identity of their concept patisserie.

Evaluation Criteria Component	Weight
Stage 1: Industry Visit Reflection	15%
Stage 2: Pastry Knowledge & Design Quiz	
Stage 3: Signature Fusion Product Creation	60%
Stage 4: Dessert Branding & Product Display	25%

**Judging Parameters:**

- Baking and pastry technique (accuracy, texture, bake quality)
- Creativity and originality of theme
- Fusion concept execution and flavor synergy
- Presentation and plating finesse
- Hygiene, organization, and teamwork
- Costing and market feasibility
- Sustainability and ingredient integrity

**Norms**

- **Uniform:** Full professional institutional pastry uniform (chef coat, apron).
- **Tools and main ingredients:** Participants must bring their product's main product ingredients except the ones mentioned below (to be provided by organizers) and Participants must bring their personal toolkits (palette knives, piping bags, molds, etc and Crockery for display and plating
- **Prohibited:** Pre-prepared components, edible prints, or commercially finished decorations.
- **Time Management:** Strict adherence to competition schedule; late plating will incur deductions.
- **Hygiene:** Workstations must remain clean throughout; HACCP compliance is mandatory.
- **Judging Area:** Judges may approach workstations at any time for observation or questions

**Material Provided by Organizers**

- Standard ingredients (flours, sugars, dairy, yeast etc.)
- Baking and pastry equipment: mixers, ovens, chillers, molds, trays, utensils
- Presentation zone for product and branding boards

**Assessment Focus**

Judges will evaluate participants holistically on:

- **Professional Execution:** Skill, organization, cleanliness
- **Creativity & Innovation:** Fusion originality and composition
- **Taste & Texture:** Flavor balance, bake precision, mouthfeel
- **Presentation & Branding:** Visual design and market readiness
- **Sustainability:** Local sourcing, waste reduction, efficient portioning
- **Entrepreneurial Vision:** Practical feasibility of the concept

# BARISTA TECHNIQUES & PRESENTATION



## Competition Details

**Objective**

To assess participants' expertise in coffee brewing, latte art, and beverage design, combining technical precision with creativity, customer engagement, and entrepreneurial understanding. Participants will demonstrate mastery over espresso extraction, milk texturing, sensory balance, and presentation, reflecting both café professionalism and innovative beverage concepts.

**Goals**

- Demonstrate proficiency in preparing espresso-based beverages according to global standards.
- Showcase creativity through signature coffee and non-espresso beverage design.
- Exhibit customer service, speed, and professionalism under realistic café conditions.
- Encourage sustainable coffee practices and business thinking.
- Strengthen teamwork, presentation, and hospitality communication skills.

**Teams & Language**

- **Teams:** Three participants per team
- **Language:** English is the official language for all communication, documentation, and presentations.

**Competition Stages & Timeline**

**Day 01:**

**Stage 1: Industry Visit – Coffee Roastery / Specialty Café**

**Duration:** Half day (scheduled prior to competition)  
Participants will visit a partner café or roastery to experience the real-world operation of a barista station and observe:

- Coffee bean roasting and grind calibration
- Espresso machine handling and maintenance
- Customer interaction and service sequence

**Stage 2: Coffee Knowledge & Sensory Quiz**

**Duration:** 25 minutes

**Format:** MCQs and short analytical questions covering:

- Coffee origin & processing
- Roasting profiles and grind size
- Extraction ratios and milk frothing techniques
- Equipment safety & maintenance
- Sensory balance (aroma, acidity, body, finish)

- Service etiquette and café workflow
- Prepare Presentation for Day 3

**DAY 02:****Stage 3: Business Pitch**

**Duration:** 10 minutes (presentation) + 5 minutes (Q&A)

Participants will conceptualize a **small-scale café or beverage startup**, highlighting:

- Café name and theme
- Target market and product focus
- Sustainable sourcing and pricing logic
- Marketing idea (social media or in-store experience)

This round encourages business innovation and aligns the category with entrepreneurial learning.

**To be Presented on Day 3**

**DAY 03:****Stage 4: Espresso & Signature Beverage Presentation (Main Task)**

**Duration:** 30 minutes preparation + 10-minute presentation

**Task:**

Each participant must prepare and serve:

1. **Espresso** – evaluated on crema, temperature, body, and aroma.
2. **Cappuccino** – assessed for milk texture, micro foam consistency, and latte art clarity.
3. **Signature Beverage** – a creative coffee-based drink (hot or cold) using a **local or seasonal ingredient**.

**Requirements:**

- Signature beverage must include at least one espresso shot and up to 5 additional edible ingredients.
- Presentation must explain concept inspiration, ingredient pairing, sensory experience, and intended customer appeal.
- Use of sustainable or locally inspired elements will earn bonus points.

**Judging Focus:**

- Technique & precision
- Creativity & originality
- Taste harmony & presentation
- Professional behavior & storytelling

**Stage 5: Café Simulation – Speed & Service Round**

**Duration:** 15 minutes to be evaluated with stage 04

**Scenario:** A live café environment simulation where participants serve multiple drink orders to a panel acting as customers.

**Tasks include:**

- Managing order sequence efficiently
- Maintaining consistency across beverages
- Handling customer communication and time pressure
- Adhering to hygiene and café SOPs

**Evaluation:** Judges assess multitasking ability, communication, speed, and quality retention under pressure.

**Evaluation Criteria**

Component	Weight
Stage 1: Industry Visit Reflection	10%
Stage 2: Coffee Knowledge & Sensory Quiz	10%
Stage 3: Business Pitch	36%
Stage 4: Espresso & Signature Beverage Presentation	30%
Stage 5: Café Simulation	15%

**Judging Parameters:**

- Technical accuracy (brew ratios, milk frothing, temperature control)
- Sensory balance (acidity, aroma, sweetness, aftertaste)
- Creativity in signature beverage
- Communication and customer service
- Professional appearance and hygiene
- Innovation and entrepreneurial insight

**Norms**

- **Dress Code:** Professional barista uniform (COTHM uniform or apron).
- Participants must bring their personal barista tools (tamper, milk jug, thermometer, etc.).
- External pre-prepared ingredients or machines are prohibited.
- All beverages must be made using the competition espresso machine setup.
- Participants must maintain hygiene and follow time limits strictly.
- Late starts or incomplete beverages will incur score deductions.

**Assessment Focus**

Participants will be evaluated on:

- **Consistency:** Maintaining flavor and texture across multiple beverages.
- **Sensory Skill:** Understanding of balance, aroma, and texture.
- **Customer Experience:** Service attitude and verbal engagement.
- **Innovation:** Conceptual thinking and beverage originality.
- **Professionalism:** Grooming, hygiene, and confidence during presentation.

# CULINARY INNOVATION & PRESENTATION



## Competition Details

### Objective

To evaluate participants' technical proficiency, creativity, and innovation in culinary production through real-time cooking, modern plating, and cost-based menu presentation.

This category emphasizes precision, originality, and professional execution, encouraging students to blend strong foundational technique with modern culinary thinking and sustainable practices.

### Goals

- Demonstrate professional cooking and plating techniques under competition conditions.
- Showcase creativity, balance, and originality in menu development.
- Integrate cost efficiency and sustainable ingredient use in culinary execution.
- Strengthen teamwork, communication, and organization in a practical kitchen environment.
- Promote an understanding of realistic menu pricing and presentation for the food industry.

### Teams & Language

- Teams consist of three participants, assigned at briefing
- In case of uneven numbers, team composition will be adjusted accordingly
- English is mandatory for all communication, written submissions, and presentations

### Day 1 - Industry Exposure & Culinary Logic Stage 1: Industry Visit - Professional Kitchen Exposure

**Duration:** Half day

Participants will visit a partner restaurant or institutional kitchen to gain exposure to:

- Professional workflow and mise en place systems
- Hygiene, safety, and HACCP standards
- Menu development and plating workflows

### Deliverable:

Each team will submit a one-page reflection report highlighting:

- Key operational learnings
- One sustainability observation (waste management, sourcing, or local produce usage)

### Stage 2: Culinary Knowledge & Menu Logic Quiz

**Duration:** 25 minutes

A written quiz testing theoretical understanding and practical awareness, covering:

- Cooking methods and global cuisines
- Flavor balance, seasoning, and texture
- Ingredient yield and basics costing
- Menu structuring and composition principles
- Hygiene and safety protocols

### Day 2 - Main Practical Competition

#### Stage 3: Mystery Basket Challenge

**Duration:** 90 Minutes (including setup and cleanup)

Teams will design and prepare:

- One Starter (hot or cold)
- One Main Course (cultural or heritage themes permitted)

Using a mystery basket revealed at the competition briefing.

#### Requirements:

- 100% of mystery basket ingredients must be used across both dishes
- Two plates per dish are required:
  - One for judges
  - One for display
- All food preparation and cooking must be completed within the allocated time
- Pre-prepared ingredients, garnishes, or decorations are not permitted
- HACCP and hygiene standards must be maintained throughout

#### Preparation for Day 3 Presentation:

During and after the practical challenge, teams must document and organize material required for the Day 3 presentation, including:

- Initial planning and idea development based on the mystery basket
- On-spot recipe formulation and modifications
- Team workflow planning and role allocation
- Plating decisions and visual presentation logic
- Ingredient usage and costing data

### Day 3 - Menu Design, Costing & Presentation

#### Stage 4: Menu Design, Costing & Concept Presentation

**Duration:** 15 minutes per team

Teams will deliver a slide-based presentation developed after the Day 2 practical competition. The presentation must clearly explain the planning, execution, and commercial reasoning behind the dishes created from the mystery basket.

**A. Planning & Concept Development**

Teams must present:

- Interpretation of mystery basket ingredients at the time of reveal
- Planning process and decision-making undertaken on the spot
- Recipe development and adjustments based on ingredient availability
- Logical sequencing of preparation and cooking
- Division of responsibilities among team members

**B. Menu Design Component**

Each team must present a menu concept card including:

- Dish name and brief description
- Key ingredients used
- Culinary inspiration or theme (regional, fusion, seasonal, reinterpretation)
- Visual presentation logic (color balance, plating layout, composition style)

**C. Costing Sheet Submission**

Teams must complete a standardized Culinary Competition Cost Sheet, detailing:

- Ingredient list with quantities, unit cost, and total cost
- Subtotal of ingredient costs
- Additional costs:
  - Packaging or plating
  - Labor/time allocation
  - Overhead utilities

**Pricing Formula:**

**Selling Price = Total Cost + (Total Cost × Profit Margin)**

**D. Presentation & Creativity Notes**

Teams must explain:

- Plating style applied
- Garnish elements used
- Final presentation decisions and refinements
- Conceptual justification linking planning, execution, and innovation

**Professional Norms**

- Full chef uniform is mandatory (jacket, apron, headgear, safety shoes)
- Participants must bring personal knives and small tools
- No pre-prepared items are permitted
- Judges may inspect or question teams during cooking
- Late submissions will result in point deductions

**Component Weightage Summary**

Component	Weight
Stage 2: Culinary Knowledge & Menu Logic Quiz	10%
Stage 3: Mystery Basket Challenge	60%
Stage 4: Menu Design, Costing & Presentation	30%

**Norms**

- **Uniform:** Full professional chef uniform is mandatory; non-compliance will result in deductions.
- **Tools:** Participants must bring their own pots, pans, knives, small tools, and plating crockery only major kitchen equipment will be provided.
- **Ingredients:** A standard pantry will be provided by COTHM
- **Prohibited:** No pre-prepared components, pre-cooked elements, or commercially finished decorations are allowed.
- **Time & Hygiene:** Strict time adherence is required, and HACCP-based hygiene standards must be maintained throughout.
- **Judging:** Judges may approach workstations at any time for observation or clarification.

# TRAVEL AND TOURISM ADVISOR COMPETITION

## Competition Details

### Objective

This competition evaluates participants' ability to manage travel planning, itinerary design, and client advisory services through real-world exposure, analytical thinking, and scenario-based decision-making. The focus is on connecting academic knowledge with live travel agency operations, sustainable practices, and professional client handling.

### Goals

- Develop applied understanding of travel agency operations and advisory roles
- Analyze aviation, tourism, and travel logistics in real-world contexts
- Design market-ready, cost-effective travel itineraries
- Demonstrate clear communication and judgment under pressure
- Integrate sustainability, innovation, and experience-based travel planning

### Teams and Language

- Team size: 3 members per team
- All stages are team-based
- Language: English for all spoken and written communication

### Competition Stages & Timeline

#### Day 1

#### Stage 1: Industry Visit - Travel Management Company

##### Company

**Duration:** Half day (as per schedule)

##### Purpose

Participants will visit a professional travel management company to gain direct exposure to live agency operations and advisory workflows.

##### Observation Focus

- Ticketing, reservation, and documentation systems
- Client communication and itinerary confirmations
- Corporate travel handling, visa assistance, and service recovery practices

##### Deliverable

A one-page reflection sheet summarizing key operational learnings and professional insights.

#### Stage 2: Travel Operations & Geography Quiz

**Duration:** 25 minutes

**Format:** MCQs and short analytical questions

##### Focus Areas:

- IATA codes, airlines, and airport systems
- Domestic and international travel routes
- Tourism circuits, seasons, and traveler profiles
- Visa documentation, insurance basics, and compliance
- Sustainability practices in travel management

#### Stage 3: Case Study Challenge

**Duration:** 60 minutes

##### Brief

Teams will be given a surprise, on-the-spot travel or aviation-related case study during the competition.

##### Task Requirements

- Identify operational, service, or strategic gaps
- Analyze impacts on traveler trust and experience
- Propose clear, actionable solutions grounded in industry logic

##### Output

A concise written report of 1 to 2 pages outlining analysis, reasoning, and recommendations.

**To be submitted till 7pm Day-1**

#### Day 2

#### Stage 4: Travel Itinerary & Package Presentation

**Presentation Duration** 10 minutes per team

##### Task

Teams will design and present a 4-day travel itinerary for a traveler profile provided during the competition.

##### Mandatory Inclusions

- Destination selection rationale
- Transport and accommodation planning
- Daily activity flow with inclusions and exclusions
- Pricing structure with markup explanation
- Sustainability integration such as local sourcing, eco-stays, or low-impact travel
- Professional visual presentation using slides or digital boards

##### Deliverable

A 4-slide presentation or a one-page structured summary deck.

#### Stage 5 Client Advisory Simulation and Crisis Handling

**Duration** 20 minutes total

5 minutes preparation and 15 minutes live simulation

##### Scenario Examples

- Visa denial prior to departure
- Last-minute accommodation issues
- Weather or operational disruptions
- Refund or cancellation disputes



**Assessment Focus**

Professional conduct, empathy, policy awareness, and solution-oriented advisory behavior.

Note: This stage may be adjusted based on event scheduling but remains part of the evaluation structure.

**Evaluation Structure**

Component	Weight
Travel Operations and Geography Quiz	15%
Case Study Challenge	30%
Itinerary and Package Presentation	40%
Advisory Simulation	15%

**Judging Parameters**

- Logic and creativity in travel planning
- Accuracy of costing and feasibility
- Professional communication and client handling
- Analytical depth in case study response
- Sustainability and cultural awareness
- Team coordination and presentation quality

**Competition Norms**

- Teams consist of three members assigned during briefing
- Professional institutional hospitality uniform is mandatory
- Laptops or tablets are required for digital tasks
- Late submissions will result in score deductions

**Materials Provided by Organizers**

- Traveler profiles and case study briefs
- Wi-Fi access and AV setup
- Simulation scripts and reflection templates



**Competition Details**

**Purpose**

To enable students to work as **applied tourism strategists**, analysing Pakistan's existing tourism economy, policies, and destination structures, identifying critical gaps, and proposing **actionable improvements** that can inform government bodies, tourism authorities, and industry stakeholders.

This challenge integrates **policy analysis, destination development, investment planning, and risk management.**

**Team Format**

- Teams of 3 students (cross-discipline encouraged)
- Optional engagement with 1-2 external stakeholders (airline, OTA, tour operator, hotel, DMC, destination marketer)
- Mandatory internal roles:
  - Policy Lead
  - Destination & Product Lead
  - Finance & Risk Lead

**Competition Flow & Timeline**

**DAY 1 - TOURISM ECONOMY MAPPING & GAP ANALYSIS**

**Focus:** Understanding how Pakistan's tourism economy currently functions

**Morning: Tourism Economy Review**

Teams will work on publicly available data related to:

- National and provincial tourism policies
- Visa regime, access, and facilitation
- Air connectivity and route economics
- Demand seasonality, visitor mix, and yield
- Safety perception and destination confidence

**Afternoon: Industry Reality & Market Signals**

Teams will engage with tourism and hospitality stakeholders such as hotels, airlines, OTAs, DMCs, safety authorities, transport operators, or destination marketers.

Alternatively, **2-3 industry professionals may be invited for a focused group discussion** to share insights on policy friction, operational challenges, and market realities.

**End Of Day 1 – Required Progress (not Submitted)**

By the end of Day 1, teams should have worked on:

- Review of existing tourism policies and governance structures
- Identification of key gaps, inefficiencies, and implementation challenges
- Analysis of access, demand, seasonality, and perception issues
- Documentation of industry-identified constraints
- Clear prioritisation of issues to be addressed on Day 2

**Day 2 – Strategy, Policy & Implementation Design**

**Focus:** Converting identified gaps into structured, implementable solutions

Teams will consolidate their work into **three final deliverables**.

**1. 10-Year Tourism Economy & Destination Thesis**

A high-level strategic direction document

This section must include:

- Long-term **vision and positioning** for Pakistan's tourism economy
- **Priority domestic and international markets**
- **Seasonality management approach**
- **Air-access and connectivity logic**
- Indicative **economic and sustainability outcomes** (high-level only)

**2. 18-Month Pilot Plan with Policy & Investment Actions**

*Execution, reform, and investment layer*

This section must clearly cover:

**Policy Component**

- Existing policy gaps affecting tourism development in the selected city/cluster
- Five implementable policy improvements or refinements
- Expected economic and governance outcomes of these policy actions

**Pilot & Investment Component**

- One selected **city or destination cluster**
- Investment and partnership logic (public-private where relevant)
- Budget outline and incentive structure
- Phased rollout plan
- Marketing and activation roadmap

**3. Risk, Governance & Readiness Framework**

*Stability and confidence layer*

This section must include:

- Consolidated **risk register** (political, operational, perception-based)
- **6-phase crisis response framework**
- Governance structure and communication flow
- Roles of public and private stakeholders during disruption

**Day 3 – Boardroom Presentation**

- **20-minute strategic presentation**
- **5-minute Q&A** with a mixed panel (policy, industry, finance, academic)

Presentations must clearly reflect **all three final deliverables**.

**Day 4 – Gala Lunch**

- Industry and institutional networking
- Recognition and awards

**Evaluation Criteria (100 Points)**

Area	Weight
Strategic clarity & long-term vision (10-Year Thesis)	30%
Policy insight & feasibility (Pilot + Policy Actions)	25%
Pilot design, investment logic & practicality	20%
Risk, governance & crisis readiness	15%
Presentation clarity & coherence	10%

**Research & Data Guidelines**

Participants must rely on **publicly available, open-source material**, including:

- PTDC, TDCP, provincial tourism portals
- UNWTO, WTTC, OECD, WEF (TTDI summaries)
- Government statistics and advisories
- Academic material already covered in coursework
- International destination case studies

All sources must be clearly referenced.

**Norms**

- Assumptions must be documented
- All figures must link to logic or outcomes
- Sustainability and community impact must be explicit
- Generic marketing ideas are discouraged; focus on policy, structure, and execution

# HOSPITALITY ADVANCED TRACK – HOTEL SYSTEMS TRANSFORMATION CHALLENGE

For Returning Participants –  
Senior/Advanced Category



## Competition Details

### Objective

To challenge advanced participants to redesign and transform the **complete operational and commercial ecosystem** of a hotel property. This category evaluates **cross-department integration, sales and revenue strategy, financial impact, security readiness, and execution planning** grounded in real hospitality operations.

Participants will audit, analyse, and rebuild **Rooms Division, Housekeeping, F&B, Guest Experience, Sales & Marketing, Finance, Security, Engineering, HR, and Commercial systems** into one unified, high-performance hotel model.

### Goals

- Strengthen advanced hospitality decision-making across operations, sales, finance, and safety
- Demonstrate ability to move from **diagnosis > strategy > implementation > review**
- Integrate revenue growth, cost control, guest experience, and risk management
- Encourage collaboration with real hospitality businesses
- Build long-term, **implementation-ready hotel transformation thinking**

### Teams & Language

- Teams: **3 participants**  
Language: **English** for all submissions and presentations

### Competition Stages

#### DAY 1 – Hotel Immersion & Multi-Department Diagnostics

Teams conduct a full hotel audit using PNHC's diagnostic checklist. If a physical visit is not possible, teams may conduct structured interviews with managers from:

**Front Office • Housekeeping • F&B • Sales & Marketing • Finance • Security • Engineering • HR**

### Diagnostic Areas

#### 1. Front Office & Guest Flow

- Arrival, check-in, queue management
- FO–HK room readiness coordination
- PMS utilisation and night audit gaps

#### 2. Housekeeping Operations

- Room turnaround times
- SOP gaps and quality variance
- Laundry, linen, and cost efficiency

#### 3. Food & Beverage Operations

- Menu engineering and contribution margins
- Recipe costing and waste logs
- Beverage and barista operations
- Service speed and table turnover

#### 4. Guest Experience

- Complaint heatmaps
- Online review sentiment analysis
- Service recovery pathways
- Amenities and facility gaps

#### 5. Sales & Marketing

- OTA performance and channel mix
- Corporate, group, and MICE sales gaps
- Pricing logic and discount leakage
- Seasonal demand capture

#### 6. Finance & Cost Control

- Departmental cost centres
- Payroll vs revenue ratios
- Food cost, beverage cost, utilities
- Budgeting and financial controls

#### 7. Security & Safety

- Guest and staff safety protocols
- CCTV, access control, emergency readiness
- Incident reporting and escalation gaps

#### 8. Engineering & Facilities

- Preventive maintenance systems
- Energy and utility consumption
- Compliance and safety checks

#### 9. Human Resources

- Scheduling and productivity
- Training cycles and skill gaps
- Incentives, grooming, retention

### Deliverable – End of Day 1

#### Diagnostic Dossier

- Full operational map
- Top issues per department
- Revenue leaks, cost inefficiencies, service risks

### DAY 2 – Design Sprints & Transformation Building

Teams design **integrated solutions** across all departments.

#### A. Rooms Division Strategy

- Queue-free arrival system
- Digital check-in/out design
- Complaint escalation matrix

**B. Housekeeping Excellence Framework**

- 30-minute room readiness model
- Cost-controlled linen & chemical usage
- HK-FO live coordination map

**C. F&B Transformation**

- Smart menu redesign
- Profitability maps
- Waste reduction & sustainability
- Guest-engagement dining concepts

**D. Guest Experience Engineering**

- End-to-end guest journey map
- Signature service moments
- Personalisation logic

**E. Sales & Revenue Growth**

- Corporate, MICE, and leisure sales strategy
- OTA optimisation & rate parity logic
- Seasonal campaigns and partnerships

**F. Finance & Commercial Control**

- Department-wise ROI logic
- Cost-saving initiatives
- Revenue uplift forecasting

**G. Security, Safety & Risk**

- Safety SOP redesign
- Emergency response flow
- Guest confidence measures

**H. HR & Training**

- 14-day micro-training model
- Performance-linked incentives
- Roster optimisation

**Deliverable (End of Day 2):**

Hotel Transformation Blueprint (maximum 12 pages)

**DAY 3 – Boardroom Defense & Implementation Planning**

Final Presentation (20 minutes + 10 minutes Q&A)

**Teams present:**

- Department-wise transformation strategy
- Revenue, cost, and guest-experience impact
- Sales & finance performance projections
- Security and safety upgrades
- Training and SOP rollout

**Judges act as:**

- General Manager
- Owner / Investor
- Director of Operations
- HR Head
- F&B Director

**New: Implementation & Review Logic (strategic Extension)**

To assess real-world thinking, teams must include an **implementation and audit timeline:**

**Interim Implementation Plan**

- **July:** Begin implementing key strategies
- **September:** Conduct internal audit and performance review

Audit must assess:

- Revenue movement
- Guest satisfaction trends
- Cost control improvements
- SOP compliance

**Forward Adjustment Logic**

- Identify what worked and what did not
- Propose refinements
- Outline how strategy would be **adjusted and scaled the following year** (This is presented conceptually; no actual implementation required.)

**Required Deliverables (Final Submission Set)**

- |                                   |   |
|-----------------------------------|---|
| 1. Diagnostic dossier             | 2. 12-slide transformation deck                 |
| 3. SOP pack (max 8 pages)         | 4. F&B menu engineering sheet                   |
| 5. Housekeeping improvement plan  | 6. Guest journey experience map                 |
| 7. Sales & revenue growth plan    | 8. Finance & cost-control summary               |
| 9. Security & safety upgrade card | 10. HR micro-training calendar                  |
| 11. 90-day rollout roadmap        | 12. July-September audit & adjustment framework |

Evaluation Area	Focus	Marks
Operations & Diagnostics Depth	Accuracy, insight, and clarity across FO, HK, F&B, Sales, Finance, Security, HR, Engineering	20
Sales, Finance & Commercial Impact	Revenue logic, cost control, ROI thinking, commercial feasibility	20
Innovation & Feasibility	Practicality of ideas, realism, and execution potential	20
SOPs, Safety & Service Design	Quality of SOPs, compliance, risk management, service consistency	15
Guest Experience Enhancement	Guest journey improvement, service recovery, personalization	10
Marketing & Partnerships	Campaigns, collaborations, OTA strategy, corporate outreach	10
Presentation & Boardroom Defense	Clarity, confidence, structure, response to questions	5
<b>Total</b>		<b>100</b>

**Norms**

- All work must be original
- Assumptions must be realistic and referenced
- Industry collaboration allowed but optional
- Professional conduct and uniform required
- All deliverables submitted digitally and physically

# DOCUMENTARY SUBMISSION

## THEME: OUR CITY, OUR STORY



### Introduction:

As part of the Pakistan NextGen Hospitality Challenge 2026, all participating colleges and institutions are required to produce and submit a short documentary reflecting the identity, culture, hospitality ecosystem, and future potential of their respective cities.

### Documentary Submission

#### Theme

Our City Our Story- Culture Hospitality and the Future

The documentary component has been expanded in line with the theme Hospitality 360 The Artificial Intelligence Era, positioning city storytelling within a future focused hospitality context.

This initiative highlights regional and international diversity while presenting how cities across Pakistan and beyond express hospitality through culture, service, tourism, innovation, and responsible use of technology.

### Competition Criteria:

#### Eligibility:

- Mandatory for all colleges and institutions participating in Pakistan NextGen Hospitality Challenge 2026
- One documentary entry per participating institution
- Documentary must focus exclusively on the city where the institution is located

#### Duration:

- Minimum: 3 minutes
- Maximum: 5 minutes

#### Content Requirements:

The documentary must be city centric and include most of the following elements

- Brief historical background of the city
- Cultural identity and hospitality character of the city
- Key landmarks and tourist attractions
- Hospitality touchpoints such as hotels, cafés, restaurants, heritage sites, or guest experiences
- Local food culture including signature dishes, culinary traditions, or contemporary food trends
- Role of hospitality and tourism in the city's

- economy and community life
- Future focused segment on innovation, sustainability, smart systems, or responsible use of artificial intelligence in hospitality
- Student led storytelling presenting the city from a future hospitality professional's perspective
- Optional interviews or voiceovers from residents, chefs, guides, entrepreneurs, or hospitality professionals
- Optional AI supported elements such as visual enhancements, data overlays, maps, captions, or narration tools while maintaining authenticity
- Incorporation of institutional branding where applicable
- Closing reference to Pakistan NextGen Hospitality Challenge 2026

### Evaluation Area:

Component	Weight
Storytelling and creativity	20%
Relevance and completeness of city focused content	20%
Production quality including visuals, sound, and editing	20%
Representation of hospitality values, culture, and community impact	20%
Future thinking, innovation, and originality	20%

### Technical Guidelines:

- **Format:** MP4 HD preferred
- **Language:** English, Urdu, or bilingual
- English subtitles required if Urdu or bilingual narration is used

### Submission and Screening

#### Submission Deadline

- To be announced by the PNHC 2026 Organizing Committee

#### Submission Method

- Final file to be submitted via the official file transfer link shared with participating institutions

#### Screening

- All documentaries will be screened on Day Four during the PNHC 2026 Gala Lunch

#### Recognition:

- Selected documentaries will be showcased during the closing ceremony
- Special recognition may be awarded to outstanding entries

# PAKISTAN NEXTGEN HOSPITALITY CHALLENGE - 2026

## GENERAL COMPETITION RULES

## Pakistan NextGen Hospitality Challenge – 2026

### 1. Preliminary Remarks

In alignment with COTHM Pakistan's mission to develop future-ready hospitality leaders, the Pakistan NextGen Hospitality Challenge serves as a national platform for students to demonstrate applied skills, strategic thinking, and creative execution.

More than a competition, PNHC is a controlled learning environment where students operate under real-world pressure, collaborate across campuses, and translate academic knowledge into industry-aligned performance.

### 2. Preamble

- Teams will be formed within each campus and will consist of three students per team.
- All submissions, presentations, and communication shall be conducted strictly in English, reinforcing COTHM's international academic positioning and its Degree with Skills model.
- Teams may participate only in approved and registered categories allocated to their campus.

### 3. Eligibility Criteria

To participate in PNHC 2026, students must meet all of the following conditions:

- Must be a currently enrolled and active student of a COTHM campus at the time of registration
- Must be officially nominated by their campus

### Senior Category Restriction

- Students who participated in PNHC 2025 are only eligible to compete in designated Senior / Advanced categories
- Such students may not participate in Junior or Standard categories under any circumstances

Any violation of eligibility or category placement rules will result in immediate disqualification, with no appeal or refund.

### 4. Judging Structure & Head Judge Role

Each competition category will be supervised by a 3–5 member judging panel, led by a Head Judge (HJ) appointed by the COTHM Competition Committee.

### Head Judge Responsibilities:

- Design and oversight of the category framework
- Enforcement of rules, timelines, and evaluation standards
- Coordination and alignment of the judging panel
- Resolution of procedural issues or disputes

### Head Judge Eligibility:

- Recognized industry professional or experienced educator
- Must be independent and impartial, with no affiliation to competing campuses or teams

### 5. Registration

- Registrations must be completed through the official PNHC registration portal
- Final registration deadline: February 15, 2026
- Each campus may nominate teams within allocated category limits
- Participation slots are limited and assigned on a first-come, first-served basis
- Incomplete, late, or unpaid registrations will not be processed
- COTHM reserves the right to merge, cancel, or reschedule any category if minimum participation criteria are not met

#### 6. Competition Specifications

- All competitions will be conducted in teams of three students
- Teams must appear in professional attire relevant to their category, including:
  - Chef coats
  - Institutional Proper Uniforms
- Competition tasks will assess:
  - Communication and presentation skills
  - Leadership and teamwork
  - Innovation and decision-making
  - Technical and operational competence
- All digital submissions must comply with official formatting and submission guidelines
- No major changes to competition formats will be introduced within 30 days of the event

#### 7. Judging Panel Ethics & Conduct

- Judges will be drawn from industry professionals and academic faculty
- Judges must not evaluate students they have:
  - Taught
  - Mentored
  - Supervised or examined
- Any conflict of interest must be declared prior to category assignment
- A mandatory judges' briefing will be conducted to ensure scoring consistency
- Judges are expected to uphold confidentiality, neutrality, and professional integrity

#### 8. Medals and Awards

- Each category will award:
  - Gold Medal
  - Silver Medal
  - Bronze Medal
- Additional Silver or Bronze medals may be awarded at the Head Judge's discretion, subject to scoring thresholds
- Certificates of Participation will be issued to all registered competitors
- Campus or Team Trophies may be awarded based on cumulative performance
- The Head Judge's decision on results is final and binding

#### 9. Disqualification Policy

The Head Judge may disqualify any team or participant for:

- External prompting or interference from faculty, mentors, or third parties
- Use of unauthorized tools or entirely AI-generated content
- Violation of task instructions or competition rules
- Failure to appear at scheduled stages
- Plagiarism, falsification, or misrepresentation
- Unprofessional, disruptive, or unethical conduct

#### 10. Code of Conduct

- Participants must maintain professionalism, punctuality, and respectful behavior throughout the event
- All competitors are expected to represent COTHM Pakistan with discipline and integrity
- Breaches of conduct may result in penalties, including disqualification

#### 11. Appeals & Feedback

- Results announced by the Head Judge are final and non-negotiable
- General feedback may be requested after the event for learning purposes only
- No appeals regarding scores, rankings, or awards will be entertained



