



Way Forward for Sri Lanka Institute of Tourism & Hotel Management 2022-2026

Divisional Plan & 2021 Performance Summary



1st January 2022

Introduction

Sri Lanka Institute of Tourism & Hotel Management (SLITHM) is the well-known government institute which has been functioning over more than five decades in Sri Lanka for training and educating young people in tourism and hospitality sector. SLITHM functions are operating under the Ministry of Tourism and its head office is in Colombo. For facilitating students in island wide, Provincial Colleges were set-up in Anuradhapura, Bandarawela, Kandy, Koggala, Ratnapura, Kurunegala, Pasikudah and Jaffna.

Vision

“To be the Center of Excellence in Training and Education for Human Resource Development of Tourism and Hospitality Industry in Asia”

Mission

- Identify, design and deliver training and education programmes in travel, tourism and hospitality management to produce the highest quality professionals for the tourism and hospitality industry.
- Train the required manpower to meet the demand for tourism and hospitality industry by addressing ever changing and challenging trends in tourism and hospitality industry.
- Deliver tourism and hospitality education and training on par with national and international standards while promoting Sri Lankan hospitality and its values to global heights.
- Provide equal opportunities and create an equitable working environment for all youths living in different parts of the country while ensuring sustainable growth in the tourism and hospitality industry.
- Expand the capacity of delivering tourism and hospitality education by creating partnership with local and international education entities in a mutually beneficial manner.
- To demonstrate excellence through research in tourism and hospitality that adds to international knowledge and connectedness.

Our Theme

Taking Sri Lanka to Global Heights – A Journey Towards Excellence in Sri Lankan Hospitality.

Our Values

- **Quality** – We provide first class training and education programmes delivering the premium value to our students.
- **Equity** – We ensure fair and more equal opportunities for every Sri Lankan to meet the required national and international standards of human resources of tourism and hospitality industry for the highest achievement and growth.
- **Integrity** – We strive to uphold the highest standards of professional ethics and disciplines, together, across boundaries, to meet the training requirements of human resources for tourism and hospitality services.
- **Sustainability** – We pursue institutional growth in both responsible and sustainable ways.

Objectives

- To identify, design and deliver Training and Education Programs in Travel, Tourism and Hospitality Management.
- To produce the highest quality professionals for the Tourism and Hospitality Industries.
- To train the required manpower to meet the demand for Tourism and Hospitality Industries by addressing ever changing and challenging trends in Tourism and Hospitality Industries.
- To provide equal opportunities and create an equitable working environment for youth living in different parts of the country while ensuring sustainable growth in the Tourism and Hospitality industries.
- Expand the capacity of delivering Tourism and Hospitality Education by creating partnerships with local and international education entities in a mutually beneficial manner.
- To demonstrate excellence through research in Tourism and Hospitality that adds to international knowledge and connectivity.

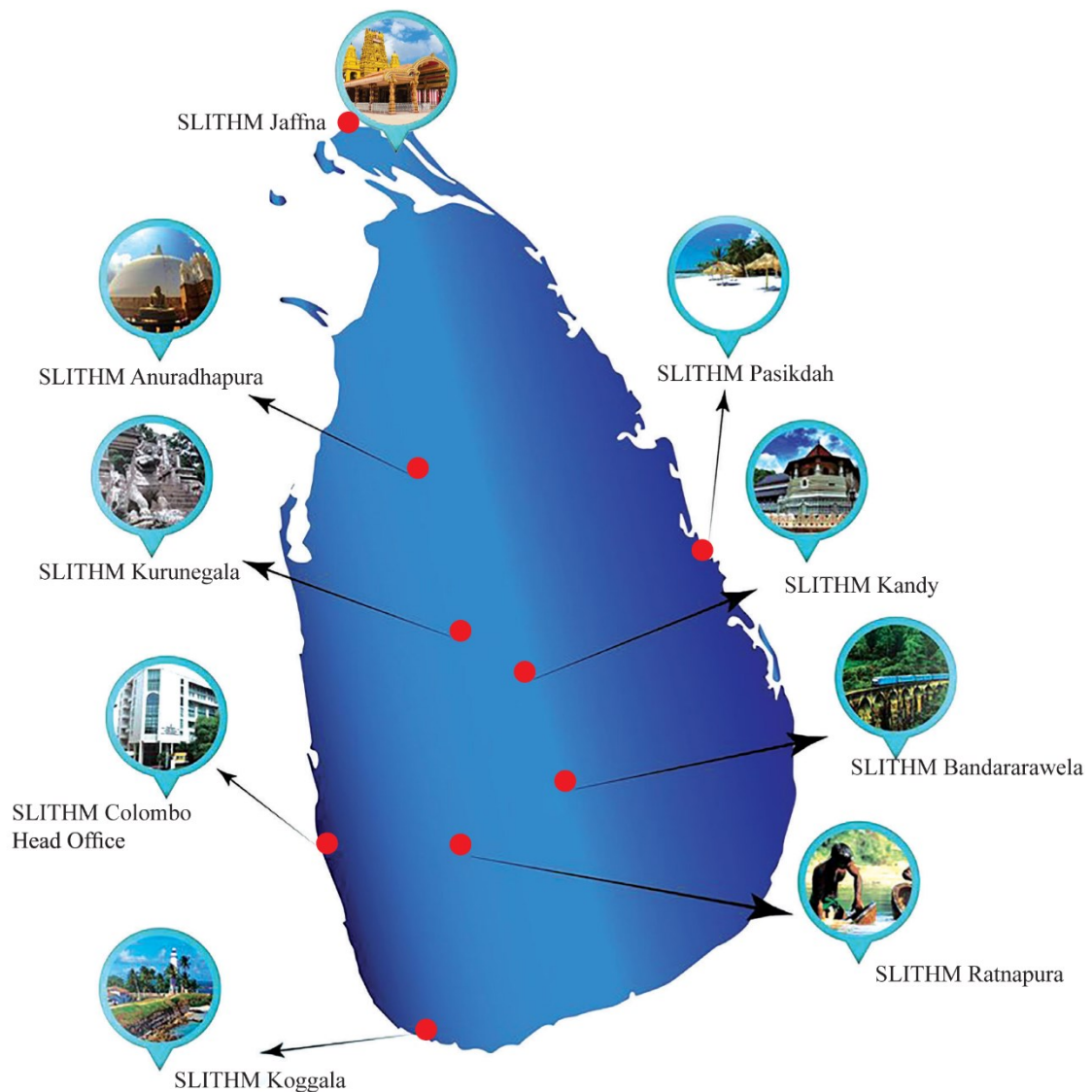
Corporate Profile

Sri Lanka Institute of Tourism and Hotel Management (SLITHM) is a statutory body which was established in 1964, the nation's pioneering Hospitality and Tourism education provider operates under the Ministry of Tourism and regulated by the Tourism Act No.38 of 2005. SLITHM is the leading vocational educational institution in the field of Tourism and Hospitality in Sri Lanka.

Registered Name : Sri Lanka Institute of Tourism and Hotel Management
Legal form : Public Enterprise formed under Tourism Act No.38 of 2005
Address of the Head Office : No.78, Galle Road, Colombo – 03.

Locations

- **SLITHM Anuradhapura Provincial College** - Dharmasiri Senanayake Tourism Information Center, Sri Maha Bodhi Mawatha, Anuradhapura.
- **SLITHM Bandarawela Provincial College** - National Holiday Resort, Golf Link Road, Bandarawela.
- **SLITHM Kandy Provincial College** - Mahaweli Uyana, Kundasale, Kandy.
- **SLITHM Koggala Provincial College** - Koggala Free Trade Zone, Habaraduwa, Koggala.
- **SLITHM Kurunegala Provincial College** - Maguruoyawatte, Boyagane, Kurunegala.
- **SLITHM Pasikudah Provincial College** - National Holiday Resort Office, Pasikudah.
- **SLITHM Ratnapura Provincial College** - New Town, Ratnapura.
- **SLITHM Jaffna Provincial College** - Public Administration Rest House, Kytes Road, Jaffna.



Physical Resources of the locations

The capacity of the Schools												Maximum Capacity in participant days Weekdays (48 weeks)	Maximum Capacity in participant days (including weekends)	
No	School	Lecture Room Details			Capacity / Area	No. of Training Kitchen	No. of Training Res-taurants	No. of Mock-Up Rooms	Cafe-teria	Audi-torium	IT Lab			Library
		Total No of Lecture Rooms	Lecture Room Capacity (seats)	No of Lecture Rooms										
1	Colombo	22	100	2	2500 sqm	2	2	2	1	1	1	1	48,000	67,200
			60	2									28,800	40,320
			50	2									24,000	33,600
			45	1									10,800	15,120
			35	1									8,400	11,760
			30	11									79,200	110,880
			25	2									12,000	16,800
2	Anuradhapura	6	50	1	250 sqm	1	1	1	1	0	1	0	12,000	16,800
			30	2									14,400	20,160
			20	1									14,400	20,160
3	Bandarawela	5	40	3	263 sqm	1	1	2	1	1	1	1	28,800	40,320
			30	2									14,400	20,160
4	Kandy	7+1*1	30	7	459 sqm	1	1	1	1	1	1	1	50,400	70,560
			25	1									6,000	8,400
5	Koggala	6+1*2	30	7	294 sqm	1	1	2	1	0	1	1	50,400	70,560
6	Kurunagala	4*3	35	4	283 sqm	1	1	1	1	1	1	0	33,600	47,040
7	Rathnapura	5+1*4	30	5	250 sqm	1	1	2	1	1	1	1	36,000	50,400
			25	1									6,000	8,400
8	Passikudah	2	40	1	62.8 sqm	0	0	0	0	0	0	0	9,600	13,440
			20	1									4,800	6,720
9	Jaffna													
												492,000	688,800	



Courses

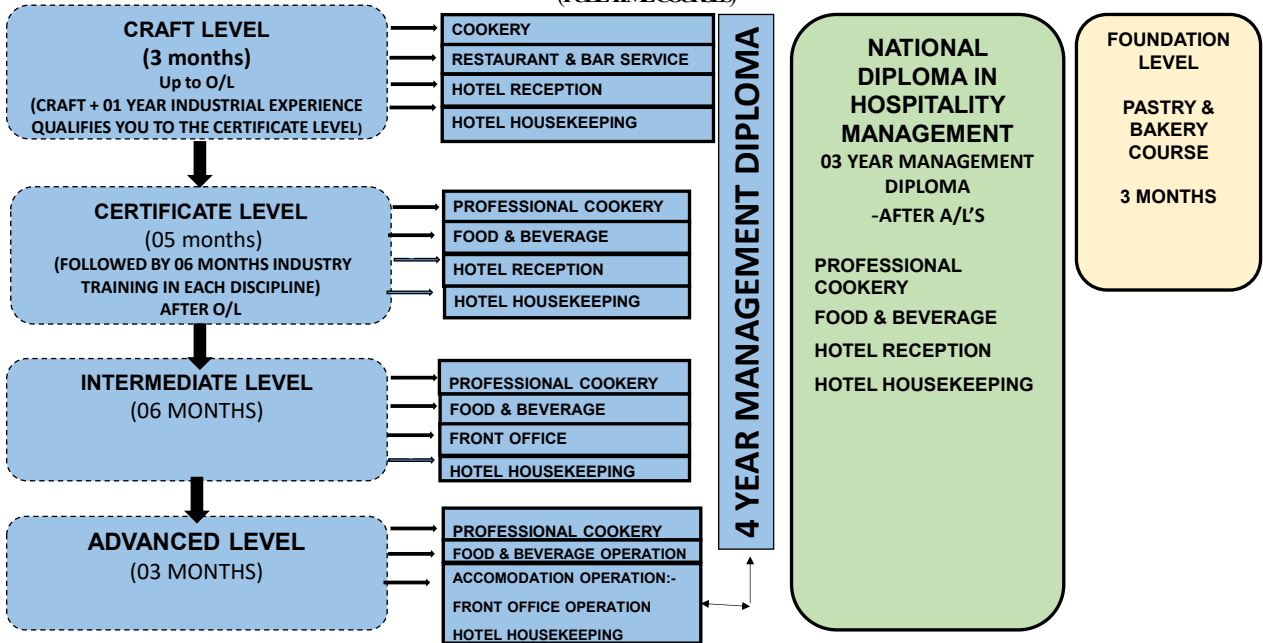
Courses offered by cater to a SLITHM wide audience and from time to time, programs are being revised considering the emerging needs, technological advancements, and rising tourism and hospitality industry demands.

The institute has always endeavored to maintain the highest possible quality of training delivery. Current portfolio is depicted below,

Title	Duration	Admission Fee	Fees Month	Entry Qualifications	Annual intakes	Batch size	Industry Training	Location
Fundamental level courses								
Pastry & Bakery	3 months	Rs. 500	Rs. 5,000	17-25 Yrs.	4	20	No	Colombo
Craft level courses								
Cookery	3 months	Rs. 500	Rs. 4,500	Above 17 Yrs.	3	35	Post Craft Level 1-year industrial training to qualify to enter certificate level	All schools excluding Pasikudah
Restaurant & Bar Service	3 months	Rs. 500	Rs. 4,000		3	35		All schools excluding Jaffna
Hotel Reception	3 months	Rs. 500	Rs. 3,000		3	35		All Schools except Pasikudah
Hotel Housekeeping	3 months	Rs. 500	Rs. 3,000		3	35		All schools excluding Jaffna
Certificate level courses								
Professional Cookery	5 months	Rs. 500	Rs. 5,000	Above 18 Yrs. + O/L	2	35	Not required to join as a fresher. Post-course 6 months of industrial training to qualify to enter the next level	All schools excluding Jaffna & Pasikudah
Food & Beverage	5 months	Rs. 500	Rs. 4,500		2	35		
Hotel Reception	5 months	Rs. 500	Rs. 3,000		2	35		
Hotel Housekeeping	5 months	Rs. 500	Rs. 3,000		2	35		
Intermediate level courses								
Professional Cookery	6 months	Rs. 500	Rs. 4,100	Certificate Course completion + industrial training or O/L + 5Yrs. experience	1	30	Minimum of one/two or more years of relevant industrial training to qualify to enter	Colombo
Food & Beverage Operation	6 months	Rs. 500	Rs. 3,500		1	30		
Front Office Operation	6 months	Rs. 500	Rs. 3,500		1	30		
Hotel Housekeeping	6 months	Rs. 500	Rs. 3,500		1	30		
Advanced level courses								
Professional Cookery	3 months	Rs. 500	Rs.4,550	Must have passed intermediate level	1			Colombo
Food & Beverage Operation	3 months	Rs. 500	Rs.4,000		1			
Hotel Reception Operation	3 months	Rs. 500	Rs.4,000		1			
Hotel Housekeeping	3 months	Rs. 500	Rs.4,000		1			
Diploma level								
National Diploma in Hospitality Management	3Yrs	Rs. 500	Rs. 5750	GCE(A/L) 3 passes GCE(O/L) English Credit, Mathematics	1	45	6 months compulsory industrial training\0- within 4 th and 5 th Semesters	Colombo and Kandy
Other Special Courses								
National Guide Training	4 months		Rs. 75,000		2	40		Colombo
Chauffeur Guide Training	3 months		Rs. 75,000		2	40		Colombo

SLITHM CAREER PATH

(FULLTIME COURSES)



Overview of Students' registrations from 2017 to 2021

Courses	Core disciplines	2017	2018	2019	2020*	2021*
4-year Management Diploma (Intermediate & Advanced Levels)	<ul style="list-style-type: none"> • F&B Operations • Professional Cookery • Front Office and Accommodation Operations 	137	121	148	47	74
3 Year Management Diploma (new registrations only)		75	73	98	66	77
Certificate Level	<ul style="list-style-type: none"> • F&B Operations • Professional Cookery • Front Office Operations • House Keeping Operations 	1777	1846	2328	990	1,348
Craft Level programs	<ul style="list-style-type: none"> • F&B Operations • Professional Cookery • Front Office Operations • House Keeping Operations 	1019	1065	1207	848	956
Pastry & Bakery (3 months)		86	68	69	73	67
National Tourist Guide Program		64	63	118	77	214
Chauffer Tourist Guide Program		38	101	-	50	118
Apprenticeship Program		412	375	29	-	112
Refresher Guide Course		14	18	-	-	76
Drivers Program		-	-	-	-	176
Continuous Professional Development (CPD) Program for the Registered License Tourist Guides (with SLTDA)						119
Liyadiriya Program (PPP with Hotel Hilton)		-	-	-	-	15
Tailor made programs		-	-	-	-	92
Certified Hospitality Finance & Mgt (PPP with CMA)		39	109	-	-	20
Adventure Tourism			-	13	-	-
Special Craft Course (PPP with 11 private Hotel Schools & Ministry of Tourism)						798
One day & Two days awareness		1,793	-	-	-	1,357
Total		5,498	3,720	4,821	2,148	5,619

*Covid-19 Pandemic resulted in intermittent lockdowns, curfews in Sri Lanka.

Local Partnerships in 2021

SLITHM has identified the need of Public Private Partnership (PPP) to upgrade the standards and to exchange the good practices in the hospitality education industry. Further, SLITHM identified the need of attaining the local accreditations for current programs offered as it is a key component when applying for foreign accreditations or affiliations. –

Following partnerships took place in 2021,

Tertiary & Vocational Education Commission (TVEC)

04-Year Management Diploma in Hospitality Management collaborated with Tertiary & Vocational Education Commission (TVEC) to obtain for NVQ level 5 and level 6 for diploma and higher diploma levels.

Expected to obtain NVQ level 5&6 by April 2022.

University of Vocational Technology

MOU drafted with the University of Vocational Technology (UNIVOTEC) for NVQ 7 for those who completed NVQ level 06 from SLITHM.

Asian Development Bank (ADB) & University Grants Commission (UGC)

The degree obtaining statuses is underway with the financial and technical support of the Asian Development Bank. Progressing the legal and management requirements with Ministry of Education to obtain the recognition of University Grants Commission (UGC) for SLITHM. D Degree awarding process expected to be completed by end of 2022.

- Obtained the cabinet approval to recognize the SLITHM as a higher education institute. ACT is amending at Department of Legal Draftsman.
Expect to start the Degree program from 2023.
- The curricular of the three years Management Diploma in Hospitality Management is transforming to Degree status (01st draft completed for BA degree and honors degree)
- Many manuals related to academic review and institutional review are completed
HR manual, Finance manual, Examination Policy, IT manual, Maintenance manual & Student's Handbook
- Committees were appointed and functioning
Examination Board, Quality Assurance Committee, Finance Committee
- Approval reviewed to commence new academic units to upgrade the standards of the academic activities
Research & Curriculum Development Unit, Quality Assurance Unit, Industrial Training Unit.

Sri Lanka Technological Campus (SLTC)

Hospitality practical for Sri Lanka Technological Campus (SLTC) at SLITHM - All degree programs in SLTC were accredited by the University Grants Commission of Sri Lanka. However, in order to fill the gap of skills and practical oriented academics in SLTC, SLITHM agreed to deliver lectures at their Institute and cover practical of hospitality subjects at SLITHM from 2022.

Private Hotel Schools

With the financial support of the Ministry of Tourism 798 students completed a craft level 03 months program with the following private Hotel Schools.

- South Line Hotel School
- Western Lanka Hotel School
- Discovery Leisure
- Southern Lakma Hotel School
- Super International
- Sunray Hotel School
- La Rouse Hotel School
- Kavantissa Hotel School
- Asian Lanka
- Vortex View Lanka
- Sunray hotel School

Certified Management Accountants of Sri Lanka (CMA)

20 students completed the Certified Hospitality Finance & Management program conducted by Institute of Certified Management Accountants of Sri Lanka (CMA) affiliated with SLITHM

Hilton Hotel

Completed a one-month housekeeping program in collaboration with Hilton Hotel for 15 selected women from low-income group and provided employment in Hilton network in Sri Lanka.



International Partnerships in 2021

EHL Advisory Service in India counter-partner of “Ecole Hoteliere de Lausanne” in Switzerland.

Gap overall analysis of SLITHM in order to network international institutes.

Current progress: Completed

WUSE – Canada Volunteers

A gender policy with the technical assistance of volunteers.

Current progress: Completed

Asian Development Bank (ADB)

Obtaining the technical assistance from Asian Development Bank to convert the three-year diploma program to a UGC recognized Degree program.

Current progress: Committed & ongoing.

Expected date of completion: December 2022.

Discussions with Indonesia, Pakistan & Philippine through Foreign Ministry to affiliations and networking the Hospitality higher education opportunities and foreign job opportunities for students.

Current progress: On-going

Programs and activities to develop with financial and technical assistance of S4IG (Australia Skills Development - DFAT) - To be completed 2023

- Piloting the Tourism Business Coaching Program & Tourism Business management program
- E –Marketing
- Development of Curriculum of Tour Guide courses

Expected date of completion - 2023

Working on foreign affiliations with ICHM South Australia. After receiving the local accreditation, they expect to review SLITHM curriculum for exceptions.

ILO - The skill upgrading of returning migrant workers

In collaboration with International Labour Organization projects are in progress to recognize skills of return migrants who worked in tourism related industries.

Project 1 - The skill upgrading of returning migrant workers (Hospitality Industry) - Carried out in Kurunegala, Kandy, Galle, Badulla and Anuradhapura districts.

Project 2 - Staff skills development on digitalization In Colombo & all starlight school staff.

Current progress: Committed & ongoing.

Outcome - To issue national vocational qualification (NVQ) on Recognition of Prior Learning (RPL) for migrant returnees who were employed in the tourism sector (Collaborate with VTA)

A study to identify the skill gaps of migrant returnees who were employed in the tourism sector

Develop NCS for new 20 hospitality occupations collaborate with TVEC

Train all SLITHM staff (Academic & non-Academic on E - Student management and E learning)

Expected date of completion: April 2022

Australia Awards

Small grant project to train 19 youth as Area Tourist Guide in Uva Province. Supported by SLITHM Alumina members



Other Academic Activities done in 2021 to uplift the SLITHM standards

Introduction and implementation of e- Student Management System and e- Student Learning System

This assisted with the online education and minimized the handouts and paperwork in register's office, principals and lectures work.

All new students to register online and receive login access for all student's activities including learning, learning materials, exams, results, payments and time tables.

A virtual resource center (Library) for SLITHM students

4500 books and 600-recourses uploaded to the library management system. Virtual resource centre in the SLITHM library was established.

Introduction of new scholarship scheme

Two scholarship schemes were introduced

- For low-income communities
Under this any student from Samurdhi beneficiaries' families are entitled to total fee waiver.
- For students with distinction passes

Outcome;

- Attract students with good advanced level results
- Attract good scholars to the tourism industry

Graduation

Held for two batches 2019 & 2020 at BMICH. 270 students graduated after completing 03 years diploma and 04 years hotel management diploma from Kandy and Colombo schools.

Symposium and Abstract publications

or the first time in the SLITHM history, final year students in accommodation department conducted a symposium based on their action research done in the industry training.

Public Private Partnerships for 2022

Colombo Coffee Company

- Barista trainings to extend the internationally acclaimed SCA Certified Barista training modules/curriculums and the certificates offered by 'Espresso Academy, Italy'
- Colombo Coffee Company (CCC) invest on a fully fledged Barista training centre at SLITHM building in order to conduct the trainings with all required resources
- CCC offers few weeks/months hands-on operational exposure at their 16 n Barista Café outlets as an extension to the trainings they provide free of charge for SLITHM students.

Korean Hotel School - Kadana

Inspected the school and discussions are in process to provide exceptions for their NVQ level 4 programs

William Angliss Institute.

This Australian based Hotel Institute operates in SLIT campus Sri Lanka. It is expected to network with them in 2022 for exchange programs, students and academics

New programs for 2022

- Certificate program for Pastry & Bakery
- Foundation program for Pastry & Bakery at four satellite schools
- Wine Studies foundation
- Executive Diploma in Hospitality (CDP)
- Wellness tourism program
- Tourism program for TUK TUK Drivers



Corporate Plan 2022-2026

Corporate Plan Presentation

Strategy Map - Corporate Plan 2022-2026		Performance monitoring		Target achievement		
Strategy Map		Balanced Scorecard		Action Plan		
	Operations Management	Objectives	Measurement	Target	Initiative	Budget
Financial Perspective		<ul style="list-style-type: none"> Increased savings; and invested for business expansions. Improved cost efficiency (use Pareto Analysis) and financial productivity and cost control mechanism Products are priced to recover all operational expenses, (below average market rates), a subsidy is only for deceiving clients; 	• Reduction operational loss (individual school)	• Annually by 5%.	DG & Principals of schools	Total savings/year + Rs.10,000,000.00
			• Acquisition of property for a new training center	• Before 31/12/2025	Board of Directors and DG	Estimated cost - Rs. 500,000,000.00
Customer Perspective		<ul style="list-style-type: none"> Collaborations with foreign universities set up Cost-effective training methods introduced; The list of courses is revised; Performance standards for key activities are set; Scholarships (as a subsidy) are offered to deserving participants only; and A marketing campaign is launched. Implement an impact assessment to determine the effectiveness 	• Reduction of average cost per participant	• Annually by 5%.	DG, D/Fin., Principals, and all relevant employees	Total savings/year + Rs.35,000,000.00
			• Increased earnings per employee	• Annually by 5%.	DG, D/Fin., Principals, and all relevant employees	Total savings/year + Rs.5,300,000.00
			• Price fixed to recover operational expenses;	• Before 31/12/2022	DG, D/Fin., Principals	Total savings/year + Rs.30,000,000.00
			• Subsidized participants as scholarships	• Less than 50% every year	DG, DDG(Academic). D/Fin, Registrar, Principals	Estimated cost - Rs. 15,000,000.00
			• Launch programs with foreign collaborators	• Participants enrolment increased by 10% annually	DDG (Academic), Cluster Heads, Principals	Total added annual earnings from 2023 +Rs.4,000,000.00
			• New training delivery methods introduced	• Earnings increased by 5% annually	DG, DDGs, D/Fin, Registrar	Total added annual earnings from 2023 +Rs.2,000,000.00
• List of courses revised before 30/06/2022	• Before 30/06/2022	DG, DDG (Academic). D/Fin, Registrar, Principals	Total added annual earnings from 2023 +Rs.5,000,000.00			
• Performance standards are set for key activities before 31/10/2022	• An annual increase of participants by 10%	DG, DDG(A). Registrar, Principals, Marketing team				
Internal Processes		<ul style="list-style-type: none"> Corporate policies; Systems & procedures; Modes of training; Training curricula and materials; and Implement a proper Performance appraisal scheme; are reviewed and revised to enhance the quality and productivity of service delivery. 	• Criteria for granting subsidies are set.	• Before 30/06/2022	DG, DDG (Academic). D/Fin, Registrar, Principals	Total added annual earnings from 2023 +Rs.5,000,000.00
			• A marketing campaign is completed by end of 2022	• Findings are used to revise programs	DG, DDG(A). Registrar, Principals, Marketing team	
Learning &		<ul style="list-style-type: none"> Competencies of staff (academic and non-academic) developed through training (local & foreign). Features of a learning organization are introduced to SLITHM 	• Policies, systems & procedures, modes of training, training curricula & materials reviewed and revised with expert advice if needed.	• Formulated before 31/10/2022 and implemented from 2023 onwards.	DG, DDGs, D/Fin., Registrar, Cluster Heads, Principals, and all relevant employees	Estimated cost - Rs. 1,000,000.00
			• An effective performance appraisal scheme is developed and implemented. with expert advice if needed.	• Participant dropout ratio is reduced to 2%	• Complaints from participants become zero.	DG, DDGs, Directors, Registrar, and all relevant employees
Learning &		<ul style="list-style-type: none"> Competencies of staff (academic and non-academic) developed through training (local & foreign). Features of a learning organization are introduced to SLITHM 	• No. of staff trained on work-related subjects at least for 5 days in a year.	At least one-third of staff trained in a year during 2002-2026	DG, DDGs, Directors, Registrar, and all relevant employees	The total estimated annual cost - Rs. 1,400,000.00
			• Institute is converted to a learning organization by 31/12/2022	Features of a learning organization is in place by 31/12/2022	DG, DDGs, D/Fin., Registrar, Cluster Heads, Principals, and all relevant employees	Estimated cost - Rs. 1,000,000.00

Action Plan for the implementation of the Corporate Plan 2022-2026

Project Number.	Program Goals and Project Objectives in brief (complete ones are in sub-para 3.2.3)	2022				2023				2024				2025				2026				Coordinated by Project Coordinators	Supervised by Program Leaders
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Program 1 to achieve Goal 1: Enhance the quality and quantity of human resources development in the fields related to tourism and hospitality																							
P 1.1	Conduct a research/survey to determine future demand	■																					
P 1.2	Conduct a study to collect information on competitors	■																					
P 1.3	Create a special pool of resource persons	■																					
P 1.4	Review the existing list of programs and revise	■	■																				
P 1.5	Develop new training materials				■																		
P 1.6	Implement revised training courses as a pilot P				■																		
P 1.7	Develop a program evaluation scheme				■																		
P 1.8	Develop the annual Prospectus				■			■				■			■					■			
P 1.9	Open up at least one new school				■																■		
P 1.10	Launch a special marketing campaign		■	■	■			■	■			■	■			■	■			■			
P 1.11	Improve infrastructure facilities	■	■	■	■																		
P 1.12	Develop competencies of academic staff	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
P 1.13	Prepare a succession plan and renew it annually		■																				
P 1.14	Conduct an impact assessment	■	■	■																			
Program 2 to achieve Goal 2: Strengthen collaboration and cooperation with external (local and foreign) universities, institutes, and agencies																							
P 2.1	Launch a research/survey to identify collaborators			■																			
P 2.2	Identify 3-4 foreign reputed universities/institutions				■																		
P 2.3	Obtain local and foreign (international) accreditations				■																		
P 2.4	Obtain degree awarding status through UGC							■															
P 2.5	Collect information on hotel schools and hotel operators			■																			
P 2.6	Strengthen relations with related agencies	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Program 3 to achieve Goal 3 Revisit the existing policies, review them vigilantly and reformulate to suit the present and future demands, boost the image of the institute, and ensure efficiency and effectiveness of programs implemented.																							
P 3.1	Review the existing policies and reformulate				■																		
P 3.2	Introduce cost-effective training methods				■																		
P 3.3	Educate staff members on basic concepts of productivity				■			■				■			■				■				
Goal 4: Develop and implement an effective and efficient marketing plan																							
P 4.1	Improve the present SLITHM website		■																				
P 4.2	Publish newspaper supplements annually				■			■				■			■					■			
P 4.3	Issue a monthly e-newsletter	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
P 4.4	Print an attractive high-quality brochure			■																			
P 4.5	Use few suitable social media platforms	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Goal 5: Enhance the financial stability and invest in the expansion of operations of the institute.																							
P 5.1	Revise the course fees considering the operational expenses			■																			
P 5.2	Invest a part of the savings for acquiring a buildings																			■	■		
P 5.3	Designate all schools as Strategic Business Units (SBU)			■																			
Goal 6: Create a job bank containing information on vacancies in the tourism and hospitality industry (local and abroad) and the details of job seekers and launch a job matching scheme.																							
P 6.1	Develop and maintain a database to store data/information				■																		
P 6.2	Introduce a proper classification and use			■																			
P 6.3	Publicize the availability of such a job bank			■			■				■			■					■				