Les Roches Alliance

ÉCOLE DUCASSE
ISH GURUGRAM
CAMPUS

Graduate Outcomes Class of 2026

Programmes Liberal Hospitality · Culinary Arts
Intake Year 2022 · **Graduation** 2026

Every member of the Class of 2026 has a documented outcome. Compensation is reported at completion of the employer training programme, with the management training salary and the multi-year career trajectory shown alongside.

52%	27%	15%	6%
PLACED OR OFFER IN PROCESS	ENTREPRENEURSHIP & FAMILY ENTERPRISE	INTERNATIONAL PATHWAYS	OPTED OUT OF PLACEMENT PROCESS

01 · COHORT OUTCOMES

Where the Class of 2026 stands

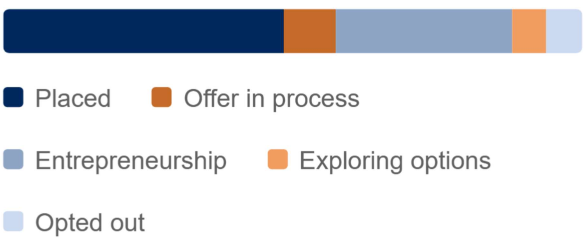
Entrepreneurship is a chosen destination, not an opt-out: graduates building ventures or joining family enterprises are reported as their own outcome, separate from the small group who did not seek placement support. Higher studies and international pathways are likewise distinct outcomes, not absences.

Liberal Hospitality Programme

BBA (Hons.) Hospitality Management

76% CONFIRMED OFFERS

90% INCLUDING OFFERS IN PROCESS

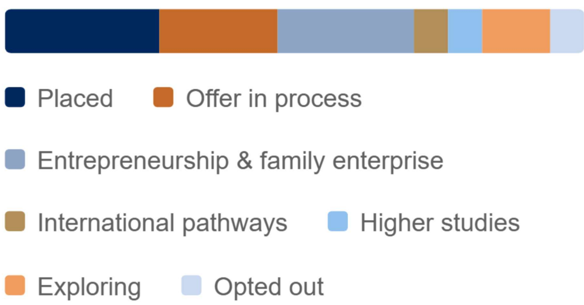


Culinary Arts Programme

B.A (Hons.) Culinary Arts

41% CONFIRMED OFFERS

73% INCLUDING OFFERS IN PROCESS



Compensation across the training horizon

Structured management training programmes pay a management training salary during the programme and a materially higher salary on completion of it. The **five-year figures** are what the industry pays at that stage of the employer's own career ladder, and the final column converts each journey into its implied annual compounding rate. That rate is the real story, and it differs by ladder, not by percentile: **luxury flagships pay the highest completion salary and compound steadily**, high-growth brands start lower and compound fastest, established operations compound at increment-cycle rates. Each row is one named ladder documented for this cohort's graduates; the same points anchor the trajectories in Section 03.

Hospitality Professionals

Liberal Hospitality Programme · ₹ LPA · confirmed records

JOURNEY	MANAGEMENT TRAINING SALARY	ON PROGRAMME COMPLETION	5 YEARS · INDUSTRY CAREER LADDER	ROLE AT FIVE YEARS	IMPLIED ANNUAL COMPOUNDING (INCREMENTS + PROMOTIONS)
Luxury hotel management training ladder	4.80	11.50	18–22	Deputy HOD	11.9–17.6%
Consumer brands & revenue ladder	4.20	9.00	18–24	BD / Revenue Manager	18.9–27.8%
Consulting & allied services ladder	4.50–5.00	10.00	18–24	Consultant / Account Manager	15.8–24.5%
Cohort median journey	**4.20**	**9.00**	**18.00**	—	**18.9%**

Executive Chefs in the Making

Culinary Arts Programme · ₹ LPA · confirmed records

JOURNEY	MANAGEMENT TRAINING SALARY	ON PROGRAMME COMPLETION	5 YEARS · INDUSTRY CAREER LADDER	ROLE AT FIVE YEARS	IMPLIED ANNUAL COMPOUNDING (INCREMENTS + PROMOTIONS)
Premium kitchen management ladder	4.80	9.00	18–20	Sous Chef	18.9–22.1%
Hotel & standalone culinary brigade ladder (ops)	3.00	6.00	12–18	Jr. Sous Chef	18.9–35.1%
Boutique kitchen management ladder	3.60	5.00	17–22	Head of Kitchen	35.8–44.8%
Cohort median journey	**3.60**	**6.00**	**18**	—	**35.1%**

The compounding delta: increments plus promotions

- A 10 to 12% annual increment is inflation adjustment, not career growth; the ladder figures rise faster because they contain promotions.
- Decomposed on the flagship ladder: ₹11.5 L on completion growing at increments alone reaches about ₹15.3 L by year five, and the promotion to Deputy HOD lifts it to the documented ₹18 L.
- On the median journey, ₹9.0 L on increments alone reaches ₹13.2 L; the embedded promotion carries it to ₹18.0 L, roughly ₹4.8 L per year of promotion premium by year five.
- The culinary path shows the same mechanics: the premium kitchen management track compounds ₹9.0 L to ₹18 to 20 L, against ₹13.2 L on a 10% cycle.
- And the base-versus-rate principle plays out inside this cohort's own rows: the high-growth brand ladder starts ₹2.5 L below the luxury flagship on completion, compounds at 18.9% against the flagship's 16.1, and draws level with it by year five.
- If every ladder compounded at the same rate, the starting gap would widen every year; the gaps in this table close only because the rates genuinely differ by ladder. The ladder you join matters more than the salary you join at.

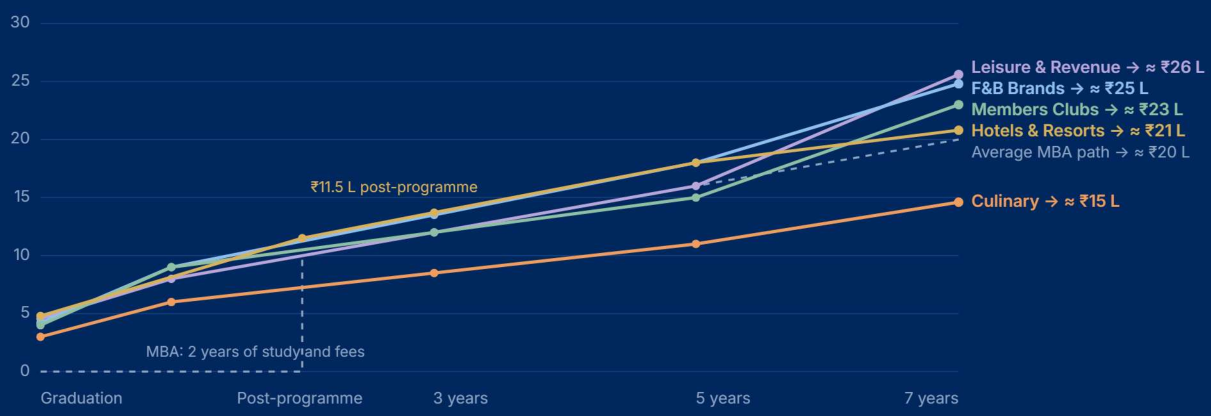
Each row is one employer career ladder documented for graduates of this cohort, anchored on the programme-completion salary; the training salary and five-year figure in a row belong to the same ladder. The luxury flagship ladder delivers the highest completion package (₹11.5 L) and its steeper divergence beyond five years appears in Section 03. High-growth brand ladders are employer-declared progression paths at younger companies and carry more execution risk than seasoned hotel ladders; they are reported as documented, not endorsed. The cohort median journey row is the median across all confirmed ladder records. Implied annual compounding is the geometric growth rate from the completion salary to the five-year ladder figure over the intervening years (three years where the programme runs to month 24, otherwise four); it blends annual increments with the one to two promotion steps embedded in each ladder, shown in the role column, which is why ladder rates exceed plain increment cycles. All five-year ranges, and the consulting and allied services row in full, are per ISH placement office employer-confirmed compensation bands (July 2026), stated by the Managing Director and pending attachment of the supporting employer documentation to the master placement file; single-value figures are from the cohort placement record. The boutique kitchen management row shows no compounding rate: the stated band of ₹17 to 22 L against the documented ₹5.0 L completion salary implies annual growth of 36 to 45%, outside credible range, so the rate is withheld until the current completion salary for boutique kitchen tracks is confirmed and the row reconciled. Statistics use only confirmed records; packages pending written confirmation are excluded. The 10% increment comparison is illustrative arithmetic, not a market claim.

Read the career on a seven-year horizon, not a one-year horizon

Structured hospitality careers start at a disciplined base and compound through defined promotion gates. Over the same seven years, an MBA path spends its first two years in study and fees before earning begins. The trajectories below follow the employer programme career ladders documented for this cohort.

Documented sector trajectories · ₹ LPA over 7 years

One documented career ladder per sector, each starting near the cohort's mean training salary, set against the average Indian MBA path. Indicative, not contractual.



Each curve is the documented career ladder of an employer in that sector where a Class of 2026 graduate is placed, starting at that programme's management training salary (₹4.0 to 4.8 L, near the cohort mean). Curves pass through the documented post-programme and five-year salaries; three and seven year points are interpolated between the ladder's documented milestones, including the ten-year figures on record (Leisure & Revenue ₹40 L, F&B Brands ₹35 L, Members Clubs ₹35 L, Hotels & Resorts ₹25 L). The crossover is the point: allied sectors such as revenue, F&B brands and members clubs start below the flagship hotel line and overtake it by year seven. Five-year points on the curves are drawn at the conservative end of the employer-confirmed bands in Section 02. The MBA reference reflects the average Indian MBA outcome: roughly ₹8 to 12 LPA at first placement after two years of study, rising to about ₹20 LPA with five years of post-MBA experience (industry compensation surveys, 2026); a two-year MBA at a comparable institution costs ₹16 to 25 lakh in fees alone, while every hospitality curve earns from day one.

04 · SECTOR & FUNCTION MIX

Where graduates are going, and into what roles

Liberal Hospitality placements are diversifying beyond hotel operations into sales, brand, revenue and business development functions, consistent with a liberal hospitality and luxury business education. Culinary Arts placements are concentrated in culinary operations, with a marketing and PR pipeline in process.

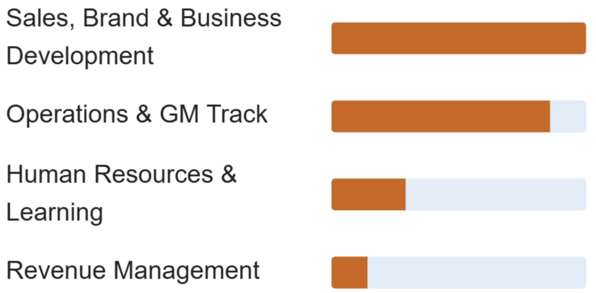
Sectors of placement · Class of 2026

Confirmed placement sectors across both programmes

- Hotels & Resorts
- F&B Brands & Breweries
- Restaurants & Cafés
- Members Clubs
- Experiential & Boutique Hospitality
- Mobility & Retail
- Hospitality Education

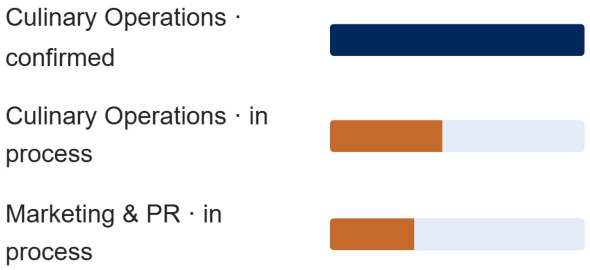
Liberal Hospitality · Function of role

Share of confirmed placements



Culinary Arts · Function of role

Confirmed placements and offers in process



05 · EMPLOYER ROSTER

Employers of the Class of 2026

- The Oberoi Group OCLD
- The Leela MT
- Les Roches, Switzerland / Spain INTERNATIONAL PATHWAY
- Hilton MT
- Marriott International CULINARY PPO
- Club Mahindra REVENUE
- Manam Chocolate
- Quorum Club
- MALAKI
- Latambarcem Brewers
- EHL India
- Tesla
- Meru Vann, Nature India Safari
- Tes Restaurant
- Padaria Prazeres, Goa
- Farro, Pune
- Burj Al Arab
- École Ducasse, France INTERNATIONAL PATHWAY

How these numbers were built

1. **Post-training compensation** is the salary on completion of the structured employer training programme, as documented in the placement record. Management training salaries are disclosed separately and never blended into headline statistics.
2. **Placement rate** is computed on graduates who sought placement through ISH. Graduates pursuing entrepreneurship or family enterprise, higher studies, or who opted out of the placement process are reported as distinct outcome categories and are outside the rate calculation.
3. **Offers in process** (verbal confirmations, offer letters awaited, internships converting to roles) are shown separately and are excluded from all compensation statistics until written confirmation.
4. **Five-year and trajectory figures** are industry compensation at defined career-ladder stages, as documented by the employer for the role each graduate holds; they are not ISH projections. Three and seven year points are interpolated between the ladder's documented milestones. Progression through the ladder depends on individual performance.
5. **MBA reference** reflects published averages for Indian MBA outcomes (approximately ₹8 to 12 LPA at first placement, about ₹20 LPA with five years of experience) and Tier 2 programme fees of ₹16 to 25 lakh, per 2026 industry compensation surveys.
6. **Sample basis**: compensation statistics rest on 13 confirmed Liberal Hospitality and 8 confirmed Culinary Arts post-training data points, and on 11 Liberal Hospitality and 5 Culinary Arts documented five-year ladders. Each compensation row pairs the training salary, completion salary and five-year figure of one documented employer ladder; the cohort median row is computed across all confirmed ladder records.
7. **Data currency**: outcomes as recorded on 7 July 2026. A small number of packages and offers are pending confirmation; statistics will be restated once confirmed.