



# Strategic Immersion

Case Study of Harshit  
Garg's Internship as a  
Business Intern at  
ProMiller

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# Introduction

I've always been deeply passionate about hospitality. I never had all the answers, but I was hungry to learn. When I joined ProMiller, I wasn't walking in with years of expertise; I was standing at zero, carrying only curiosity, energy, and drive. What I found here was a platform unlike any other — a place where I could be thrown into real ventures, across cafés, hotels, tech, and strategy, and simply observe, absorb, and learn.

This internship became less about proving myself and more about discovering how hospitality actually breathes, and along the way, contributing wherever I could to the people and projects that trusted me with that chance.

# My Internship Map



# Case Summary

## Context

- My first assignment and exposure to the other side of hospitality
- Bambora Fort was facing low occupancy and low awareness.
- Guest experience flow and internal ops had constraints, but also opportunities for solvency and innovation

## Strategic Actions & Approach

- **Retreats:** Expanded on the founder's idea by testing formats and pitching to external organizers once ops limits were clear.
- **Guest Experience:** Added small activities to enrich stays with inputs from the team.
- **Narrative:** Built fort-based stories and positioned Bambora as both a cinematic backdrop and boutique wedding venue.
- **Outreach:**
  - Hashtag scouting (#engaged) for couples and planners
  - Targeted mid-sized planners/photographers
  - Reached film/OTT/music producers via LinkedIn + Phantombuster

## Impact

- Strengthened retreat positioning by converting ideas into practical outreach.
- Added a light layer of guest experiences without burdening the ops team.
- Opened long-term visibility in weddings and cinema, balancing immediate fixes with “memory creation.”
- Established structured outreach methods that the team can keep building on.

## Learnings & Insights

- Exposure to operations, marketing and direction towards what and how to dos.
- Visibility isn't just discovery; it's memory-making.
- Ideas in isolation aren't enough unless there are inputs from people on the ground
- Operational limits can sharpen creativity, not just restrict it.
- Mid-sized partners and unconventional tools can sometimes outperform “big names” and high budgets.



# Case Summary

## Context:

- Strong brand presence and working model at CPL1.
- Translate the systems and processes to CPL2 and further, with room for innovations

## Actions & Approach:

- **Collaboration:** Observed café workflows, gathered inputs from founders, managers, ops team, community interns, and ProMiller team; changes were driven by collective observations, not just top-down fixes.
- **Ops Structure:** Hired an ops intern and co-created SOPs, checklists, and induction docs.
- **Menu Clarity:** Restructured the menu for easier flow and guest understanding.
- **Tech Learning:** The manager taught me eeZe hands-on, to hopefully also be able to extract insights for Strung.
- **Brand Extensions:** Inspired to launch merch to deepen community connection.
- **Visibility:** Made CPL initiatives more visible to strengthen the brand image.

## Impact

- Created a basic system playbook for CPL2 – imperfect but a solid foundation for scaling.
- Reduced confusion in menu flow and onboarding.
- Helped strengthen the brand image and bring out more of its hidden salience.

## Learnings & Insights

- Scaling starts with listening – systems must be shaped with the team's input, not in isolation.
- Leadership isn't just about designing solutions; it's about creating space for others' observations.
- Hands-on immersion (POS use, workflow observation) reveals insights you can't get from reports.

# Case Summary

## Context

- TSG already had over 5 years of strategy and systems in place, all running smoothly.
- I initially felt stuck, not sure what to do or how to contribute, since nothing seemed “broken.”

## Actions & Approach

- With the founder’s guidance, I shifted away from sitting idle to actively acculturizing.
- Went around, observed workflows, and spoke with people to understand rhythms and tone.
- Focused on learning the culture, not fixing it.
- Contributed only in small, context-based ways (mainly around TTF) when genuinely useful.

## Impact

- Gained perspective by not forcing change in a well-functioning system.
- Developed a clearer sense of fit and contribution without disrupting legacy practices.
- Built personal awareness: my own gaps, and sometimes the work is to observe, not to act.

## Learnings & Insights

- Not knowing what to do can itself be a lesson, as it forces you to listen and introspect.
- Established systems don’t always need fixing; they need understanding and how to capitalise on existing systems.
- Founders’ guidance helped me see that immersion and acculturation are the first steps in any new environment.

# Strung Case Summary

## Context

- Designing an internal POS software to replace external tools and eventually get it licensed.
- Building an indigenous product from the perspective of hoteliers for hoteliers

## Actions & Approach

- **Immersion:** Observed eZee in live café and hotel operations to experience workflows firsthand and collected pain points.
- **Infra Research:** Compared cloud platforms (Azure, AWS, Supabase, etc.) to evaluate fit.
- **Team Building:** Initiated developer hiring with structured briefs, first through agencies, then pivoted to direct hiring to align with the company ethos.
- **Collaboration:** Contributions were mostly framing and coordination; execution was driven by developers and team discussions.

## Impact

- Created clarity on what the POS needs to solve, not just what it should look like.
- Established a structured foundation (issues log, specs, platform research) to assist future development.
- Initiated the hiring pipeline for developers, setting the stage for in-house product building.

## Learnings & Insights

- Don't start by building, start by living the problem.
- Pain points from industry users reveal more than abstract "feature ideas."
- Hiring direction shapes product ethos as much as technical choices do.

# **LeadIn** Case Summary

## Context

- Talent quality and digital literacy are declining; institutes exist, but are largely theoretical or outdated
- ProMiller envisioned a flagship education program to prepare future hospitality leaders.

## Actions & Approach

- **Vision to Model:** Framed mission and “ideal hospitality leader” profile.
- **Program Design:** drafted curriculum, policies, and internship flows.
- **Execution:** Created roadmap, ops calendar, and financial model, with tech integration. (running on delays)
- **Model:** Explored multiple learning and operational models, back-calculated into a feasible structure with insights from STL directors.
- **Pitch:** Developed CSR deck + story video for funding and partnerships.

## Impact

- Converted the vision into an execution-ready education program.
- Delivered the foundational playbook: curriculum, operations, policies, roadmap, and funding materials.
- Project now has a pathway from idea → working program → execution.
- Currently leading the initiative as Program Lead.

## Learnings & Insights

- Building from scratch isn't just about a polished deck but hundreds of interconnected steps across pedagogy, ops, finance, and tech.
- Vision needs modularity to scale; without it, programs get stuck at a single pilot.
- Balancing financial logic with purpose is what keeps an “education project” sustainable and true to its ethos.

# ProMiller Case Summary

## Context

- **Vision:** transitioning from a mono-industry service business to a structured, multi-venture Collective model.
- Translate vision into people, processes, and platforms while sustaining ongoing operations.

## Actions & Approach

- **Collective:** Worked with the founder to draft the vision and strategic roadmap for the Collective.
  - Helped define architecture and role logic within the new model.
- **Collaboration:** Exposed and involved with strategy, branding, ops, and culture to contribute across verticals. The team helped me at each step.
- **Team & Culture:** listened to team flow, absorbed culture, and identified opportunities.
- **Growth:** Interacted with new leads and supported strategy for existing ones.
- **Hiring:** Attempted key hires (Revenue Analyst, Executive Assistant) to strengthen execution, learning from failures.

## Impact

- Contributed to internal operations and strategy-enabled growth.
- Strengthened clarity on Collective architecture and cross-venture collaboration.
- Gained practical exposure to multiple hospitality ventures and their scaling logic.

## Learnings & Insights

- Scale requires more than vision — it depends on systems, roles, and culture.
- Hiring for growth is as much about timing and fit as skill.
- Real change begins with anchoring the mindset shift in yourself before anyone else.
- Carity is the driving force of all actions and accomplishments
- Learnt collaborative teamwork and to leverage everyone's own strengths for the best results

# What I Unlearned

Interns ≠ clueless or minor –  
they can lead real projects

People know what they're  
doing – many don't, they  
adapt fast

Being productive = being  
visible – often, it's the  
opposite

Being right is the point –  
being useful is better

I need to do everything and by  
myself – it's more productive to  
be an enabler and collaborator

I need to fix everything –  
no, some things just need  
time or let them be

# Self-Discovery & Meta Skills Gained

Understood the importance of culture, nuance, people-reading

I sharpened my ability to read people and situations

Became aware of both my strengths and blind spots

I soaked in knowledge from teammates, stakeholders, and the founder

Sharpened skills:  
Discernment, Systems Thinking, Writing + Strategic Reflection, Self-Belief without arrogance

Learned to work with different teams with diverse backgrounds

# Failures and Blind Spots

## Overestimating Feasibility at Bambora

I pitched self-hosted retreats without fully checking operational capacity. I learned to test feasibility before chasing vision.

## Mistaking Documents for Culture

At CPL, I believed SOPs alone could fix chaos. I realised people follow culture, not just processes.

## Struggling as a Leader

I can work deeply and independently, but I struggled to rally others, delegate, and push things forward fast. This exposed my gap in collaborative leadership.

## Hesitating to Ask for Help

At times, I held back from reaching out, thinking I had to “figure it out myself.” The turning point came when I started asking more questions.

## Context Switching & Overwhelm

Being involved in different projects meant constant switching, making me overwhelmed and less sharp. This showed me the importance of managing energy, not just time.

# The Way Forward: Founder's Office - Strategy

## What I'll Be Owning Next

- Strengthen and expand the ProMiller Collective
- Translate vision into working structures and playbooks
- Scale hiring, onboarding, and build systems
- Lead research-backed strategic projects
- Contribute to shaping culture as we grow

## My Operating Mindset

- Think like a founder, work like an enabler
- Marry speed with thoughtfulness
- Keep it real, sharp, and useful
- Keep things visible, flexible, and frictionless

## What I'm Committed To

- Stay curious, grounded, and obsessed with building
- Never stop learning from the team, the users, and the chaos
- Help make ProMiller not just bigger, but sharper, better, and more soulful

# Thank You!

For the trust, autonomy, and room to grow. For showing me what real business building looks like. For giving me a lab to test, break, learn, and contribute. This wasn't just an internship. It was immersion. I leave sharper, humbler, and more committed than ever.