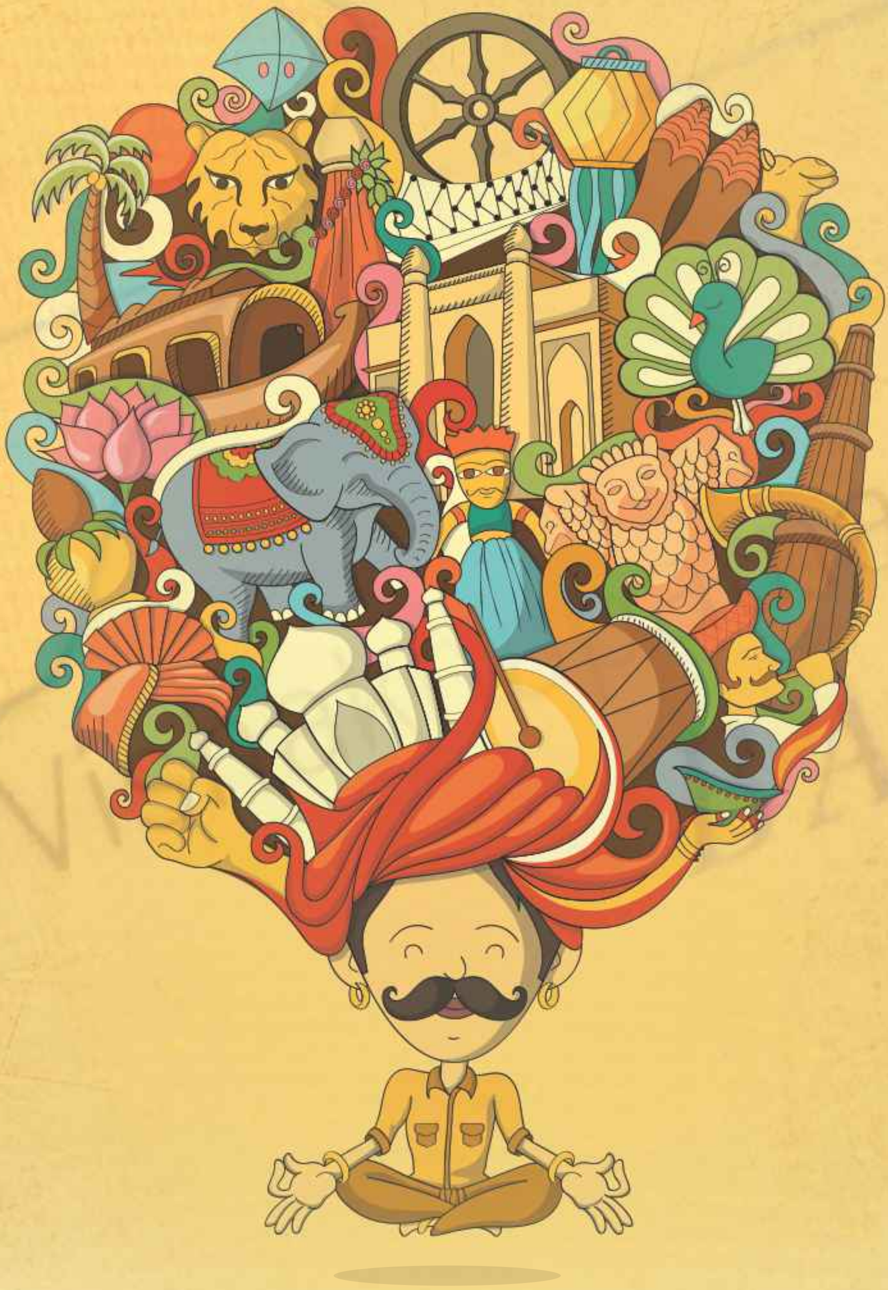
FH&RA INDIA

# Indian Hotel Industry Survey 2015-2016



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| Price: | FHRAI Members: | ₹500 (per additional copy) |
| | FHRAI Non-Members: | ₹700 |
| | International: | US$50 |

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# Foreword

The Federation of Hotel & Restaurant Associations of India is pleased to present the nineteenth annual edition of the Indian Hotel Industry Survey, in cooperation with HVS South Asia. This Survey includes in-depth information about the performance of hotels across various cities and positioning and provides several benchmarks for comparing hotel performance in India. We would like to thank the participating hotels for all the detailed information they have provided, thereby helping to improve the quality of this research.

The Indian Hotel Industry Survey analyses the performance of the Indian hospitality industry across parameters such as facilities, manpower, operational performance, and marketing trends. The information is based on data received from FHRAI hotel members and the authenticity of this data helps us in providing a clear picture of the operating statistics of India's hospitality sector. Data collected from our member hotels, our extensive historic database and the credibility of our research have helped make this report a preferred tool for hotel professionals, consultants, investors, bankers, researchers, government officials in the tourism department, media persons, and all those interested in studying the Indian hotel industry.

The current edition includes an analysis of seven major cities for which we have received detailed information and thirteen other cities where information was available with us for some hotels, though not in sufficient numbers for all the star categories. We earnestly request all our members to be more forthcoming with sharing the required information as this helps to take up various issues confronting the industry, both at the centre and state level. It is only when armed with accurate data that we can convince the policy makers to give us the importance and priority that our industry deserves to fulfil its potential in India's economic growth. In the current survey, while we have basic data for 1,517 members the financial data is not available for all of them. Though the major apprehension of each one of those members for not sharing the required information for this report might be the confidentiality of their data, members should rest assured that there is complete security of data by HVS.

We encourage feedback on the presentation and content of this report to enable us to improve it each year. We are thankful to HVS South Asia for their continued support for this project as well as Hotelivate for having sponsored the current edition.

**Mr. K. Syama Raju**
President, FHRAI
www.fhrai.com

# About FHRAI

The Federation of Hotel & Restaurant Associations of India, known by the acronym FHRAI, is the Apex Body of the four Regional Associations representing the Hospitality Industry. FHRAI provides an interface between the Hospitality Industry, Political Leadership, Academics, International Associations and all other stakeholders. FHRAI is committed to promoting and protecting the interests of the Hospitality Industry.

With 4,004 members comprising approximately 2,653 hotels, 1,253 restaurants, 98 associate members and the 4 regional associations, FHRAI is truly the voice of the Hospitality Industry that brings several million rupees to the nation's exchequer and employs more than 17 million direct workers.

FHRAI, the 3rd largest Hotel & Restaurant Association in the world, is managed by an Executive Committee comprising members from the four regional associations and headed by an elected President having a one-year tenure. The day-to-day operations of FHRAI are under the supervision of the Secretary General.

## About Membership Benefits

**Website:** The FHRAI website www.fhrai.com is a comprehensive portal which gives our members access to latest industry news, event updates, electronic copies of the current and back issues of the *FHRAI Magazine* and other indispensable resources.

**Discount Cards:** Our hotel and restaurant members receive two membership discount cards entitling them to 30% discount on rooms and F&B in all member establishments.

**Magazine:** Our monthly *FHRAI Magazine* is a highly acclaimed premium publication for the hospitality industry. It provides vital updates on legal matters and government policies, besides featuring insightful articles on contemporary trends in the Indian and global hospitality sector.

**Representation and Lobbying:** As the authentic voice of the hospitality industry in India, FHRAI actively engages with the Central and State governments on a multitude of issues and robustly represents the views and collective concerns of our members. We continuously monitor various legal and regulatory developments and obtain timely and effective redressal for our members.

**Research and Publications:** Apart from the *FHRAI Magazine,* we have a rapidly expanding portfolio of thought-leadership publications including industry surveys, research reports, monographs and compendiums.

**Seminars:** In partnership with other eminent organisations and agencies, FHRAI regularly conducts seminars, conferences and workshops across the country, on a wide range of technical and topical issues of interest to our members.

**Annual Convention:** The annual convention of FHRAI is among the most eagerly anticipated and widely attended events on the Indian hospitality industry's calendar. Our convention serves as a unique platform for our delegates to interact and deliberate with key stakeholders, including dignitaries from the highest echelons of the government, eminent global experts, business icons and media.

# About HVS

HVS is the world's leading consulting and services organisation focused on the hotel, mixed-use, shared ownership, gaming, and leisure industries. Established in 1980, the company performs 4500+ assignments each year for hotel and real estate owners, operators, and developers worldwide. HVS principals are regarded as the leading experts in their respective regions of the globe. Through a network of more than 40 offices and 450 professionals, HVS provides an unparalleled range of complementary services for the hospitality industry.

HVS South Asia was established in 1997 and has risen to be the only dedicated hospitality-consulting firm in this region. It currently offers its Consulting and Valuation services to clients with interests in the South Asian Region covering India, Sri Lanka, Bangladesh, Pakistan, Nepal, Bhutan and the Maldives and the South-East Asian Region covering, but not restricted to, Indonesia and Cambodia. The different verticals based on the services offered by the New Delhi and Mumbai offices are mentioned below:

## Consulting and Valuation

Over the last two decades, HVS South Asia's Consulting and Valuation division has established itself as the market leader, expanding its services to include a wide range of consulting activities, all geared to enhance economic returns and asset value for our clients.

The Consulting and Valuation division offers services encompassing the life-cycle of a hotel – Development, Pre-opening, Operations and Sale. At the initial stages, our unparalleled experience in Feasibility Studies enables us to provide in-depth analyses including return-on-investment analyses, for both stand-alone hotels and mixed-use assets comprising a combination of hotels, commercial spaces, retail, residential, convention centres, clubs, and entertainment outlets. HVS's understanding of the hospitality industry empowers our ability to customise our approach with specific focus on both leisure and commercial destinations across the country, on a case-to-case basis. The adaptive scope of our Feasibility Studies caters to special cases as well, encompassing Master Planning, Strategic Advisory, Market Entry Strategy and Market Studies.

We perform Operator Searches and Management Contract Negotiations which enable us to mediate and optimise the often-cumbersome process of finding a suitable brand to nurture the hotel business of our valued clients. In addition to our industry experience and resources, we have the world's most comprehensive database of franchise and management agreements to help an owner identify the most suitable brand, franchise or operator.

Our Valuation services ensure superior results based on our extensive experience and knowledge of the hospitality industry. We carry out portfolio valuations and valuations for individual assets.

The Consulting and Valuation team comprises highly experienced industry professionals offering the utmost level of expertise and credibility. Our consultants understand the hotel business and have received qualifications from leading hospitality schools across the world, while also possessing actual hotel operating experience.

## Asset Management

HVS Asset Management specialises in assisting hotel owners, investors and operators in achieving superior performance results with a focus on optimal returns. The complex, market-sensitive and personnel-intensive operations of a hospitality asset demand supervision to overcome the challenges of this intensely dynamic environment. HVS's team of seasoned hospitality professionals is equipped with the proficiency to guide hotel operations mitigating risk, optimising processes and aligning the interests of hotel owners and operators alike.

HVS Asset Management services include Owner Representation, Asset Analysis, Operating Budget Reviews, Hotel Situation Analysis, S.P.E.A.R Audits (Strategic Process Evaluation Audit & Review) and Mystery Audits. Our team's operational experience and analytical approach enhance an asset's ability to perform by streamlining operational processes. Creative application of our data-focused approach enables us to explore non-traditional and value-enhancing opportunities in addition to finding solutions to existing and potential problems. HVS Asset Management, thus, serves as a key component in maximising asset potential and value along with aligning interests of hotel owners, brands and investors.

## Executive Search

Executive Search, another vertical to the base of services offered, entered the Indian subcontinent in 2001 and manages diverse portfolios across varied sectors. It provides senior-level executive search that includes appointments to CEO and Finance positions and the Board of Directors, mid-management recruitment, and compensation consulting. Our senior level search practice is industry specific focusing on functional specialty areas, namely Acquisitions/Development, Asset Management, Human Resources, Operations, and Sales & Marketing. Over the years, the team has diversified extensively and provides advisory services to leaders of the hotel, restaurant, real-estate, automotive, retail, education, manufacturing, media, telecom, and energy industries.

## Investment Advisory

HVS Investment Advisory specialises in Buy-Side and Sell-Side activities for existing and proposed Hotel assets, as well as financing arrangements for Debt and Equity for Hotel real estate.

Globally, HVS has completed several transactions offering comprehensive solutions for hotels, resorts, and mixed-use developments. We have regularly assisted foreign and domestic governmental entities as well as private investors to structure some of the largest public-private hotel ventures in the world.

## Our Conferences

The Indian Hotel Industry Survey 2015-2016 brings together the industry's key statistics and serves as an easy reference volume. We are grateful to all those who have contributed towards the same and look forward to increased participation in the years to come.

| | | |
|---|---|---|
| Achin Khanna<br>Managing Director | Hemangi Bhandari<br>Senior Associate | Tulika Das<br>Assistant Manager |

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# About Hotelivate

Hotelivate is the Hospitality Industry's most comprehensive platform for customised professional solutions. The firm brings the ability for industry stakeholders to receive personalised, specific need-driven and curated solutions for their hospitality businesses. The founding partners of Hotelivate are renowned and sought after professionals who have nurtured and helped hundreds of clients over the past twenty plus years in South Asia. Eliminating the need for several different consultants, advisors and vendors, Hotelivate aims to truly assist its clients across the entire spectrum of their business life cycle by offering diverse solutions. Additionally, Hotelivate's strategic alliance relationships across all facets of a hotel's lifecycle make for a unique firm that has the ability to deliver tailored solutions to all things hospitality! Hotelivate, thus, assures efficient, customised hospitality solutions through innovation, experience, passion and care.

## Professional Skills Development

Hotelivate Professional Skills Development specialises in Learning and Development (L&D) solutions that emphasise Talent Development and Performance Enhancement. The L&D programmes envision best in class trainings in Customer Service, Leadership Development, Sales & Marketing, Finance and Human Resources. Our expertise lies in the domain of Hospitality, Retail, Financial Institutions, Cinema and Restaurants.

Hotelivate Professional Skills Development's experienced trainers with operational experience and exposure in renowned brands bring programmes designed for professionals across all levels. The facilitation methodology is instructor led with a focus on experiential learning, through a combination of real life case studies, role plays and videos. Training effectiveness and learning implementation strategies are also developed and monitored with partnering organisations to ensure alignment to their business outcomes.

## Strategic Marketing

Marketing is all about building brand value through effective communication and visibility. Hotelivate Strategic Marketing recognises the challenges brands face today and provides a platform for an integrated approach to offline and online marketing. Our two-fold approach enables brands to communicate, engage and drive traffic while simultaneously mapping footfalls and trends to formulate the most efficient strategy. Hotelivate Strategic Marketing aims at enhancing brand value through creative conceptualisation, brand communication, digital marketing operations, integration of offline and online communications and the ability to scale leading to long-term brand enhancement.

Our strength lies in our holistic approach through the confluence of brand strategy, creative cloud expertise and digital expertise. This preferred, research driven methodology enables us to deliver quantifiable measures with a sharp focus on KPIs and ROI. Our multi-faceted Google and Facebook certified team has decades of work experience possessing the ability to strike the right balance between innovation, strategy, creativity and engagement. Our experience transcends industries offering expertise in the hospitality, technology, consumer goods, real-estate and retail sectors.

For more information, please visit hotelivate.com.

Manav Thadani
Co-Founder & Chairman

Megha Tuli
Co-Founder & Executive Director

Mansi Bhatnagar
MD, Strategic Marketing

Milan Mookerjee
Director, Professional Skills Development

FH&RA INDIA

HVS

# Synopsis and Key Highlights

**Introduction**

The Indian hospitality industry has emerged as one of the key industries driving the growth of the services sector and, thereby, the Indian economy. The FHRAI Indian Hotel Survey 2015-2016 aims to provide the most comprehensive guide to All-India performance trends for this industry. Results of the Survey will empower industry stakeholders such as owners, investors, operators, business analysts and researchers with information on the operational aspects of the industry. It will also help owners benchmark the performance of their operations against industry standards and seek professional help if corrective measures are required.

**Data Collection**

The data for the FHRAI Indian Hotel Survey 2015-2016 has been contributed by the member hotels of FHRAI. The FHRAI sends out a questionnaire to each of its members (numbering approximately 2,650), the responses to which are then analysed and presented in this Survey. The data presented in the current edition is culled from 1,517 responses.

**Methodology**

The data received from hotels participating in the Survey is sorted and filtered according to the objectives of the Survey. The data is then processed and analysed to extract important information pertaining to the performance of the Indian hospitality sector across crucial parameters. These parameters, such as guest segmentation, hotel finances, marketing, sources of reservations, and seasonality, among others, are then presented under the following categories:

- **Star:** Five-Star Deluxe, Five, Four, Three, Two, One-Star and Heritage hotels along with Other hotels (which are not classified under any star rating).
- **Inventory:** Number of rooms in hotels are categorised as Less than 50 Rooms, 50-150 Rooms, and More than 150 Rooms.
- **Affiliation:** Hotels are categorised into Affiliated to Chain and Independent hotels.
- **Primary Markets:** The seven major cities covered in this report are Bengaluru, Chennai, Delhi, Goa, Kolkata, Mumbai and Pune.
- **Secondary Markets:** The 13 secondary cities presented in this report are Ahmedabad, Amritsar, Coimbatore, Gurugram, Hyderabad, Indore, Jaipur, Kochi, Nashik, Raipur, Thiruvananthapuram, Udaipur and Visakhapatnam.

**Qualifying Conditions**

- While it is our endeavour to represent all the cities in India, we are limited by the data received from the participating hotels. In order to make the study relevant, we present data for only those categories for which we have a minimum of four participating hotels.

- Hotels across different categories showing similar characteristics have been combined under the same category when sufficient responses are not available for each category.

- To facilitate better evaluation of data across comparable groups, the financial statements are presented through Net Income, before any deduction of depreciation and interest.

**Limiting Condition**

- In some cases, there are large fluctuations in the data and this noise in the data may be attributed to the changing participation in the survey and may not be an accurate representation of market performance.

**Presentation of Financial Data**

- **Percentage of Revenue** is an assessment of costs as a percentage of revenue. Departmental expenses are portions of individual revenue heads while Operating and Fixed Expenses are deducted from Gross Hotel Revenue following the international accounting guidelines.

- **Amount per Available Room (PAR)** is the financial performance of a single room and is based on the total inventory.

- **Amount per Occupied Room (POR)** is the performance of a single occupied room.

All amounts presented in this report have been rounded to the nearest whole number and are in Indian rupees (₹) for the fiscal year 2015-2016 (April-March). In the financial statements, rupee amounts are provided as amounts per available room (PAR) and per occupied room (POR) in order to eliminate differences in the size of hotels surveyed.

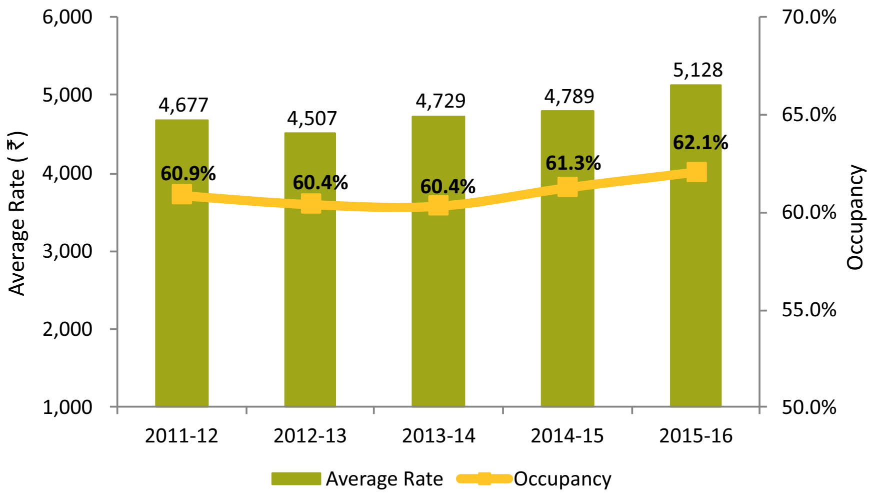
## Key Trends

This Section highlights countrywide trends and statistics using data from the past five years' surveys. Subsequently, the city scenarios are highlighted for the seven major cities and 13 other cities across the country.

## Indian Hotel Industry Performance – Country Trends

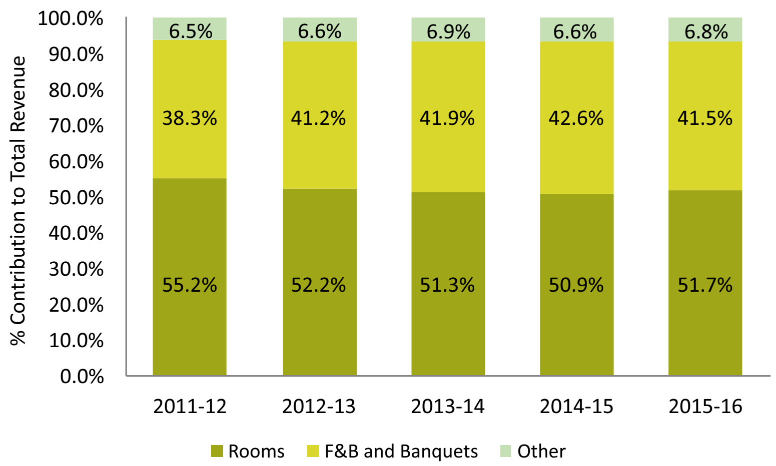
- **Growth in Operating Performance Indicators:** The average rate registered in 2015-16 was ₹5,128, the highest recorded since 2009-10. Similarly, the occupancy continued to witness a rise, recorded at 62.1% in the previous fiscal year (Exhibit 1).

### Exhibit 1: Occupancy and Average Rate (2011-12 to 2015-16)



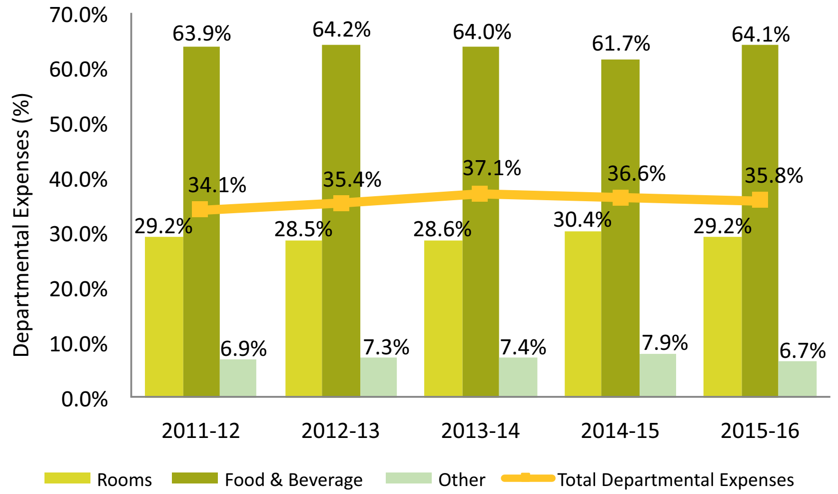

- **Contribution to Total Revenue:** The last few years had witnessed a steady decline in the contribution of the Rooms division to the topline. However, 2015-16 did not follow this trend, with the Rooms Revenue showing an increased contribution of 51.7% to the total revenue. On the other hand, contribution from Food & Beverage and Banquets declined to 41.5% from 42.6% recorded in 2014-15. The contribution of the Other operating departments has remained range-bound for the past five years. Exhibit 2 displays the contribution to Total Revenue by the different operating departments.

### Exhibit 2: Sources of Revenue (2011-12 to 2015-16)



- **Decrease in Departmental Expenses:** Departmental Expenses as a percentage of Total Revenue decreased for the third year in a row, mainly driven by the percentage decrease in Rooms and Other Expenses. However, F&B Expenses increased to an All-India average of 64.1%, a sharp increase from the previous year.

## Exhibit 3: Departmental Expenses (2011-12 to 2015-16)




- **Cost Analysis:** Except for F&B Expenses, the survey results depict that the expenses, as a percentage of Total Revenue, remained stable or declined in 2015-16. However, on a per available room (PAR) basis Marketing Costs, Rental & Other Incomes, and Management Fees increased by 23%, 18%, and 14% respectively over those recorded in 2014-15. Fixed expenses, conversely, portray a 18% decline on PAR basis over that in the previous fiscal.

- **Food & Beverage:** As highlighted in Exhibit 2, F&B and Banquets Revenue as a percentage of Total Revenue declined in 2015-16. This corresponded to an increase in F&B Expenses as a percentage of Total Revenue over that registered in 2014-15. On closer inspection, revenue from the food and beverage outlets display a decrease on a PAR basis, whereas revenue from Banquets has increased. The F&B Expenses on a per available room basis have increased by 9%.

- **Guest Analysis:** Domestic travellers continue to be the majority generators of room night demand in India. It is important to highlight that the Domestic Business Traveller segment has displayed a year-on-year growth to form 34.4% of the total demand accommodated by Indian hotels, whereas the contribution of Domestic Tourists or Leisure Travellers has declined from 21.7% in 2014-15 to 19.8% in 2015-16. Foreign Demand, on the other hand, has remained stable, contributing 20.6% between the Business, Leisure and Tour Groups segments (Table 1-5).

- **Online Reservations as a Source of Advance Bookings:** Another integral trend highlighted by the survey results is the increasing contribution of Online Reservations Systems as a source of advance bookings for hotels in India. In 2015-16, 12.4% of the total advance reservations were made via these channels, compared to 8.5% during 2014-15. This trend is expected to gain traction, as more travellers adopt the ease and convenience offered by Online Reservations.

- **Net Income:** As depicted in Exhibit 4, All India average Net Income as a percentage of Total Revenue crossed the 30% mark in 2015-16. Primarily driven by the increase in average rates and, therefore, increase in Rooms Revenue for hotels across all star categories (barring one), the increase in Net Income arrests the downward trend witnessed over the past three years.

## Exhibit 4: Revenue and Net Income (2011-12 to 2015-16)

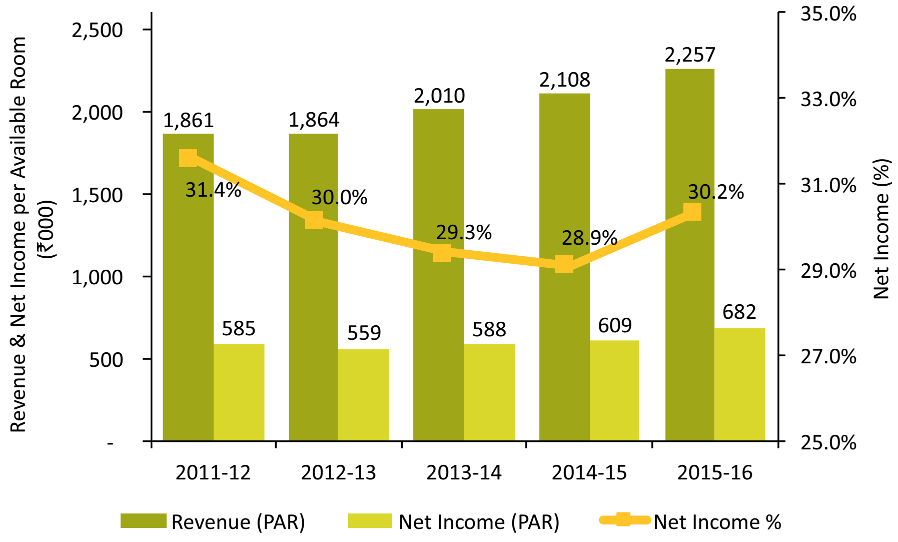



Table 1 illustrates the nationwide key operating statistics of the respondents of the Survey.

# Table 1: Trends in Key Operating Statistics

| COMPOSITION | 2011-2012 All India Average | 2012-2013 All India Average | 2013-2014 All India Average | 2014-2015 All India Average | 2015-2016 All India Average | 2011-2012 All India Average | 2012-2013 All India Average | 2013-2014 All India Average | 2014-2015 All India Average | 2015-2016 All India Average | 2011-2012 All India Average | 2012-2013 All India Average | 2013-2014 All India Average | 2014-2015 All India Average | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Number of responses:* | 515 | 629 | 551 | 562 | 658 | 515 | 629 | 551 | 562 | 658 | 515 | 629 | 551 | 562 | 658 |
| **Average Total Rooms Per Hotel:** | 77 | 74 | 74 | 66 | 81 | 77 | 74 | 74 | 66 | 81 | 77 | 74 | 74 | 66 | 81 |
| **Average Occupied Rooms Per Hotel:** | 16,864 | 15,990 | 16,126 | 17,424 | 18,543 | 16,864 | 15,990 | 16,126 | 17,424 | 18,543 | 16,864 | 15,990 | 16,126 | 17,424 | 18,543 |
| **Average Occupancy Per Hotel:** | 60.9% | 60.4% | 60.4% | 61.3% | 62.1% | 60.9% | 60.4% | 60.4% | 61.3% | 62.1% | 60.9% | 60.4% | 60.4% | 61.3% | 62.1% |
| **Average Rate Per Hotel (₹):** | 4,677 | 4,507 | 4,729 | 4,789 | 5,128 | 4,677 | 4,507 | 4,729 | 4,789 | 5,128 | 4,677 | 4,507 | 4,729 | 4,789 | 5,128 |
| | Percentage of Revenue | | | | | Amount Per Available Room ( ₹ ) | | | | | Amount Per Occupied Room( ₹ ) | | | | |
| **REVENUE** | | | | | | | | | | | | | | | |
| Rooms | 55.2% | 52.2% | 51.3% | 50.9% | 51.7% | 10,26,910 | 9,73,670 | 10,30,606 | 10,72,198 | 11,67,572 | 4,677 | 4,507 | 4,729 | 4,789 | 5,128 |
| Food & Beverage | 27.9 | 29.0 | 29.2 | 31.0 | 28.6 | 5,19,739 | 5,41,494 | 5,86,539 | 6,54,374 | 6,45,041 | 2,367 | 2,506 | 2,691 | 2,923 | 2,833 |
| Banquets & Conferences | 10.4 | 12.2 | 12.7 | 11.5 | 12.9 | 1,93,211 | 2,26,793 | 2,55,429 | 2,42,917 | 2,90,862 | 880 | 1,050 | 1,172 | 1,085 | 1,278 |
| Telephone & Other | 0.4 | 0.4 | 0.4 | 0.3 | 0.3 | 7,158 | 6,693 | 7,434 | 7,016 | 5,630 | 33 | 31 | 34 | 31 | 25 |
| Minor Operated* | 3.1 | 2.9 | 3.3 | 3.3 | 3.3 | 57,221 | 54,881 | 67,232 | 69,140 | 74,825 | 261 | 254 | 308 | 309 | 329 |
| Rental & Other Income | 3.0 | 3.3 | 3.1 | 3.0 | 3.3 | 56,586 | 60,800 | 63,069 | 62,279 | 73,408 | 258 | 281 | 289 | 278 | 322 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 18,60,820 | 18,64,330 | 20,10,310 | 21,07,924 | 22,57,338 | 8,476 | 8,629 | 9,224 | 9,414 | 9,915 |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | | | | | | | |
| Rooms | 18.0 | 19.3 | 20.7 | 21.9 | 20.2 | 1,85,231 | 1,88,227 | 2,13,085 | 2,34,921 | 2,35,546 | 844 | 871 | 978 | 1,049 | 1,035 |
| Food & Beverage | 57.0 | 55.2 | 56.6 | 53.0 | 55.3 | 4,06,005 | 4,24,357 | 4,76,771 | 4,75,762 | 5,17,806 | 1,849 | 1,964 | 2,188 | 2,125 | 2,274 |
| Telephone & Other | 94.7 | 91.7 | 104.7 | 88.1 | 97.1 | 6,775 | 6,140 | 7,783 | 6,179 | 5,469 | 31 | 28 | 36 | 28 | 24 |
| Minor Operated* | 57.4 | 66.0 | 61.6 | 71.2 | 56.1 | 32,827 | 36,208 | 41,431 | 49,234 | 41,987 | 150 | 168 | 190 | 220 | 184 |
| Rental & Other Income | 7.4 | 9.4 | 9.8 | 8.7 | 8.7 | 4,195 | 5,735 | 6,163 | 5,402 | 6,373 | 19 | 27 | 28 | 24 | 28 |
| Total | 34.1 | 35.4 | 37.1 | 36.6 | 35.8 | 6,35,033 | 6,60,667 | 7,45,233 | 7,71,499 | 8,07,181 | 2,892 | 3,058 | 3,419 | 3,446 | 3,545 |
| **DEPARTMENTAL INCOME** | 65.9 | 64.6 | 62.9 | 63.4 | 64.2 | 12,25,790 | 12,03,660 | 12,65,077 | 13,36,425 | 14,50,158 | 5,583 | 5,571 | 5,804 | 5,969 | 6,369 |
| **OPERATING EXPENSES** | | | | | | | | | | | | | | | |
| Administrative & General | 10.2 | 9.5 | 9.0 | 9.6 | 9.7 | 1,89,533 | 1,77,611 | 1,81,078 | 2,02,024 | 2,18,870 | 863 | 822 | 831 | 902 | 961 |
| Management Fee | 2.7 | 2.0 | 2.0 | 2.1 | 2.3 | 50,767 | 37,389 | 39,962 | 44,760 | 51,065 | 231 | 173 | 183 | 200 | 224 |
| Marketing | 3.1 | 3.0 | 3.1 | 3.3 | 3.8 | 58,263 | 56,470 | 62,150 | 69,613 | 85,472 | 265 | 261 | 285 | 311 | 375 |
| Franchise Fees | 0.5 | 0.5 | 0.3 | 0.2 | 0.2 | 10,014 | 8,920 | 6,905 | 4,160 | 4,690 | 46 | 41 | 32 | 19 | 21 |
| Property Operations & Maintenance | 5.6 | 5.9 | 5.4 | 5.2 | 5.1 | 1,03,827 | 1,09,845 | 1,08,573 | 1,09,692 | 1,15,382 | 473 | 508 | 498 | 490 | 507 |
| Energy | 8.7 | 9.8 | 10.3 | 10.1 | 10.0 | 1,61,479 | 1,82,067 | 2,06,132 | 2,13,600 | 2,25,343 | 736 | 843 | 946 | 954 | 990 |
| Total | 30.9 | 30.7 | 30.1 | 30.5 | 31.1 | 5,73,883 | 5,72,302 | 6,04,799 | 6,43,850 | 7,00,821 | 2,614 | 2,649 | 2,775 | 2,876 | 3,078 |
| **HOUSE PROFIT** | 35.0 | 33.8 | 32.9 | 32.9 | 33.2 | 6,51,908 | 6,31,362 | 6,60,277 | 6,92,575 | 7,49,336 | 2,969 | 2,922 | 3,029 | 3,093 | 3,291 |
| **FIXED EXPENSES** | | | | | | | | | | | | | | | |
| Property Taxes | 0.7 | 0.8 | 1.3 | 1.0 | 0.9 | 13,478 | 15,571 | 26,145 | 21,638 | 20,100 | 61 | 72 | 120 | 97 | 88 |
| Insurance | 0.3 | 0.3 | 0.3 | 0.3 | 0.2 | 5,297 | 6,231 | 5,818 | 5,890 | 5,489 | 24 | 29 | 27 | 26 | 24 |
| Other Fixed Expenses | 1.5 | 1.4 | 1.1 | 1.7 | 1.0 | 27,797 | 26,773 | 21,103 | 35,490 | 23,458 | 127 | 124 | 97 | 159 | 103 |
| Rent | 1.1 | 1.3 | 1.0 | 1.0 | 0.8 | 20,803 | 23,777 | 19,352 | 20,061 | 18,754 | 95 | 110 | 89 | 90 | 82 |
| Total | 3.6 | 3.9 | 3.6 | 3.9 | 3.0 | 67,374 | 72,353 | 72,417 | 83,078 | 67,801 | 307 | 335 | 332 | 371 | 298 |
| **NET INCOME**** | 31.4% | 30.0% | 29.3% | 28.9% | 30.2% | 5,84,534 | 5,59,009 | 5,87,860 | 6,09,497 | 6,81,535 | 2,662 | 2,587 | 2,697 | 2,722 | 2,993 |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.
** Net Income is before depreciation, interest payments and taxes.

# City Trends

Table 2 illustrates average occupancy and rate for 30 cities/regions across the country over the last five years as culled from FHRAI Survey results. It should be noted that since the respondent sets are not the same every year, comparison of performance between years across hotel markets is not entirely accurate. The table is followed by HVS's viewpoint on the demand-supply scenario and performance of the 20 identified hotel markets based on in-house research.

## Table 2: Average Occupancy and Average Room Rate: 30 Cities/Regions in India

| | Occupancy | | | | | Average Room Rate ( ₹ ) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **City** | **2011-12** | **2012-13** | **2013-14** | **2014-15** | **2015-16** | **2011-12** | **2012-13** | **2013-14** | **2014-15** | **2015-16** |
| **All India** | **60.9%** | **60.4%** | **60.4%** | **61.3%** | **62.1%** | **4,677** | **4,507** | **4,729** | **4,788** | **5,128** |
| Agra | 68.3% | 60.3% | 57.7% | 61.9% | 60.8% | 3,974 | 4,381 | 3,988 | 4,632 | 4,201 |
| Ahmedabad | 65.1% | 63.0% | 60.4% | 63.1% | 54.4% | 3,650 | 3,902 | 3,106 | 4,018 | 4,076 |
| Aurangabad | ID | 49.0% | ID | 56.7% | 49.1% | ID | 3,203 | ID | 3,451 | 4,076 |
| Bengaluru | 58.7% | 56.6% | 59.7% | 61.2% | 69.1% | 6,849 | 5,533 | 6,300 | 5,712 | 5,707 |
| Bhopal | 78.0% | 72.4% | 67.7% | 77.4% | 77.6% | 3,827 | 4,300 | 3,366 | 2,940 | 3,051 |
| Chandigarh | ID | 65.4% | 54.9% | ID | ID | ID | 3,639 | 4,396 | ID | ID |
| Chennai | 69.1% | 69.8% | 68.2% | 62.0% | 61.8% | 4,365 | 4,345 | 4,043 | 4,096 | 4,852 |
| Coimbatore | 66.5% | 61.3% | 59.3% | ID | 57.9% | 4,100 | 3,655 | 2,987 | ID | 3,921 |
| Delhi - NCR* | 61.4% | 57.1% | 57.7% | 64.3% | 64.5% | 7,319 | 7,455 | 8,282 | 7,558 | 7,804 |
| Goa | 69.5% | 67.7% | 69.9% | 67.6% | 69.3% | 5,856 | 5,749 | 5,643 | 6,737 | 7,701 |
| Hyderabad | 55.4% | 55.7% | 56.9% | 61.5% | 59.7% | 4,020 | 3,856 | 3,367 | 2,924 | 4,392 |
| Indore | 57.9% | 61.4% | 55.8% | 54.8% | 60.3% | 2,590 | 2,631 | 2,032 | 2,191 | 2,582 |
| Jaipur | 59.4% | 58.6% | 57.3% | 55.5% | 62.3% | 3,447 | 3,490 | 3,878 | 4,068 | 4,920 |
| Jodhpur | 48.8% | 46.3% | 45.0% | 45.5% | 54.3% | 7,005 | 8,431 | 11,350 | 11,300 | 9,562 |
| Kochi | 81.1% | 71.5% | 68.4% | 68.6% | 71.8% | 1,536 | 2,882 | 2,186 | 2,498 | 3,302 |
| Kolkata | 67.1% | 67.1% | 70.1% | 67.7% | 68.9% | 5,302 | 5,461 | 5,230 | 4,867 | 5,151 |
| Lucknow | 63.3% | 65.0% | 68.8% | 64.7% | 66.5% | 2,966 | 3,047 | 3,426 | 5,401 | 4,847 |
| Mount Abu | ID | | ID | ID | 65.5% | ID | ID | ID | ID | 3,919 |
| Mumbai | 73.5% | 71.5% | 72.9% | 74.5% | 71.2% | 6,063 | 5,971 | 5,397 | 5,954 | 6,385 |
| Mussoorie | 39.4% | | ID | ID | 46.6% | 4,807 | ID | ID | ID | 5,670 |
| Mysore | 62.4% | 65.7% | ID | 65.6% | 63.1% | 1,973 | 3,738 | ID | 4,230 | 4,354 |
| Nagpur | ID | 54.1% | 60.9% | ID | ID | ID | 3,018 | 1,654 | ID | ID |
| Pune | 53.2% | 57.8% | 58.3% | 60.4% | 65.7% | 3,293 | 2,724 | 2,963 | 3,018 | 3,664 |
| Raipur | ID | | ID | ID | 58.3% | ID | ID | ID | ID | 1,828 |
| Shimla | 47.8% | 56.5% | 53.1% | 57.0% | 58.6% | 1,904 | 2,636 | 2,139 | 3,909 | 2,893 |
| Thiruvananthapuram | 60.9% | 57.1% | 53.6% | 59.3% | 61.7% | 2,330 | 1,474 | 2,590 | 2,691 | 3,371 |
| Udaipur | 52.1% | 59.5% | 50.9% | 46.9% | 51.9% | 2,081 | 4,449 | 9,698 | 10,470 | 11,762 |
| Vadodara | 71.7% | 68.0% | 60.6% | 60.2% | 65.6% | 3,901 | 3,698 | 3,454 | 2,537 | 3,964 |
| Visakhapatnam | ID | 63.3% | 59.0% | ID | 70.0% | ID | 3,367 | 4,371 | ID | 4,208 |
| Gurugram | 65.5% | 61.0% | 58.2% | 64.8% | 66.7% | 8,122 | 7,776 | 7,691 | 8,258 | 7,010 |

ID: Insufficient Data
*Delhi - NCR data including Faridabad, Ghaziabad, and NOIDA, but not Gurugram till 2014-15. 2015-16 data is only for New Delhi.

# Seven Major Cities

## Bengaluru

Bengaluru has established itself as a thriving service industry led economy, driven primarily by the IT/ITeS sector. Equipped with one of the highest densities of Grade A office space, the city is also home to a healthy mix of research, manufacturing, aeronautical engineering and biotechnology companies, as well as the largest number of start-ups in India. These industries remain the major demand generators for the third largest Indian branded hotel market.

Bengaluru hotels witnessed a surge of 15.3%[1] in marketwide RevPAR in 2015/16, surpassing the other major hotel markets in the country. Driven mainly by robust growth in occupancies, the city's hotels also displayed a marginal increase in average rates, ending a four-year downward trend. The fact that the resilient market performance was accompanied by a 6% growth in supply bodes well for the city that is expected to add approximately 3,500 rooms in a phased manner over the next five years.

The city, however, continues to face challenges, mainly due to the paralysing infrastructure and lack of a convention centre built to international standards, in the face of the burgeoning demand from the Commercial and MICE segments. However, HVS remains extremely optimistic about the hotel market's performance, with a steady increase in RevPAR anticipated for the next three to five years.

## Chennai

Chennai, one of the largest hotel markets in South India, enjoys demand from all the major business sectors including manufacturing, IT/ITeS, port and port-related activities, the government and embassies, the banking and financial sector and a growing MICE demand base owing to the recent expansion of room inventory and large-scale meeting facilities in the city.

In 2015, the market continued on its path to recovery even in the face of floods that impacted business towards the end of 2015. The city also witnessed the opening of new hotels, including the InterContinental Resort on ECR, Fortune Select Grand on GST Road, and Turyaa by Heritance on OMR in the last calendar year. All the micro-markets in Chennai recorded a growth in occupancy in 2015-16, while average rates declined marginally.

Going forth, with over 1,000 rooms expected to enter the OMR market over the next two years, we expect the hotel market on OMR to remain under pressure in the short term. Overall, with the Meeting and Conference and Commercial demand growing in the city, we expect hotels (especially in Guindy) to consolidate and build on their average room rates having achieved a healthy occupancy.

## Goa

Goa continued to demonstrate growth, marking an eventful year with two high profile events – the Defence Exposition and the BRICS Summit in 2016. The Domestic FIT and Meeting and Conference segments showed growth post the decline in charter movements, highlighting a notable change in the nature of demand.

A significant development has been the signing of an agreement between the Government of Goa and the GMR Group to develop and operate the long-awaited greenfield airport project at Mopa in North Goa. The first phase is reported to start operations by 2019-20 and is expected to enhance domestic and regional connectivity, thereby giving a boost to the tourism and hospitality sector. Further, the government is also developing an electronic city in Tuem that is expected to generate commercial demand for North Goa hotels.

With the growing demand, changing segmentation and infrastructure developments, the government as well as private investors are keenly evaluating proposals for large-scale meeting facilities in the city. While

[1] **HVS 2016 Hotels In India – Trends & Opportunities Report**

Goa continues to face competition from beach destinations in South and Southeast Asia, we believe that the buoyant domestic demand and the anticipated development in regional connectivity will continue to drive the market's growth in the medium to long term.

## Kolkata

Kolkata is driven primarily by commercial activity emanating from PSUs, PSBs, manufacturing, IT/ITeS, engineering, medical activity and the telecom industry. Over the course of the last decade, the city has witnessed expansion further east with residential and commercial developments along Rajarhat, EM Bypass and Salt Lake City. Similarly, hotels in Kolkata are on the cusp of change. For the first time in the city, hotels are now divided into two distinct micro-markets – the city hotels (which serve demand emanating from the CBD and south-western industrial corridor) and hotels along the eastern periphery (serving demand originating from Rajarhat, Salt Lake and the EM Bypass).

In 2015-16, while room night demand had not witnessed noteworthy change, demand from the Commercial and Extended-Stay segments witnessed organic growth, proportionate to that of commercial/industrial activity in Kolkata. Leisure demand has witnessed marginal improvement in this market, because of initiatives such as the recent introduction of river cruises, which attract foreign tourists to the city. The only segment to exhibit healthy growth is the Meeting and Group segment primarily due to social events, weddings and a few city-wide conferences.

HVS is tracking approximately 3,000 rooms expected to enter the market over the next five years and likely to play a role in shaping the nature of the Kolkata hotel market in future. Due to the micro-market distinction, the impact on existing hotels may be cushioned to some extent; however, it is likely that the city hotels will experience supply pressure.

## Mumbai

Mumbai's hotel market achieved the highest occupancy recorded over the past four years amongst all major markets across the country. This continued upward trend in occupancy over the past six years is testament to the inherent strength and robust nature of the market. Additionally, Mumbai also recorded the highest average rate, further consolidating its position as the best performing hotel market in terms of RevPAR too. A closer look at Mumbai's three micro-markets, namely South, Central and North Mumbai, which have minimal overlap in room night demand, reveals an increase in occupancy and average rates[2] in each. Many factors – strong growth in corporate travel, an upswing in MICE demand and the promising growth in the Extended-Stay segment – have favourably impacted Mumbai's hotel market.

In the short term, the bulk of the supply is expected to be within the upscale and luxury positioning and that should further assist in raising the overall average rates. In the medium to long term, we expect the Mumbai International Airport Limited (MIAL) landside development that includes several new hotels, commercial and retail complexes and hospitals to change the face of Mumbai at large. However, in the short to medium term, we anticipate certain improvements in infrastructure – the Coastal Road, extension of the Metro and Monorail and the proposed convention centre in BKC that is expected to augment MICE demand – to assist in hotel performances. Going forward, HVS forecasts steady growth in the city's performance in the coming years.

## New Delhi

New Delhi is home to the largest branded hotel market in the country. Its hotels recorded a year-on-year growth in RevPAR, despite supply pressure, in 2015-16. When considering the self-contained micro-markets in the city, the Aerocity hospitality district saw an increase in occupied room nights driven by growth in Corporate, Transient and MICE demand. The demand previously catered to by the unorganised sector in the area has been absorbed by the branded mid market and budget hotels located within the district. On the other hand, Central, South and East Delhi hotels dipped their average rates in the effort to capture some of

[2] **HVS 2016 Hotels In India – Trends & Opportunities Report**

the demand lost to the Aerocity hotels. This resulted in a drop of 4.6% in marketwide average rate which was, however, compensated by a robust 8.2% growth in occupancy over that recorded in the previous year.[3]

HVS anticipates India's capital to add approximately 2,800 rooms over the next five years, with the major part of the supply in the upscale and mid market positioning. However, demand for room nights does not show signs of slowing down, and given that the existing hotels move towards a rate driven strategy, the market is anticipated to absorb the new supply successfully over the medium term. Therefore, the outlook for the New Delhi market remains positive.

### Pune

The Pune hotel market has weathered a rough storm since 2007-08. During this period, a staggering increase in room supply resulting in a downward spiral in both occupancy and average rate performance somewhat overshadowed the year-on-year double-digit growth in demand, and led many to question the strength of the market. The silver lining is that the slowdown in new supply coupled with the robust and continuous increase in demand has helped the city's hotels perform well in occupancy. Room rates have witnessed a marginal improvement, particularly in 2015-16 and 2016-17.

In addition to serving as a manufacturing hub in Western India, the city has developed into an important IT/ITeS centre. Availability of large commercial floor plates along with a young and educated workforce have fuelled the rapid development of the city. Proximity and ease of connectivity to Mumbai, the country's financial capital, has also helped.

Going forth, the pace of new supply is expected to remain sluggish while demand is anticipated to witness steady growth. Moreover, airport infrastructure, which is inadequate in view of the city's swift growth, is planned to be improved, keeping in mind the recently-announced development of a greenfield airport at Purandar. All in all, the outlook for the city remains positive.

## Thirteen Other Cities

### Ahmedabad

Ahmedabad, in 2015, saw the full year impact of two upscale hotels – Crowne Plaza and Hyatt Regency, with a combined inventory of 410 rooms. While hotels in the city managed to sustain healthy occupancy, the city's commercial demand growth from the western periphery – a major driver for hotel room night demand – has started showing a slight decline with the major manufacturing units moving towards production. With demand from the Sanand and Vithlapur industrial estates expected to plateau in the medium term, the next impetus to the growth of business for the twin cities of Ahmedabad and Gandhinagar in the medium to long term is likely to be the expansion of Gujarat International Finance Tec-City (GIFT). GIFT is India's first and only International Financial Services Centre (IFSC) to have attracted attention and investment from some of the country's top real estate developers.

In the short term, Ahmedabad and Gandhinagar are expected to witness another great first quarter in 2017 with the Vibrant Gujarat and AICOG (All India Congress of Obstetrics & Gynaecology) scheduled for January. Further, with limited supply expected to enter this market (besides the DoubleTree by Hilton) we expect the city to record an improvement in performance in 2017.

### Amritsar

Amritsar is one of the oldest cities of Punjab, steeped in history and religion and home to famous religious and historical sites such as the Golden Temple and Jallianwala Bagh. The India Pakistan check post at Wagah-Attari border is situated 26 km southwest of Amritsar, which facilitates trade between the two countries by easing the movement of traders carrying goods across borders. Amritsar is, thus, in the unique position of becoming an important food commodities logistical hub.

[3] **HVS 2016 Hotels In India – Trends & Opportunities Report**

The city's economy is largely dependent on agriculture and the service sector (banking, insurance, retail and trade), with the commercial areas located at Ranjit Avenue and Mall Road. The city is served by the Sri Guru Ram Dass Jee International Airport that operates close to 20 domestic and international carriers. National Highway 1 (NH-1) or Grand Trunk Road passes through Amritsar connecting it to Wagah and New Delhi to its west and southeast respectively. The main railway station is located along Grand Trunk Road and connects the city to other cities across the country.

The branded hotel supply of Amritsar comprises approximately 950 rooms that primarily belong to the mid market and budget positioning. With respect to the hotel market performance, occupancy has steadily risen over the last few years; however, average rates have gradually declined, owing to supply pressures. Going forward, we are aware of approximately 850 rooms in various stages of development that are expected to enter the market over the next five years and put further pressure on the average rates.

## Coimbatore

Coimbatore, the second largest city in Tamil Nadu, saw an improvement in the performance of hotels in 2015 (organised hotel market – including recently opened hotels such as GRT Vibe and Zone by Park). The city's hotels seem to be coming back from the low in recent years when supply had drastically outpaced demand especially owing to new openings in 2011 and 2012 (over 600 rooms). Even with the improvement in the market performance, supply is expected to outpace demand in the short term, more so with the Radisson Blu having opened in December 2016 and, hence, we expect the hotel market performance to plateau in the short to medium term before we see growth.

Known as the 'Manchester of South India', Coimbatore has traditionally been a major textile hub, but also has the presence of the IT, healthcare, manufacturing and education sectors. Commercial demand is the primary source of room night absorption in the city. While Coimbatore by itself is not a major tourist attraction, it serves as a point of entry to destinations such as Ooty and Kodaikanal due to Coimbatore's good rail, road and air connectivity.

## Gurugram

Gurugram has among the largest office stock in the country and the hotels in the city rely heavily on Corporate demand, resulting in weak weekend occupancies. However, this is now slightly mitigated with a rise in Extended-Stay demand, thanks to a resurgence of the IT/ITeS sector and increasing project-based demand from peripheral areas like Neemrana and Manesar. The city, which continues to be one of the top commercial destinations in North India, witnessed no supply growth in the previous fiscal. Consequently, marketwide occupancies witnessed single-digit growth during the same period, with average rates maintaining their previous year levels. Hotels in the area mainly opted for a market-share based strategy in order to consolidate their positions with the entry of new hotels in Delhi Aerocity as well as additions to supply in Gurugram over the last two to three years.

As areas like Cyber City, Udyog Vihar and Golf Course Road come closer to saturation, expansions towards new areas such as Golf Course Extension Road, Southern Periphery Road and New Gurugram (south of the Manesar Toll Plaza) are anticipated to continue fuelling demand for hotels in the area. Although planned, the proposed supply is in the early stages of construction and is likely to commission within four to five years. Therefore, looking ahead, we anticipate both occupancy and average rates to continue improving over the next two to three years.

## Hyderabad

Hyderabad, the Telangana state capital, continued its path of recovery in the last fiscal, attracting investments from major players such as Apple, Google, Amazon, Uber and Ikea for either setting up new facilities or expansion of their existing footprint. Further, the significantly high absorption of commercial spaces, improved high-street retail activity as well as increased residential sales point towards an improving business sentiment in Hyderabad, induced by government-led policy reforms and infrastructure investment. Corresponding to the rebound in commercial activity, the Hyderabad hotel market also witnessed an increase in both occupancies and average rates in 2015-16.

The augmented corporate travel to the city coupled with the revival of the Hyderabad International Convention Centre (HICC) has resulted in increased room night demand, particularly for the hotels located in HITEC City and Gachibowli. These areas, now forming the new CBD for the city, have even seen a considerable uptick in Extended-Stay demand for the budget/economy hotels due to the influx of entry-level employees working on various new projects in the area. On the other hand, hotels located in the traditional CBD have relied on boosting their MICE and Food & Beverage revenues, given the minimal additions to office space and weak organic room night demand growth.

Although HVS is currently tracking approximately 2,500 branded rooms as new supply, only 32% of the same are actively under construction and anticipated to enter the market over the next five years.[4] With demand showing no signs of stagnation and supply being evenly paced, HVS anticipates a steady increase in marketwide RevPAR over the next two to three years.

## Indore

Located in west-central India, the city lies on the southern edge of the Malwa Plateau in an upland area, on the banks of the Saraswati and Khan rivers. Indore is the largest city in Madhya Pradesh and is commonly referred to as the commercial capital of the state. It is situated 190 km west of Bhopal, the state capital.

Traditionally, the city's economy has been fuelled by small and mid-scale business houses operating in the garment trading and textile sectors. However, in recent years, the city has experienced growth in its services sector – primarily in IT/ITeS and industrial zones such as Pithampur Special Economic Zone (SEZ), Sanwer and Dewas, owing to the rapid urbanisation along the Indore Bypass (Eastern Periphery) that has industries ranging from pharmaceuticals to car and electrical companies.

Though branded hotels such as Radisson Blu and Lemon Tree have established their presence in the city, they face tough competition from reputed local hotels. Areas such as Siyaganj and Tukoganj are home to numerous unbranded budget and economy hotels, as they are situated in the vicinity of the railway station. Occupants of these hotels are primarily business travellers. Although having fairly low average rates, hotels have greatly benefitted from their F&B spaces, especially banqueting (weddings and social events).

## Jaipur

Popularly known as the 'Pink City', Jaipur's rich culture and its spectacular forts, palaces, and *havelis* continue to attract tourists from all over the world, making it one of the top leisure destinations in the country. Today, the city has become a major MICE destination, primarily known for its destination weddings and large scale conventions. The new Jaipur Exhibition and Convention Centre (JECC) along with the opening of MICE-focused hotels has further given a boost to this segment and has helped strengthen Jaipur's position as a top meetings destination in North India.

The pace of new supply entering the city has also slowed down, which in turn has translated to an increase in average rates across the city. In 2015-16, Jaipur recorded double-digit growth in both occupancy and RevPAR. With limited supply set to enter the market within the next five years, we expect marketwide ADRs and occupancies to continue to increase in the short to medium term. Furthermore, forward looking state initiatives like 'Resurgent Rajasthan' and the addition of new countries to the Electronic Tourist Visa (ETV) scheme is anticipated to provide a further fillip to the Jaipur hotel market.

[4] **HVS 2016 Hotels In India – Trends & Opportunities Report**

## Kochi

Located in the Ernakulam district of North Kerala, Kochi is regarded as the commercial capital of Kerala. Kochi is also home to the Cochin Stock Exchange, the lone stock exchange in Kerala. The economy of the city is fuelled by a wide range of activities, ranging from industries such as spices, chemicals, construction and IT to health industries, manufacturing, banking and port operations. Large oil corporations such as Indian Oil Corporation, Bharat Petroleum and Hindustan Petroleum have plants located at Irumpanam, a suburb of Kochi. In addition to trade at the port, ship building is another industry that generates demand for hotels in Kochi. Consequently, hotel demand is primarily commercial and extended-stay in nature.

Tourism is also a major economic driver for the city. By virtue of its location and connectivity, Kochi acts as a gateway to some of Kerala's most popular tourist destinations. The city is surrounded by popular destinations such as Alleppey, Kumarakom, Thekkady and Munnar and thereby serves as a base for tourist activity in the region. Kochi itself offers a range of attractions such as Fort Kochi, beaches, temples, lakes and museums.

Kochi's hotel market consists of approximately 1,700 rooms and is expected to grow by an additional 800 rooms in the next three years. Despite recent additions to supply, the Kochi hotel market has witnessed marginal improvements in both occupancy and average rate.

## Nashik

Nashik, also known as the 'Wine Capital of India', is located at the foothills of the Western Ghats on the banks of the Godavari about 180 km northeast of Mumbai. It is the fourth-largest city in Maharashtra and its economy is primarily driven by agriculture, owing to the favourable climate for growing grapes. Taking advantage of this, liquor manufacturing factories such as Pernod-Ricard, United Spirits, Chandon India and Sula Vineyards have their setups here and subsequently play an integral role in driving its economy. Notable wineries such as Chandon India, Grover Zampa and Sula Vineyards are also responsible for a portion of the Leisure travel to Nashik since they are open to visitors and even host events.

Nashik is an ancient city and considered holy with its temples, the Godavari River (also known as the Ganga of the South), Panchvati (the site of Lord Rama's stay in the forest) and other attractions that hold unique religious significance. Nashik also hosts the famous Kumbh Mela, one of the largest religious gatherings in the world. This event attracts a multitude of domestic travellers. Nashik also receives demand from the Commercial segment being home to a few reputed companies such as Glenmark Pharmaceuticals, ABB, Glaxo Smithkline, Jindal Polyfilms, Schneider Electricals, Mahindra & Mahindra, Bosch, Crompton Greaves and Siemens.

Hotel demand in Nashik is mainly driven by wine enthusiasts as well as corporate and religious travellers who comprise the Commercial and Leisure segments. The branded hotel supply of Nashik comprises approximately 560 rooms that primarily belong to the midmarket and budget positioning. With respect to the hotel market performance, occupancy has and average rates have steadily risen over the last few years, owing to negligible supply pressures. Going forward, we are aware of approximately 590 rooms at various stages of development that are expected to enter the market over the next five years, and put further pressure on the average rates.

## Raipur

Raipur, the largest city of Chhattisgarh, is the state capital and the administrative headquarters of the Raipur district. In the recent years, the city's economy has undergone a change from being concentrated on agricultural processing and steel and cement production, to now being focussed on coal, power, plywood, steel and aluminium industries. Mega industries in coal, power, steel, aluminium and cement are located on the outskirts of Raipur in the industrial areas of Siltara, Urla and Tilda. Due to this presence of high mineral resources and its central location in the state, Raipur has developed into a prominent hub for trade and commerce in the region. The city has also emerged as an important centre for education in Central India owing to the presence of several major institutes such as IIM, NIIT, AIIMS and HNLU.

Demand for hotels is, thus, mainly in the Commercial segment. Industrial, bureaucratic and corporate travellers constitute a significant portion of this segment. The second largest contributor is the Meeting and Conference market, which comprises travellers attending conferences, exhibitions, trade shows, corporate events and product launches. A chunk of this demand is generated by social events such as weddings. Raipur also witnesses some Leisure demand from tourists transiting to nearby wildlife destinations such as Pench and Bandhavgarh.

In keeping pace with the changing economy, infrastructure has also witnessed improvement. The city's domestic airport was renovated and reopened in 2012 and construction of the international terminal is underway. Additionally, Naya Raipur, located 17 km southeast of Raipur and the new capital of the state, is envisioned to be developed as the country's sixth planned city. On the supply front, the hotel market currently supports roughly 400 rooms, all of which are in the upper mid market branded space and the city is likely to see the addition of another 350 rooms in the next five years. Overall, the continual expansion and development of Raipur in conjunction with Naya Raipur is expected to foster the growth of its hotel market.

## Thiruvananthapuram

Thiruvananthapuram (formerly known as Trivandrum), located in the southern half of the state, is the largest city and the capital of Kerala. The city's economy has primarily been driven by leisure tourism, medical tourism, PSUs, and the IT/ITeS segment. A majority of the hotel room night demand in Thiruvananthapuram is commercial in nature emanating from globally renowned companies such as Ernst & Young, TCS, HCL, Infosys, and Oracle Corporation. Furthermore, the city is well connected to southern cities such as Kochi, Bengaluru and Chennai which translates into weekend leisure demand for the hotel industry. Medical tourism is another segment which has gained momentum in the recent past owing to the presence of Ayurvedic Centres across the city. Thiruvananthapuram is also of strategic importance to the Indian Airforce, Indian Space Research Organisation (ISRO), and some international airline companies such as Gulf Air, Kuwait Airways, Air Arabia and Sri Lankan Airlines, which operate out of the city to cater to demand from Indians settled in the Gulf and the Southeast Asian region.

Going forward, hotels expected to open over the next two years, namely Novotel, Lemon Tree, Courtyard by Marriott and Ramada, will double the size of the market in terms of hotel rooms.

## Udaipur

As a city that played a part in establishing Indian regal luxury hospitality on a global platform, Udaipur has always been considered as one of the most niche hotel markets in the country. Located in the Girwa Valley, at the base of the Aravalli Hills, Udaipur's palaces and gardens have attracted visitors from far and wide. The city continues to captivate tourists through its rich heritage and culture and has experienced healthy growth in demand over the last five years, the larger part of this demand being domestic. In addition to improved connectivity, supply diversification from luxury and upscale hotels to a significant citywide mid-market inventory has assisted growth in demand by catering to a larger audience at varying price points.

With regard to hotel performance, growth in hotel demand has been indicated by steady increases in occupancies despite incremental additions to supply over the last five years. While luxury hotels in the city have achieved some of the highest ARRs in the country, the marketwide average rate has witnessed fluctuations in recent years, due to additional supply. The Udaipur hotel market, however, commands a hearty average rate; often a premium over similar-sized hotel markets across the country, thereby contributing to a steadily growing RevPAR indicative of a lucrative hotel market.

Going forward, HVS is tracking approximately 800 rooms set to enter the market over the next five years, primarily in the upscale and mid market segments. As hotel performances and profitability improve on the back of rising demand, the city's potential presents lucrative development opportunities.

## Visakhapatnam

Visakhapatnam, popularly referred to as the 'Jewel of the East Coast', is a port city in the southern state of Andhra Pradesh and the headquarters of the Eastern Naval Command. The city receives a major quantum of its demand from the Commercial segment with the Navy, Port Trust, ship building, manufacturing, Vizag steel, pharmaceutical and petrochemical industries being the key drivers for this segment. As many of the industries are project-based, the Extended-Stay segment is also a major demand generator for hotels. Over the past few years, the Meetings, Incentives, Conferences, and Exhibitions (MICE) segment has also seen a rise, with the city being a major hub for summits and conventions in the state.

With its limited branded inventory, the city witnessed double digit growth in marketwide occupancies in the previous fiscal, while average rates increased to the tune of approximately 7% during the same period. As limited supply is expected to enter the market within the next five years, HVS predicts steady hotel performance in the short to medium term. Furthermore, Visakhapatnam being selected under the central Smart Cities mission, and the state government providing incentives for the development of tourism in the city, is anticipated to further boost the Visakhapatnam hotel market.

# 1. Indian Hotel Industry – Star Category

**Introduction**

This section presents the results of the performance of the hotels analysed as per the star classification of the hotels participating in the Survey. An overall total of 1,517 hotels (Table 1-1) participated in the Survey for 2015-16. The hotels have been classified into the eight star categories applicable in India. To provide further comparisons, we have included a column for All-India averages across all star categories. Each section includes the total number of respondents for each component of the Survey, allowing the reader to judge the validity of the data received. All data pertains to 2015-16 (April-March), and monetary figures are in Indian rupees (₹).

**Trends**

- **Income and Expense:** The survey respondents have reported a 12% increase in Net Income on a per available room basis in 2015-16 over that of the previous year, with the hotels in the Heritage, Five-Star and Four-Star categories registering the highest growth in their bottom line. The growth was primarily driven by an increase in Rooms revenues for all star categories, except for One-Star and Other Hotels. Furthermore, all star categories curtailed overall Departmental expenses on a per available room basis, barring a marginal increase reported by hotels in the Five-Star Deluxe, Four-Star and Heritage categories. The average Fixed Expenses declined by 18% over 2014-15. This has led to the Net Income as a percentage of Total Revenue crossing the 30% mark for the All-India average.

- **Going Digital:** Survey respondents across all star categories have reported a considerable increase in reservations made using Online Reservation Systems and Other Websites, with the All-India average depicting a growth of 46% over 2014-15. Simultaneously, Direct Enquiries or reservations made through Hotel Representatives, Travel Agents and Tour Operators have declined. In keeping with the growing importance of maintaining a positive and impactful online presence, hotels have redirected their marketing efforts towards digital marketing mediums. Hotels using their Hotel Website to reach customers increased by 3%, Other Internet Sites by 8%, Pay per Click by 7% and Viral Marketing by 10% in 2015-16 over the previous year.

- **Professional Skills:** The survey responses for 2015-16 highlight the continual challenge faced by Indian hotels due to the shortage of trained employees, especially at the manager and supervisor levels. The All-India average for percentage of trained employees at the manager level has decreased by 2%, with all star categories reporting a decline. At the supervisor level, only Four-Star hotels have reported a marginal increase, resulting in the All-India average falling by 4%.

## Table 1-1: Indian Hotel Industry – Star Category: Facilities Analysis and Staffing

### Typical Room Profile of an Average Hotel

| COMPOSITION | | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | | *75* | *84* | *161* | *512* | *267* | *90* | *57* | *271* | *1,517* |
| Air-Conditioned | Rooms | 179.0 | 138.7 | 87.7 | 48.4 | 31.6 | 19.5 | 21.0 | 25.1 | 54.1 |
| | Suites | 26.4 | 11.7 | 9.0 | 5.3 | 3.3 | 2.4 | 8.5 | 3.5 | 6.4 |
| Non-Air-Conditioned | Rooms | 2.6 | 1.3 | 0.5 | 3.5 | 5.9 | 6.9 | 2.3 | 4.7 | 3.8 |
| | Suites | 0.6 | 0.1 | 0.1 | 0.2 | 0.4 | 0.2 | 0.5 | 0.5 | 0.3 |
| **Total average rooms** | | **208.5** | **151.8** | **151.8** | **97.2** | **41.3** | **29.0** | **32.3** | **33.8** | **64.6** |

* The number of non-air-conditioned rooms in lower star category hotels appears to be higher, partly because many are located in hill stations where air-conditioning is not provided in hotels.

### Average Number of Food & Beverage Outlets Per Hotel

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *71* | *83* | *151* | *480* | *232* | *67* | *53* | *212* | *1,349* |
| Restaurant | 3.2 | 2.7 | 1.9 | 1.6 | 1.3 | 1.3 | 1.5 | 1.3 | **1.7** |
| Bars | 1.4 | 1.3 | 1.0 | 0.7 | 0.5 | 0.4 | 0.8 | 0.5 | **0.8** |
| Others | 0.8 | 0.6 | 0.7 | 0.5 | 0.3 | 0.5 | 0.4 | 0.3 | **0.5** |
| **Total** | **5.4** | **4.6** | **3.6** | **2.8** | **2.1** | **2.2** | **2.7** | **2.2** | **2.9** |

### Average Number of Employees Per Hotel (Permanent / Contract / Full Time / Part Time)

| COMPOSITION | | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | | *62* | *68* | *137* | *460* | *238* | *80* | *47* | *194* | *1,286* |
| Managers | Male | 49.6 | 29.0 | 15.2 | 7.1 | 3.3 | 2.4 | 4.7 | 2.9 | 9.5 |
| | Female | 12.7 | 4.9 | 2.2 | 0.9 | 0.6 | 0.3 | 0.3 | 0.4 | 1.6 |
| Supervisors | Male | 56.9 | 48.4 | 22.0 | 10.0 | 5.5 | 2.9 | 7.6 | 3.8 | 13.3 |
| | Female | 11.2 | 7.3 | 3.1 | 1.4 | 0.9 | 0.6 | 0.7 | 0.6 | 2.1 |
| Staff | Male | 216.7 | 165.0 | 95.2 | 58.0 | 35.3 | 22.2 | 44.9 | 27.0 | 63.7 |
| | Female | 30.8 | 19.2 | 11.3 | 7.4 | 4.2 | 2.8 | 2.6 | 3.9 | 8.0 |
| **Total** | | **377.9** | **273.8** | **149.0** | **84.8** | **49.8** | **31.1** | **61.0** | **38.5** | **98.1** |
| Avg. Employees / Room | | 2.1 | 1.9 | 1.7 | 1.6 | 1.3 | 1.2 | 1.8 | 1.4 | 1.6 |

### Average Percentage of Trained Employees Per Hotel

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *57* | *63* | *120* | *366* | *159* | *55* | *36* | *116* | *972* |
| Managers | 92.2 | 96.2 | 90.5 | 88.5 | 83.4 | 82.8 | 88.6 | 83.3 | **88.2** |
| Supervisors | 90.4 | 89.8 | 89.2 | 83.1 | 77.5 | 70.5 | 92.2 | 76.3 | **83.6** |
| Staff | 72.2 | 80.1 | 76.6 | 68.5 | 62.1 | 59.7 | 76.7 | 67.4 | **70.4** |
| **Total Avg. Trained Employees*** | **84.9** | **88.7** | **85.4** | **80.0** | **74.3** | **71.0** | **85.8** | **75.7** | **80.7** |
| **Total Avg. Un-Trained Employees** | **15.1** | **11.3** | **14.6** | **20.0** | **25.7** | **29.0** | **14.2** | **24.3** | **19.3** |

* Trained Employees includes those with a minimum one-year certificate course from a hotel management or equivalent institution; however, some hotels may have included those with short term (in-house) training.

## Table 1-2: Indian Hotel Industry – Star Category: Financial Report – Percentage of Revenue (2015-16)

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| ***Number of Responses*** | *63* | *64* | *96* | *222* | *120* | *41* | *27* | *25* | *658* |
| **Average Total Rooms Per Hotel:** | **210** | **156** | **100** | **58** | **39** | **31** | **37** | **33** | **81** |
| **Average Occupied Rooms Per Hotel:** | **52,856** | **36,037** | **22,631** | **12,646** | **8,308** | **6,514** | **6,211** | **6,129** | **18,543** |
| **Average Occupancy Per Hotel:** | **69.9%** | **66.0%** | **63.4%** | **61.7%** | **61.4%** | **61.3%** | **45.4%** | **54.2%** | **62.1%** |
| **Average Rate Per Hotel (₹):** | **8,494** | **5,733** | **4,173** | **3,023** | **2,058** | **1,142** | **4,832** | **2,239** | **5,128** |
| **REVENUE** | | | | | | | | | |
| Rooms | 50.6% | 53.0% | 54.2% | 50.8% | 53.0% | 56.9% | 46.7% | 60.0% | 51.7% |
| Food & Beverage | 27.0 | 28.0 | 27.0 | 34.0 | 35.5 | 24.6 | 35.2 | 30.8 | 28.6 |
| Banquets & Conferences | 14.1 | 13.2 | 13.7 | 9.6 | 6.7 | 14.1 | 9.7 | 6.3 | 12.9 |
| Telephone & Other | 0.3 | 0.2 | 0.3 | 0.1 | 0.2 | 0.4 | 0.1 | 0.1 | 0.3 |
| Minor Operated* | 4.5 | 3.1 | 2.0 | 1.8 | 0.8 | 0.4 | 1.6 | 0.7 | 3.3 |
| Rental & Other Income | 3.5 | 2.5 | 2.8 | 3.6 | 3.8 | 3.6 | 6.8 | 2.1 | 3.3 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 98.4 | 100.0 | 100.0 |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | |
| Rooms | 20.8 | 19.3 | 19.7 | 18.5 | 26.3 | 23.7 | 18.7 | 19.3 | 20.2 |
| Food & Beverage | 51.5 | 56.0 | 56.6 | 62.2 | 66.9 | 64.2 | 54.8 | 62.4 | 55.3 |
| Telephone & Other | 79.9 | 103.6 | 87.6 | 188.3 | 181.7 | 123.3 | 184.3 | 339.5 | 97.1 |
| Minor Operated* | 55.1 | 46.3 | 65.6 | 69.1 | 114.9 | 131.4 | 97.5 | 57.1 | 56.1 |
| Rental & Other Income | 8.5 | 7.4 | 8.5 | 7.8 | 17.7 | 20.8 | 10.6 | 13.4 | 8.7 |
| Total | 34.7 | 35.1 | 35.5 | 38.3 | 44.1 | 40.1 | 35.8 | 35.7 | 35.8 |
| **DEPARTMENTAL INCOME** | 65.3 | 64.9 | 64.5 | 61.7 | 55.9 | 59.9 | 64.3 | 64.3 | 64.2 |
| **OPERATING EXPENSES** | | | | | | | | | |
| Administrative & General | 9.6 | 10.4 | 10.4 | 8.6 | 7.2 | 6.8 | 11.8 | 13.1 | 9.7 |
| Management Fee | 2.4 | 2.9 | 1.7 | 1.6 | 2.2 | 1.5 | 2.2 | 1.1 | 2.3 |
| Marketing | 4.4 | 3.7 | 3.7 | 2.6 | 1.8 | 2.4 | 4.3 | 2.3 | 3.8 |
| Franchise Fees | 0.1 | 0.2 | 0.4 | 0.4 | 0.0 | 0.0 | 0.2 | 0.2 | 0.2 |
| Property Operations & Maintenance | 5.0 | 5.2 | 5.5 | 5.0 | 5.0 | 4.5 | 6.5 | 5.9 | 5.1 |
| Energy | 8.9 | 10.0 | 11.5 | 11.8 | 11.5 | 13.0 | 8.9 | 10.9 | 10.0 |
| Total | 30.3 | 32.4 | 33.2 | 29.8 | 27.8 | 28.1 | 33.8 | 33.5 | 31.1 |
| **HOUSE PROFIT** | 34.9 | 32.5 | 31.3 | 31.8 | 28.1 | 31.8 | 30.4 | 30.8 | 33.2 |
| **FIXED EXPENSES** | | | | | | | | | |
| Property Taxes | 1.1 | 0.6 | 1.1 | 0.7 | 0.7 | 1.3 | 0.4 | 0.4 | 0.9 |
| Insurance | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.5 | 0.2 | 0.3 | 0.2 |
| Other Fixed Charges | 1.1 | 1.1 | 0.5 | 1.2 | 1.1 | 0.9 | 0.5 | 0.1 | 1.0 |
| Rent | 1.1 | 0.4 | 0.4 | 1.1 | 0.7 | 2.2 | 1.6 | 0.8 | 0.8 |
| Total | 3.5 | 2.4 | 2.2 | 3.3 | 2.7 | 4.9 | 2.7 | 1.7 | 3.0 |
| **NET INCOME**** | 31.5% | 30.2% | 29.1% | 28.5% | 25.4% | 26.9% | 27.8% | 29.2% | 30.2% |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.
** Net Income is before depreciation, interest payments and taxes.

## Table 1-3: Indian Hotel Industry – Star Category: Financial Report – Amount Per Available Room (2015-16)

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| ***Number of Responses*** | *63* | *64* | *96* | *222* | *120* | *41* | *27* | *25* | *658* |
| **Average Total Rooms Per Hotel:** | **210** | **156** | **100** | **58** | **39** | **31** | **37** | **33** | **81** |
| **Average Occupied Rooms Per Hotel:** | **52,856** | **36,037** | **22,631** | **12,646** | **8,308** | **6,514** | **6,211** | **6,129** | **18,543** |
| **Average Occupancy Per Hotel:** | **69.9%** | **66.0%** | **63.4%** | **61.7%** | **61.4%** | **61.3%** | **45.4%** | **54.2%** | **62.1%** |
| **Average Rate Per Hotel (₹):** | **8,494** | **5,733** | **4,173** | **3,023** | **2,058** | **1,142** | **4,832** | **2,239** | **5,128** |
| **REVENUE (₹)** | | | | | | | | | |
| Rooms | 21,32,932 | 13,23,109 | 9,40,678 | 6,54,049 | 4,43,459 | 2,38,948 | 8,09,434 | 4,19,509 | **11,67,572** |
| Food & Beverage | 11,37,288 | 6,99,732 | 4,69,006 | 4,37,916 | 2,96,698 | 1,03,389 | 6,09,349 | 2,15,602 | **6,45,041** |
| Banquets & Conferences | 5,94,576 | 3,29,240 | 2,36,722 | 1,22,912 | 55,577 | 59,078 | 1,67,237 | 44,052 | **2,90,862** |
| Telephone & Other | 13,268 | 4,122 | 4,961 | 1,852 | 1,789 | 1,702 | 1,832 | 562 | **5,630** |
| Minor Operated* | 1,90,831 | 77,302 | 35,325 | 23,269 | 6,514 | 1,759 | 28,123 | 4,646 | **74,825** |
| Rental & Other Income | 1,46,267 | 62,731 | 48,102 | 46,725 | 31,997 | 15,296 | 1,17,652 | 14,852 | **73,408** |
| Total | 42,15,162 | 24,96,236 | 17,34,794 | 12,86,723 | 8,36,034 | 4,20,171 | 17,33,626 | 6,99,223 | **22,57,338** |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | |
| Rooms | 4,43,683 | 2,55,341 | 1,85,308 | 1,21,132 | 1,16,726 | 56,534 | 1,51,169 | 80,992 | **2,35,546** |
| Food & Beverage | 8,92,090 | 5,76,434 | 3,99,317 | 3,48,938 | 2,35,821 | 1,04,269 | 4,25,308 | 1,62,011 | **5,17,806** |
| Telephone & Other | 10,604 | 4,269 | 4,346 | 3,486 | 3,251 | 2,098 | 3,375 | 1,909 | **5,469** |
| Minor Operated* | 1,05,088 | 35,778 | 23,161 | 16,074 | 7,482 | 2,311 | 27,408 | 2,653 | **41,987** |
| Rental & Other Income | 12,406 | 4,623 | 4,079 | 3,633 | 5,658 | 3,174 | 12,478 | 1,990 | **6,373** |
| Total | 14,63,871 | 8,76,444 | 6,16,211 | 4,93,263 | 3,68,937 | 1,68,385 | 6,19,737 | 2,49,556 | **8,07,181** |
| **DEPARTMENTAL INCOME (₹)** | 27,51,291 | 16,19,791 | 11,18,583 | 7,93,460 | 4,67,097 | 2,51,785 | 11,13,890 | 4,49,667 | **14,50,158** |
| **OPERATING EXPENSES (₹)** | | | | | | | | | |
| Administrative & General | 4,04,356 | 2,58,615 | 1,80,949 | 1,11,148 | 60,433 | 28,648 | 2,04,904 | 91,863 | **2,18,870** |
| Management Fee | 1,00,407 | 72,016 | 30,222 | 19,946 | 18,065 | 6,418 | 37,206 | 7,637 | **51,065** |
| Marketing | 1,84,806 | 92,240 | 63,365 | 32,865 | 15,380 | 9,906 | 74,009 | 15,768 | **85,472** |
| Franchise Fees | 6,036 | 4,805 | 6,119 | 4,481 | 352 | 39 | 3,598 | 1,060 | **4,690** |
| Property Operations & Maintenance | 2,08,788 | 1,30,734 | 94,989 | 63,951 | 41,660 | 18,720 | 1,12,126 | 41,472 | **1,15,382** |
| Energy | 3,74,023 | 2,49,632 | 1,99,521 | 1,51,575 | 96,198 | 54,495 | 1,54,564 | 76,350 | **2,25,343** |
| Total | 12,78,417 | 8,08,042 | 5,75,166 | 3,83,966 | 2,32,088 | 1,18,226 | 5,86,408 | 2,34,150 | **7,00,821** |
| **HOUSE PROFIT (₹)** | 14,72,874 | 8,11,750 | 5,43,417 | 4,09,494 | 2,35,008 | 1,33,559 | 5,27,482 | 2,15,517 | **7,49,336** |
| **FIXED EXPENSES(₹)** | | | | | | | | | |
| Property Taxes | 44,933 | 14,021 | 18,678 | 9,265 | 5,491 | 5,491 | 6,411 | 2,617 | **20,100** |
| Insurance | 8,635 | 6,856 | 4,389 | 3,872 | 2,262 | 2,095 | 3,634 | 2,216 | **5,489** |
| Other Fixed Charges | 47,535 | 28,436 | 8,193 | 16,013 | 9,023 | 3,818 | 8,523 | 828 | **23,458** |
| Rent | 44,861 | 9,512 | 6,835 | 13,722 | 5,741 | 9,283 | 27,852 | 5,895 | **18,754** |
| Total | 1,45,964 | 58,826 | 38,095 | 42,872 | 22,517 | 20,687 | 46,421 | 11,557 | **67,801** |
| **NET INCOME(₹)**** | 13,26,911 | 7,52,924 | 5,05,322 | 3,66,622 | 2,12,491 | 1,12,873 | 4,81,061 | 2,03,961 | **6,81,535** |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

## Table 1-4: Indian Hotel Industry – Star Category: Financial Report – Amount Per Occupied Room (2015-16)

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| ***Number of Responses*** | ***63*** | ***64*** | ***96*** | ***222*** | ***120*** | ***41*** | ***27*** | ***25*** | ***658*** |
| **Average Total Rooms Per Hotel:** | **210** | **156** | **100** | **58** | **39** | **31** | **37** | **33** | **81** |
| **Average Occupied Rooms Per Hotel:** | **52,856** | **36,037** | **22,631** | **12,646** | **8,308** | **6,514** | **6,211** | **6,129** | **18,543** |
| **Average Occupancy Per Hotel:** | **69.9%** | **66.0%** | **63.4%** | **61.7%** | **61.4%** | **61.3%** | **45.4%** | **54.2%** | **62.1%** |
| **Average Rate Per Hotel (₹):** | **8,494** | **5,733** | **4,173** | **3,023** | **2,058** | **1,142** | **4,832** | **2,239** | **5,128** |
| **REVENUE (₹)** | | | | | | | | | |
| Rooms | 8,494 | 5,733 | 4,173 | 3,023 | 2,058 | 1,142 | 4,832 | 2,239 | **5,128** |
| Food & Beverage | 4,529 | 3,032 | 2,080 | 2,024 | 1,377 | 494 | 3,637 | 1,151 | **2,833** |
| Banquets & Conferences | 2,368 | 1,427 | 1,050 | 568 | 258 | 282 | 998 | 235 | **1,278** |
| Telephone & Other | 53 | 18 | 22 | 9 | 8 | 8 | 11 | 3 | **25** |
| Minor Operated* | 760 | 335 | 157 | 108 | 30 | 8 | 168 | 25 | **329** |
| Rental & Other Income | 583 | 272 | 213 | 216 | 148 | 73 | 702 | 79 | **322** |
| Total | 16,786 | 10,817 | 7,695 | 5,947 | 3,879 | 2,009 | 10,348 | 3,733 | **9,915** |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | |
| Rooms | 1,767 | 1,106 | 822 | 560 | 542 | 270 | 902 | 432 | **1,035** |
| Food & Beverage | 3,553 | 2,498 | 1,771 | 1,613 | 1,094 | 499 | 2,539 | 865 | **2,274** |
| Telephone & Other | 42 | 19 | 19 | 16 | 15 | 10 | 20 | 10 | **24** |
| Minor Operated* | 419 | 155 | 103 | 74 | 35 | 11 | 164 | 14 | **184** |
| Rental & Other Income | 49 | 20 | 18 | 17 | 26 | 15 | 74 | 11 | **28** |
| Total | 5,830 | 3,798 | 2,733 | 2,280 | 1,712 | 805 | 3,699 | 1,332 | **3,545** |
| **DEPARTMENTAL INCOME (₹)** | 10,957 | 7,019 | 4,962 | 3,667 | 2,167 | 1,204 | 6,649 | 2,400 | **6,369** |
| **OPERATING EXPENSES (₹)** | | | | | | | | | |
| Administrative & General | 1,610 | 1,121 | 803 | 514 | 280 | 137 | 1,223 | 490 | **961** |
| Management Fee | 400 | 312 | 134 | 92 | 84 | 31 | 222 | 41 | **224** |
| Marketing | 736 | 400 | 281 | 152 | 71 | 47 | 442 | 84 | **375** |
| Franchise Fees | 24 | 21 | 27 | 21 | 2 | 0 | 21 | 6 | **21** |
| Property Operations & Maintenance | 831 | 566 | 421 | 296 | 193 | 90 | 669 | 221 | **507** |
| Energy | 1,490 | 1,082 | 885 | 701 | 446 | 261 | 923 | 408 | **990** |
| Total | 5,091 | 3,501 | 2,551 | 1,775 | 1,077 | 565 | 3,500 | 1,250 | **3,078** |
| **HOUSE PROFIT (₹)** | 5,866 | 3,517 | 2,410 | 1,893 | 1,091 | 639 | 3,149 | 1,150 | **3,291** |
| **FIXED EXPENSES(₹)** | | | | | | | | | |
| Property Taxes | 179 | 61 | 83 | 43 | 25 | 26 | 38 | 14 | **88** |
| Insurance | 34 | 30 | 19 | 18 | 11 | 10 | 22 | 12 | **24** |
| Other Fixed Charges | 189 | 123 | 36 | 74 | 42 | 18 | 51 | 4 | **103** |
| Rent | 179 | 41 | 30 | 63 | 27 | 44 | 166 | 31 | **82** |
| Total | 581 | 255 | 169 | 198 | 104 | 99 | 277 | 62 | **298** |
| **NET INCOME(₹)**** | 5,284 | 3,263 | 2,241 | 1,695 | 986 | 540 | 2,871 | 1,089 | **2,993** |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.
** Net Income is before depreciation, interest payments and taxes.

## Table 1-5: Indian Hotel Industry – Star Category: Market Data

### Market Segmentation

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *62* | *66* | *121* | *392* | *196* | *62* | *45* | *111* | *1,055* |
| Airline Crew | 3.9 % | 2.2 % | 0.8 % | 0.8 % | 0.4 % | 0.2 % | 0.2 % | 0.5 % | **0.9** % |
| Business Traveller - Domestic | 18.2 | 26.3 | 36.2 | 36.6 | 36.8 | 43.4 | 18.5 | 35.9 | **34.4** |
| Business Traveller - Foreign | 19.0 | 16.8 | 12.7 | 7.8 | 7.7 | 6.6 | 7.2 | 8.3 | **9.5** |
| Complimentary Rooms | 2.5 | 1.7 | 1.7 | 2.0 | 2.3 | 1.5 | 2.0 | 1.8 | **2.0** |
| Tourists / Leisure FIT - Domestic | 15.8 | 14.7 | 15.9 | 19.1 | 22.5 | 21.0 | 28.9 | 22.6 | **19.8** |
| Tourists / Leisure FIT - Foreign | 10.7 | 6.5 | 7.9 | 6.3 | 6.2 | 6.5 | 17.5 | 6.7 | **7.2** |
| Meeting Participants (Less than 100 Attendees) | 5.9 | 5.0 | 5.0 | 4.8 | 4.2 | 3.1 | 2.3 | 2.9 | **4.4** |
| Meeting Participants (Over 100 Attendees) | 11.1 | 10.9 | 7.0 | 7.5 | 5.1 | 4.3 | 2.3 | 5.8 | **6.8** |
| Tour Groups - Domestic | 4.3 | 3.0 | 5.5 | 8.4 | 9.0 | 7.6 | 6.4 | 7.6 | **7.4** |
| Tour Groups - Foreign | 5.1 | 5.6 | 4.2 | 3.6 | 2.3 | 2.2 | 11.9 | 3.0 | **3.8** |
| Other | 3.6 | 7.4 | 3.1 | 3.3 | 3.6 | 3.6 | 2.9 | 4.9 | **3.8** |
| **Total** | **100** | **100** | **100** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Guest Analysis

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *67* | *70* | *133* | *406* | *202* | *60* | *49* | *125* | *1,113* |
| Domestic Guests | 54.5 % | 64.6 % | 73.4 % | 80.1 % | 83.9 % | 82.6 % | 60.0 % | 79.6 % | **76.9** % |
| Foreign Guests | 45.5 | 35.4 | 26.7 | 19.9 | 16.1 | 17.4 | 40.0 | 20.4 | **23.1** |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Total Business Guests | 59.5 % | 65.2 % | 62.3 % | 62.3 % | 57.6 % | 54.5 % | 33.1 % | 59.5 % | **59.2** % |
| Total Leisure Guests | 40.5 | 34.8 | 37.7 | 37.7 | 42.4 | 45.5 | 66.9 | 40.5 | **40.9** |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Avg. Stay of Foreign Guests (Days) | 3.4 | 4.4 | 3.6 | 3.8 | 3.2 | 2.1 | 1.9 | 4.3 | **3.5** |
| Avg. Stay of Domestic Guests (Days) | 2.0 | 2.0 | 2.6 | 3.2 | 2.8 | 2.5 | 2.0 | 3.7 | **2.8** |
| Avg. Stay of Business Guests (Days) | 2.1 | 2.4 | 2.4 | 3.6 | 2.6 | 2.0 | 1.9 | 3.6 | **2.9** |
| Avg. Stay of Leisure Guests (Days) | 2.3 | 2.1 | 2.2 | 2.4 | 2.5 | 2.0 | 2.2 | 2.6 | **2.3** |
| Percentage of Repeat Guests | 33.3 | 32.6 | 45.6 | 23.0 | 50.5 | 49.7 | 30.9 | 51.3 | **45.3** |

### Country of Origin of Guests

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *58* | *59* | *104* | *270* | *122* | *35* | *37* | *61* | *746* |
| ASEAN* | 6.2 % | 5.3 % | 6.3 % | 6.6 % | 7.6 % | 5.3 % | 2.2 % | 3.5 % | **6.0** % |
| Australia | 3.0 | 2.7 | 3.8 | 3.1 | 3.4 | 3.5 | 5.8 | 4.2 | **3.5** |
| Canada | 2.9 | 2.7 | 2.8 | 3.5 | 2.8 | 3.1 | 4.0 | 3.0 | **3.1** |
| Caribbean | 2.4 | 0.5 | 1.0 | 1.1 | 0.7 | 3.4 | 0.5 | 0.7 | **1.1** |
| China | 2.1 | 4.5 | 5.2 | 7.2 | 5.8 | 3.2 | 1.4 | 6.8 | **5.6** |
| France | 2.6 | 2.7 | 3.7 | 5.4 | 3.7 | 5.9 | 16.2 | 7.3 | **5.2** |
| Germany | 4.1 | 3.8 | 5.7 | 4.9 | 6.5 | 10.9 | 10.2 | 7.6 | **5.9** |
| Japan | 3.9 | 4.5 | 6.4 | 4.5 | 3.1 | 2.7 | 3.9 | 4.7 | **4.4** |
| Middle East | 5.0 | 5.4 | 6.4 | 6.6 | 6.4 | 7.4 | 1.5 | 6.5 | **6.1** |
| Other European Nations | 7.6 | 6.5 | 5.5 | 7.9 | 5.7 | 5.9 | 9.9 | 3.3 | **6.7** |
| Russia | 2.3 | 4.4 | 5.1 | 3.4 | 2.3 | 1.6 | 0.7 | 3.1 | **3.2** |
| SAARC ** | 3.4 | 8.5 | 3.1 | 6.8 | 9.6 | 9.6 | 0.5 | 6.4 | **6.4** |
| South Africa | 2.1 | 1.7 | 2.2 | 2.9 | 2.4 | 1.4 | 0.9 | 2.6 | **2.4** |
| UK | 11.9 | 9.4 | 11.7 | 11.0 | 13.9 | 9.4 | 17.9 | 15.6 | **12.2** |
| USA | 15.1 | 11.7 | 11.8 | 12.0 | 10.4 | 10.1 | 12.0 | 11.0 | **11.7** |
| Other | 25.6 | 25.8 | 19.3 | 13.4 | 15.8 | 16.8 | 12.5 | 13.6 | **16.7** |
| **Total** | **100.0** | **100.0** | **100** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

* ASEAN: Association of South East Asian Nations
** SAARC: South Asian Association for Regional Co-operation

## Table 1-6: Indian Hotel Industry – Star Category: Monthly and Daily Occupancy

### Average Monthly Occupancy

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *68* | *74* | *127* | *383* | *193* | *61* | *44* | *112* | *1,062* |
| January | 69.1 % | 67.3 % | 69.2 % | 62.2 % | 61.7 % | 62.8 % | 55.7 % | 58.0 % | **63.1** % |
| February | 75.8 | 73.8 | 72.1 | 63.3 | 60.3 | 61.7 | 57.1 | 57.8 | **64.4** |
| March | 68.7 | 65.8 | 63.1 | 57.8 | 57.7 | 58.2 | 50.3 | 54.8 | **59.1** |
| April | 68.1 | 65.2 | 63.5 | 57.8 | 60.6 | 61.9 | 44.6 | 54.9 | **59.5** |
| May | 61.4 | 59.0 | 60.8 | 59.1 | 64.5 | 62.3 | 43.0 | 59.0 | **59.9** |
| June | 60.3 | 60.2 | 59.4 | 56.2 | 60.0 | 56.0 | 39.2 | 59.1 | **57.4** |
| July | 59.5 | 59.5 | 58.7 | 54.0 | 56.0 | 51.3 | 38.3 | 52.1 | **54.6** |
| August | 64.3 | 62.1 | 60.7 | 54.6 | 55.0 | 54.8 | 40.1 | 50.4 | **55.5** |
| September | 66.3 | 62.8 | 62.4 | 55.8 | 54.8 | 56.8 | 38.5 | 52.5 | **56.6** |
| October | 67.8 | 65.0 | 65.2 | 59.7 | 62.0 | 65.0 | 47.5 | 58.0 | **61.3** |
| November | 70.8 | 67.7 | 69.0 | 62.8 | 64.1 | 67.5 | 56.6 | 62.2 | **64.6** |
| December | 72.9 | 71.7 | 74.7 | 68.4 | 67.5 | 70.5 | 56.7 | 67.2 | **69.0** |

### Average Daily Occupancy

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *62* | *70* | *121* | *374* | *178* | *59* | *37* | *105* | *1,006* |
| Monday | 61.8 % | 59.5 % | 62.3 % | 52.6 % | 53.4 % | 52.4 % | 37.6 % | 53.0 % | **54.4** % |
| Tuesday | 64.0 | 62.3 | 65.5 | 56.4 | 55.0 | 52.4 | 37.9 | 53.8 | **56.9** |
| Wednesday | 65.1 | 64.1 | 67.6 | 57.7 | 56.5 | 56.6 | 38.7 | 55.2 | **58.6** |
| Thursday | 64.9 | 63.1 | 66.0 | 57.6 | 57.6 | 55.6 | 41.5 | 55.7 | **58.5** |
| Friday | 61.7 | 58.0 | 62.9 | 57.8 | 61.1 | 56.9 | 51.1 | 59.3 | **59.1** |
| Saturday | 60.5 | 55.1 | 59.6 | 54.1 | 61.2 | 56.7 | 52.3 | 54.6 | **56.6** |
| Sunday | 58.6 | 50.6 | 55.4 | 46.1 | 51.1 | 50.4 | 44.8 | 42.5 | **49.0** |

## Table 1-7: Indian Hotel Industry – Star Category: Sources of Reservations

### Source of Advance Reservations

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *64* | *69* | *124* | *384* | *193* | *58* | *43* | *116* | *1,051* |
| Chain CRS (Central Reservation System) | 11.5 % | 6.6 % | 5.6 % | 2.8 % | 2.3 % | 1.7 % | 2.4 % | 1.4 % | **3.6** % |
| Direct Enquiry / Hotel Representative | 34.4 | 38.1 | 34.2 | 36.7 | 40.6 | 49.6 | 26.5 | 45.7 | **38.4** |
| Global Distribution System (GDS) | 7.5 | 5.9 | 3.6 | 1.8 | 0.8 | 0.4 | 4.4 | 1.3 | **2.4** |
| Hotel / Chain Website | 6.9 | 6.1 | 9.5 | 8.8 | 9.1 | 6.9 | 8.9 | 7.1 | **8.4** |
| Travel Agent and Tour Operator | 13.4 | 11.1 | 15.4 | 18.0 | 19.7 | 15.7 | 35.9 | 21.2 | **18.2** |
| Other Online Reservation Systems | 9.5 | 12.1 | 12.5 | 13.5 | 13.1 | 13.4 | 11.0 | 9.2 | **12.4** |
| Other Website | 12.7 | 15.2 | 12.9 | 10.1 | 5.9 | 2.8 | 5.3 | 3.0 | **8.8** |
| Other | 4.2 | 4.9 | 6.3 | 8.4 | 8.5 | 9.4 | 5.5 | 11.2 | **7.9** |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Table 1-8: Indian Hotel Industry – Star Category: Marketing Media

### Marketing Media – Percentage of Hotels Using Each Media

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *62* | *72* | *127* | *401* | *195* | *57* | *44* | *109* | *1,067* |
| Blogs | 46.8 % | 45.8 % | 40.2 % | 25.9 % | 11.8 % | 7.0 % | 27.3 % | 12.8 % | **25.3** % |
| Direct Mail | 87.1 | 80.6 | 84.3 | 83.0 | 75.9 | 70.2 | 79.6 | 75.2 | **80.3** |
| Hotel Website | 96.8 | 95.8 | 95.3 | 90.0 | 88.2 | 80.7 | 95.5 | 78.0 | **89.6** |
| Loyalty Card program | 87.1 | 77.8 | 58.3 | 41.9 | 25.1 | 21.1 | 40.9 | 15.6 | **42.0** |
| Merchandising | 45.2 | 31.9 | 43.3 | 32.4 | 23.1 | 22.8 | 43.2 | 19.3 | **31.3** |
| Other Internet Sites | 88.7 | 87.5 | 80.3 | 68.6 | 57.4 | 43.9 | 63.6 | 47.7 | **66.7** |
| Outdoor Advertising | 48.4 | 72.2 | 66.9 | 58.9 | 53.3 | 47.4 | 65.9 | 45.9 | **57.5** |
| Pay Per Click | 45.2 | 34.7 | 32.3 | 16.0 | 7.2 | 8.8 | 18.2 | 11.9 | **18.6** |
| Print Advertising | 88.7 | 84.7 | 84.3 | 78.8 | 74.4 | 64.9 | 79.6 | 75.2 | **78.5** |
| Promotions | 91.9 | 90.3 | 82.7 | 71.1 | 61.0 | 42.1 | 70.5 | 56.9 | **70.1** |
| Radio Advertising | 43.6 | 34.7 | 29.9 | 24.7 | 15.4 | 10.5 | 11.4 | 7.3 | **22.3** |
| Telemarketing | 43.6 | 56.9 | 54.3 | 54.1 | 40.0 | 33.3 | 45.5 | 40.4 | **48.3** |
| TV Advertising | 25.8 | 25.0 | 27.6 | 22.7 | 20.0 | 10.5 | 34.1 | 17.4 | **22.4** |
| Viral Marketing | 24.2 | 25.0 | 24.4 | 19.0 | 7.7 | 8.8 | 18.2 | 11.9 | **17.0** |

## Table 1-9: Indian Hotel Industry – Star Category: Payment Methods

### Payment Methods Used

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *52* | *58* | *109* | *351* | *179* | *54* | *43* | *111* | *957* |
| Cash Sales | 16.5 % | 17.3 % | 23.3 % | 32.2 % | 42.7 % | 48.7 % | 29.1 % | 45.0 % | **33.6 %** |
| Credit Card Sales | 45.0 | 43.1 | 37.5 | 34.9 | 30.7 | 30.3 | 28.4 | 27.8 | **34.1** |
| Credit Sales (Other than Cards) | 28.5 | 28.7 | 25.0 | 14.3 | 14.3 | 9.2 | 29.4 | 13.6 | **19.4** |
| Electronic Fund Transfer | 10.0 | 10.9 | 14.1 | 12.4 | 12.4 | 11.8 | 13.1 | 13.6 | **12.9** |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Credit Cards Used

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *56* | *57* | *107* | *318* | *151* | *44* | *41* | *85* | *859* |
| American Express | 27.8 % | 19.8 % | 12.3 % | 7.1 % | 4.0 % | 3.7 % | 5.5 % | 4.6 % | **8.9 %** |
| Diners Club | 1.3 | 4.0 | 1.5 | 2.4 | 2.4 | 2.8 | 0.2 | 1.8 | **2.0** |
| Mastercard / Eurocard | 31.8 | 34.5 | 37.9 | 39.6 | 41.1 | 40.7 | 39.7 | 39.1 | **38.7** |
| Visa | 37.2 | 37.2 | 44.1 | 46.5 | 48.0 | 47.9 | 48.5 | 48.0 | **45.6** |
| Other | 2.0 | 4.5 | 4.3 | 4.4 | 4.6 | 4.9 | 6.1 | 6.5 | **4.6** |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Average Credit Card Commission

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *50* | *52* | *80* | *211* | *94* | *32* | *29* | *36* | *584* |
| American Express | 3.3 % | 3.5 % | 3.1 % | 2.5 % | 1.9 % | 1.4 % | 2.7 % | 1.4 % | **2.5 %** |
| Diners Club | 1.0 | 1.2 | 0.7 | 0.5 | 0.4 | 0.5 | 0.5 | 0.3 | **0.6** |
| Mastercard / Eurocard | 1.1 | 1.2 | 1.3 | 1.6 | 2.4 | 2.2 | 1.5 | 1.8 | **1.6** |
| Visa | 1.1 | 1.2 | 1.3 | 1.6 | 1.9 | 4.0 | 1.6 | 1.5 | **1.6** |
| Other | 0.2 | 0.2 | 0.3 | 0.3 | 0.2 | 0.6 | 0.0 | 0.3 | **0.3** |

## Table 1-10: Indian Hotel Industry – Star Category: Technology Management Practices

### Technology in Hotels – Percentage of Hotels Using Each Technology

| COMPOSITION | Five-Star Deluxe | Five-Star | Four-Star | Three-Star | Two-Star | One-Star | Heritage | Others | 2015-2016 All India Average |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | *48* | *55* | *113* | *359* | *169* | *52* | *41* | *96* | *933* |
| Accounting System | 97.9 % | 92.7 % | 91.2 % | 90.5 % | 87.6 % | 78.9 % | 87.8 % | 81.3 % | **88.9** % |
| Call Accounting System | 70.8 | 76.4 | 56.6 | 45.1 | 37.3 | 23.1 | 51.2 | 20.8 | **44.8** |
| Central Reservation System (CRS) | 83.3 | 76.4 | 62.8 | 48.8 | 29.0 | 25.0 | 46.3 | 26.0 | **46.5** |
| Electronic Keycard | 87.5 | 87.3 | 73.5 | 57.1 | 30.2 | 23.1 | 24.4 | 26.0 | **51.0** |
| Energy Management System | 45.8 | 56.4 | 52.2 | 32.6 | 20.1 | 15.4 | 31.7 | 13.5 | **31.8** |
| Internet / E-Mail | 93.8 | 96.4 | 95.6 | 95.0 | 91.1 | 96.2 | 92.7 | 92.7 | **94.1** |
| Internet / Website | 97.9 | 98.2 | 96.5 | 91.9 | 87.6 | 82.7 | 85.4 | 88.5 | **91.2** |
| Intranet System | 81.3 | 61.8 | 65.5 | 52.4 | 45.6 | 32.7 | 68.3 | 46.9 | **53.8** |
| Local Area Network (LAN) | 95.8 | 96.4 | 92.0 | 87.5 | 76.9 | 59.6 | 73.2 | 66.7 | **82.7** |
| Management Information System | 79.2 | 81.8 | 75.2 | 65.2 | 44.4 | 36.5 | 56.1 | 31.3 | **58.8** |
| Point of Sale System for Food and Beverage | 93.8 | 96.4 | 92.9 | 83.6 | 63.9 | 50.0 | 65.9 | 55.2 | **76.9** |
| Property Management System | 87.5 | 85.5 | 82.3 | 59.3 | 29.6 | 28.9 | 43.9 | 28.1 | **54.1** |
| Yield Management System | 39.6 | 43.6 | 45.1 | 30.6 | 13.0 | 11.5 | 22.0 | 11.5 | **27.0** |
| Other | 8.3 | 18.2 | 8.9 | 9.2 | 8.9 | 7.7 | 4.9 | 5.2 | **8.9** |

# 2. Indian Hotel Industry – Inventory and Chain Affiliation

**Introduction**

In this section, we present key operating statistics and other data for the Survey participants according to the number of rooms. The participating hotels have been classified into three categories: 'Less than 50 rooms', '50 to 150 rooms', and 'More than 150 rooms'. We have also drawn a comparison between Chain Affiliated and Independent hotels.

**Trends**

- **Income and Expense:** Given that the All-India average occupancy and average rate have displayed improvement in 2015-16 over that reported in the previous year, both Chain Affiliated as well as Independent hotels have recorded increases in their operating performance indicators. However, it is important to note that while Independent hotels have witnessed a 4% growth in RevPAR over that in 2014-15, Chain Affiliated hotels have increased their RevPAR by a robust 14%. When analysing hotels based on the number of rooms, all three categories have reported increases in RevPAR over the data reported in 2014-15, with hotels with 50 to 150 rooms leading the way with 8% growth. However, for the hotels with 50 to 150 rooms, this has not translated to increase in Net Income due to 6% growth in Departmental Expenses and 8% in Operating Expenses.

- **Occupancy and Market Segmentation:** In keeping with last year's trend, the average monthly occupancies have shown an increase during the lean season of April to August, irrespective of the inventory size and chain affiliation. Digging deeper, Chain Affiliated hotels and hotels with over 150 rooms have narrowed the gap between peak and lean seasons in the country to a greater degree, tying in with the increased demand accommodated by Domestic Business Travellers by hotels in the categories.

- **Domestic and Foreign guests:** While Domestic guests continue to generate the highest demand for Indian hotels, there is a marked difference in the customer segmentation when comparing size of inventories or chain affiliation of hotels. Chain affiliated survey respondents report 28% of their total demand as being generated by Foreign Business Travellers, Tourists or Leisure FIT and Tour Groups, whereas for Independent hotels, the percentage is 19% of the total. Similarly, 30% of the total demand accommodated by hotels with over 150 rooms belongs to the Foreign segment, while only 22% and 18% is catered to by hotels with 50 to 150 rooms and less than 50 rooms, respectively.

## Table 2-1: Indian Hotel Industry – Inventory and Chain Affiliation: Facilities Analysis and Staffing

### Typical Room Profile of an Average Hotel

| COMPOSITION | | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|---|
| *Number of Responses* | | *864* | *542* | *112* | *222* | *1,150* |
| Air-Conditioned | Rooms | 23.2 | 69.7 | 217.4 | 113.8 | 41.9 |
| | Suites | 3.2 | 8.2 | 21.7 | 11.7 | 5.0 |
| Non-Air-Conditioned | Rooms | 4.0 | 4.1 | 1.7 | 0.5 | 4.7 |
| | Suites | 0.3 | 0.2 | 0.4 | 0.0 | 0.4 |
| **Total Average Rooms** | | **30.7** | **82.2** | **241.2** | **126.0** | **51.9** |

### Average Number of Food & Beverage Outlets Per Hotel

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *731* | *516* | *103* | *210* | *1,009* |
| Restaurant | 1.3 | 1.9 | 2.9 | 2.2 | 1.6 |
| Bars | 0.6 | 0.9 | 1.3 | 1.0 | 0.7 |
| Others | 0.4 | 0.6 | 0.9 | 0.7 | 0.5 |
| **Total** | **2.3** | **3.3** | **5.1** | **3.9** | **2.7** |

### Average Number of Employees Per Hotel (Permanent / Contract / Full Time / Part Time)

| COMPOSITION | | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|---|
| *Number of Responses* | | *737* | *452* | *98* | *190* | *988* |
| Managers | Male | 3.5 | 11.6 | 44.5 | 25.6 | 6.3 |
| | Female | 0.5 | 1.6 | 10.2 | 5.1 | 1.0 |
| Supervisors | Male | 5.0 | 17.0 | 58.1 | 30.0 | 9.9 |
| | Female | 0.7 | 2.5 | 10.6 | 5.3 | 1.5 |
| Staff | Male | 32.5 | 84.0 | 204.2 | 127.0 | 52.0 |
| | Female | 3.7 | 10.5 | 28.1 | 15.3 | 6.4 |
| **Total** | | **45.9** | **127.2** | **355.7** | **208.2** | **77.0** |
| Average Number of Employees per Room | | 1.6 | 1.6 | 1.5 | 1.64 | 1.5 |

### Average Percentage of Trained Employees Per Hotel

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *504* | *377* | *91* | *167* | *723* |
| Managers | 85.7 % | 93.0 % | 90.4 % | 91.4% | 90.9% |
| Supervisors | 79.0 | 90.0 | 87.3 | 89.7 | 85.6 |
| Staff | 65.0 | 73.6 | 71.0 | 74.3 | 70.5 |
| Total Avg. Trained Employees* | 76.6 | 85.6 | 82.9 | 85.1 | 82.3 |
| Total Avg. Un-Trained Employees | 23.5 | 14.4 | 17.1 | 14.9 | 17.7 |

* Trained Employees includes those with a minimum one-year certificate course from a hotel management or equivalent institution; however, some hotels may have included those with short term (in-house) training.

## Table 2-2: Indian Hotel Industry – Chain Affiliated vs. Independent: Financial Report (2015-16)

| | Chain Affiliated | | | Independent | | | 2015-16 All India Average | | |
|---|---|---|---|---|---|---|---|---|---|
| *Number of Responses* | | *147* | | | *441* | | | *588* | |
| **Average Total Rooms Per Hotel:** | | **137** | | | **61** | | | **80** | |
| **Average Occupied Rooms Per Hotel:** | | **33,741** | | | **13,486** | | | **18,550** | |
| **Average Occupancy Per Hotel:** | | **67.6%** | | | **61.2%** | | | **62.8%** | |
| **Average Rate Per Hotel (₹):** | | **6,471** | | | **4,055** | | | **5,154** | |
| **COMPOSITION** | **Percentage of Revenue** | **Amount per Available Room (₹)** | **Amount per Occupied Room (₹)** | **Percentage of Revenue** | **Amount per Available Room (₹)** | **Amount per Occupied Room (₹)** | **Percentage of Revenue** | **Amount per Available Room (₹)** | **Amount per Occupied Room (₹)** |
| **REVENUE** | | | | | | | | | |
| Rooms | 51.2% | 15,90,388 | 6,471 | 52.1% | 8,91,493 | 4,055 | **51.6%** | **11,90,109** | **5,154** |
| Food & Beverage | 28.6 | 8,86,912 | 3,609 | 29.3 | 5,01,378 | 2,281 | **28.9** | **6,66,104** | **2,885** |
| Banquets & Conferences | 13.3 | 4,13,260 | 1,682 | 11.8 | 2,02,555 | 921 | **12.7** | **2,92,583** | **1,267** |
| Telephone & Other | 0.3 | 8,371 | 34 | 0.3 | 4,410 | 20 | **0.3** | **6,102** | **26** |
| Minor Operated* | 3.3 | 1,02,421 | 417 | 3.3 | 56,737 | 258 | **3.3** | **76,257** | **330** |
| Rental & Other Income | 3.4 | 1,05,553 | 429 | 3.2 | 54,513 | 248 | **3.3** | **76,321** | **331** |
| Total | 100.0 | 31,06,906 | 12,642 | 100.0 | 17,11,087 | 7,783 | **100.0** | **23,07,475** | **9,993** |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | |
| Rooms | 20.1 | 3,19,018 | 1,298 | 19.9 | 1,77,420 | 807 | **20.0** | **2,37,920** | **1,030** |
| Food & Beverage | 53.0 | 6,88,599 | 2,802 | 58.4 | 4,11,246 | 1,871 | **55.3** | **5,29,750** | **2,294** |
| Telephone & Other | 85.9 | 7,192 | 29 | 112.2 | 4,949 | 23 | **96.8** | **5,907** | **26** |
| Minor Operated* | 51.7 | 52,949 | 215 | 64.5 | 36,600 | 166 | **57.2** | **43,585** | **189** |
| Rental & Other Income | 8.8 | 9,266 | 38 | 10.0 | 5,459 | 25 | **9.3** | **7,086** | **31** |
| Total | 34.7 | 10,77,023 | 4,382 | 37.2 | 6,35,673 | 2,892 | **35.7** | **8,24,248** | **3,569** |
| **DEPARTMENTAL INCOME** | 65.3 | 20,29,882 | 8,260 | 62.8 | 10,75,413 | 4,891 | **64.3** | **14,83,227** | **6,423** |
| **OPERATING EXPENSES** | | | | | | | | | |
| Administrative & General | 9.2 | 2,84,528 | 1,158 | 9.8 | 1,68,275 | 765 | **9.5** | **2,17,946** | **944** |
| Management Fee | 2.8 | 87,201 | 355 | 1.7 | 28,516 | 130 | **2.3** | **53,590** | **232** |
| Marketing | 4.2 | 1,30,713 | 532 | 2.9 | 50,023 | 228 | **3.7** | **84,499** | **366** |
| Franchise Fees | 0.3 | 8,449 | 34 | 0.1 | 1,544 | 7 | **0.2** | **4,494** | **19** |
| Property Operations & Maintenance | 4.6 | 1,42,356 | 579 | 6.1 | 1,04,102 | 474 | **5.2** | **1,20,446** | **522** |
| Energy | 9.0 | 2,80,450 | 1,141 | 11.1 | 1,90,472 | 866 | **9.9** | **2,28,917** | **991** |
| Total | 30.1 | 9,33,696 | 3,799 | 31.7 | 5,42,932 | 2,470 | **30.8** | **7,09,893** | **3,074** |
| **HOUSE PROFIT** | 35.3 | 10,96,186 | 4,460 | 31.1 | 5,32,482 | 2,422 | **33.5** | **7,73,334** | **3,349** |
| **FIXED EXPENSES** | | | | | | | | | |
| Property Taxes | 0.9 | 28,430 | 116 | 0.8 | 14,115 | 64 | **0.9** | **20,232** | **88** |
| Insurance | 0.2 | 7,147 | 29 | 0.3 | 4,363 | 20 | **0.2** | **5,552** | **24** |
| Other Fixed Charges | 1.3 | 41,292 | 168 | 0.7 | 12,338 | 56 | **1.1** | **24,709** | **107** |
| Rent | 1.2 | 36,431 | 148 | 0.5 | 8,865 | 40 | **0.9** | **20,643** | **89** |
| Total | 3.7 | 1,13,300 | 461 | 2.3 | 39,681 | 180 | **3.1** | **71,136** | **308** |
| **NET INCOME**** | 31.6% | 9,82,886 | 3,999 | 28.8% | 4,92,801 | 2,241 | **30.4%** | **7,02,198** | **3,041** |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.
** Net Income is before depreciation, interest payments and taxes.

## Table 2-3: Indian Hotel Industry – Inventory: Financial Report (2015-16)

| | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | 2015-16 All-India Average | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | 2015-16 All-India Average | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | 2015-16 All-India Average |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ***Number of Responses*** | *301* | *276* | *81* | *658* | *301* | *276* | *81* | *658* | *301* | *276* | *81* | *658* |
| **Average Total Rooms Per Hotel:** | **32** | **86** | **252** | **81** | **32** | **86** | **252** | **81** | **32** | **86** | **252** | **81** |
| **Average Occupied Rooms Per Hotel:** | **6,695** | **19,131** | **60,566** | **18,543** | **6,695** | **19,131** | **60,566** | **18,543** | **6,695** | **19,131** | **60,566** | **18,543** |
| **Average Occupancy Per Hotel:** | **60.2%** | **62.8%** | **66.8%** | **62.1%** | **60.2%** | **62.8%** | **66.8%** | **62.1%** | **60.2%** | **62.8%** | **66.8%** | **62.1%** |
| **Average Rate Per Hotel (₹):** | **2,782** | **4,456** | **6,816** | **5,128** | **2,782** | **4,456** | **6,816** | **5,128** | **2,782** | **4,456** | **6,816** | **5,128** |
| | **Percentage of Revenue** | | | | **Amount per Available Room (₹)** | | | | **Amount per Occupied Room (₹)** | | | |
| **REVENUE** | | | | | | | | | | | | |
| Rooms | 49.6% | 54.7% | 50.2% | **51.7%** | 5,90,413 | 9,94,136 | 16,36,762 | **11,67,572** | 2,782 | 4,456 | 6,816 | **5,128** |
| Food & Beverage | 36.6 | 28.8 | 27.1 | **28.6** | 4,35,736 | 5,23,318 | 8,83,338 | **6,45,041** | 2,053 | 2,345 | 3,678 | **2,833** |
| Banquets & Conferences | 8.0 | 10.9 | 15.0 | **12.9** | 95,441 | 1,97,293 | 4,90,089 | **2,90,862** | 450 | 884 | 2,041 | **1,278** |
| Telephone & Other | 0.1 | 0.2 | 0.3 | **0.3** | 1,084 | 3,655 | 10,032 | **5,630** | 5 | 16 | 42 | **25** |
| Minor Operated* | 1.7 | 2.9 | 3.8 | **3.3** | 20,328 | 53,260 | 1,25,138 | **74,825** | 96 | 239 | 521 | **329** |
| Rental & Other Income | 4.0 | 2.5 | 3.6 | **3.3** | 47,738 | 44,982 | 1,18,269 | **73,408** | 225 | 202 | 493 | **322** |
| Total | 100.0 | 100.0 | 100.0 | **100.0** | 11,90,740 | 18,16,643 | 32,63,627 | **22,57,338** | 5,611 | 8,142 | 13,590 | **9,915** |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | | | | |
| Rooms | 21.1 | 20.7 | 19.7 | **20.2** | 1,24,470 | 2,05,555 | 3,21,920 | **2,35,546** | 587 | 921 | 1,341 | **1,035** |
| Food & Beverage | 59.9 | 59.3 | 52.1 | **55.3** | 3,17,908 | 4,27,084 | 7,15,700 | **5,17,762** | 1,498 | 1,914 | 2,980 | **2,274** |
| Telephone & Other | 268.3 | 115.1 | 81.0 | **97.1** | 2,907 | 4,207 | 8,121 | **5,469** | 14 | 19 | 34 | **24** |
| Minor Operated* | 67.3 | 54.6 | 56.0 | **56.1** | 13,682 | 29,075 | 70,101 | **41,987** | 64 | 130 | 292 | **184** |
| Rental & Other Income | 12.9 | 10.1 | 7.3 | **8.7** | 6,153 | 4,531 | 8,608 | **6,373** | 29 | 20 | 36 | **28** |
| Total | 39.1 | 36.9 | 34.5 | **35.8** | 4,65,121 | 6,70,452 | 11,24,450 | **8,07,136** | 2,192 | 3,005 | 4,682 | **3,545** |
| **DEPARTMENTAL INCOME** | 60.9 | 63.1 | 65.6 | **64.2** | 7,25,619 | 11,46,190 | 21,39,178 | **14,50,202** | 3,419 | 5,137 | 8,908 | **6,369** |
| **OPERATING EXPENSES** | | | | | | | | | | | | |
| Administrative & General | 8.4 | 10.4 | 9.4 | **9.7** | 1,00,169 | 1,89,651 | 3,07,892 | **2,18,870** | 472 | 850 | 1,282 | **961** |
| Management Fee | 1.7 | 2.4 | 2.3 | **2.3** | 20,084 | 43,820 | 73,858 | **51,065** | 95 | 196 | 308 | **224** |
| Marketing | 2.0 | 3.6 | 4.2 | **3.8** | 23,335 | 64,778 | 1,38,328 | **85,472** | 110 | 290 | 576 | **375** |
| Franchise Fees | 0.2 | 0.3 | 0.1 | **0.2** | 2,044 | 5,940 | 4,472 | **4,690** | 10 | 27 | 19 | **21** |
| Property Operations & Maintenance | 5.1 | 6.0 | 4.5 | **5.1** | 60,170 | 1,09,331 | 1,48,056 | **1,15,382** | 284 | 490 | 617 | **507** |
| Energy | 10.6 | 11.1 | 9.2 | **10.0** | 1,26,297 | 2,01,057 | 2,99,516 | **2,25,343** | 595 | 901 | 1,247 | **990** |
| Total | 27.9 | 33.8 | 29.8 | **31.1** | 3,32,098 | 6,14,576 | 9,72,122 | **7,00,821** | 1,565 | 2,755 | 4,048 | **3,078** |
| **HOUSE PROFIT** | 33.1 | 29.3 | 35.8 | **33.2** | 3,93,521 | 5,31,615 | 11,67,055 | **7,49,381** | 1,854 | 2,383 | 4,860 | **3,291** |
| **FIXED EXPENSES** | | | | | | | | | | | | |
| Property Taxes | 0.7 | 0.7 | 1.0 | **0.9** | 7,895 | 13,196 | 33,772 | **20,100** | 37 | 59 | 141 | **88** |
| Insurance | 0.3 | 0.2 | 0.2 | **0.2** | 3,130 | 4,385 | 7,864 | **5,489** | 15 | 20 | 33 | **24** |
| Other Fixed Charges | 1.0 | 1.2 | 0.9 | **1.0** | 11,734 | 22,612 | 29,887 | **23,458** | 55 | 101 | 124 | **103** |
| Rent | 1.1 | 1.2 | 0.6 | **0.8** | 13,523 | 21,335 | 18,196 | **18,754** | 64 | 96 | 76 | **82** |
| Total | 3.1 | 3.4 | 2.8 | **3.0** | 36,282 | 61,528 | 89,719 | **67,801** | 171 | 276 | 374 | **298** |
| **NET INCOME**** | 30.0% | 25.9% | 33.0% | 30.2% | 3,57,239 | 4,70,087 | 10,77,336 | **6,81,580** | 1,683 | 2,107 | 4,486 | **2,993** |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

## Table 2-4: Indian Hotel Industry – Inventory and Chain Affiliation: Market Data

### Market Segmentation

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *565* | *403* | *88* | *166* | *788* |
| Airline Crew | 0.4% | 1.0% | 3.6% | 1.8% | 0.7% |
| Business Traveller - Domestic | 36.1 | 33.7 | 27.0 | 32.1 | 34.8 |
| Business Traveller - Foreign | 7.4 | 10.4 | 19.3 | 15.7 | 8.2 |
| Complimentary Rooms | 1.9 | 2.1 | 2.0 | 2.1 | 1.9 |
| Tourists / Leisure FIT - Domestic | 22.5 | 17.6 | 12.0 | 14.0 | 21.2 |
| Tourists / Leisure FIT - Foreign | 7.3 | 7.3 | 6.8 | 7.6 | 7.4 |
| Meeting Participants (Less than 100 Attendees) | 3.8 | 5.0 | 5.6 | 5.5 | 4.3 |
| Meeting Participants (Over 100 Attendees) | 5.3 | 8.0 | 11.2 | 8.3 | 6.5 |
| Tour Groups - Domestic | 8.5 | 6.6 | 3.9 | 4.9 | 7.7 |
| Tour Groups - Foreign | 3.2 | 4.7 | 4.3 | 4.7 | 3.8 |
| Other | 3.7 | 3.7 | 4.5 | 3.5 | 3.6 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Guest Analysis

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *592* | *427* | *95* | *180* | *830* |
| Domestic Guests | 80.8% | 75.1% | 61.0% | 66.9% | 78.9% |
| Foreign Guests | 19.2 | 24.9 | 39.0 | 33.1 | 21.2 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Total Business Guests | 56.1% | 60.7% | 67.3% | 67.3% | 57.7% |
| Total Leisure Guests | 43.9 | 39.4 | 32.7 | 32.7 | 42.3 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Avg. Stay of Foreign Guests (Days) | 3.3 | 4.1 | 2.8 | 3.8 | 3.5 |
| Avg. Stay of Domestic Guests (Days) | 2.7 | 3.2 | 1.9 | 2.3 | 2.9 |
| Avg. Stay of Business Guests (Days) | 2.8 | 3.1 | 2.1 | 2.6 | 3.0 |
| Avg. Stay of Leisure Guests (Days) | 2.4 | 2.4 | 2.0 | 2.1 | 2.4 |
| Percentage of Repeat Guests | 47.8% | 43.9% | 33.9% | 36.3% | 47.4% |

### Country of Origin of Guests

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *360* | *304* | *82* | *143* | *531* |
| ASEAN* | 53.0% | 66.5% | 69.0% | 57.0% | 61.6% |
| Australia | 3.9 | 3.0 | 3.1 | 2.9 | 3.7 |
| Canada | 3.5 | 2.8 | 2.5 | 3.0 | 3.1 |
| Caribbean | 1.2 | 1.1 | 1.1 | 1.0 | 1.2 |
| China | 5.1 | 6.5 | 4.0 | 4.0 | 6.0 |
| France | 5.9 | 5.0 | 2.5 | 4.1 | 5.5 |
| Germany | 6.4 | 5.7 | 4.3 | 4.2 | 6.5 |
| Japan | 3.6 | 5.2 | 4.6 | 5.0 | 4.1 |
| Middle East | 6.3 | 5.9 | 6.1 | 4.8 | 6.2 |
| Other European Nations | 6.8 | 6.7 | 6.4 | 5.8 | 6.8 |
| Russia | 2.6 | 3.8 | 3.7 | 2.9 | 3.2 |
| SAARC ** | 6.9 | 5.3 | 7.9 | 6.3 | 6.4 |
| South Africa | 2.4 | 2.4 | 1.9 | 2.9 | 2.3 |
| UK | 13.8 | 10.8 | 9.9 | 10.5 | 13.0 |
| USA | 11.6 | 11.1 | 15.0 | 13.9 | 11.2 |
| Other | 14.7 | 18.1 | 20.1 | 22.6 | 14.5 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

* ASEAN: Association of South East Asian Nations
** SAARC: South Asian Association for Regional Co-operation

## Table 2-5: Indian Hotel Industry – Inventory and Chain Affiliation: Monthly and Daily Occupancy

### Average Monthly Occupancy

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *554* | *408* | *101* | *186* | *784* |
| January | 61.0% | 64.8% | 67.5% | 68.8% | 62.0% |
| February | 60.7 | 67.2 | 74.0 | 73.5 | 62.3 |
| March | 57.1 | 60.3 | 65.1 | 65.4 | 57.8 |
| April | 57.9 | 60.2 | 65.8 | 65.8 | 58.6 |
| May | 60.8 | 58.6 | 60.4 | 62.1 | 60.0 |
| June | 57.5 | 56.7 | 59.3 | 61.3 | 57.1 |
| July | 53.0 | 55.4 | 60.1 | 61.4 | 53.5 |
| August | 53.2 | 57.0 | 61.6 | 62.4 | 54.2 |
| September | 53.9 | 58.4 | 63.7 | 63.8 | 55.2 |
| October | 60.4 | 61.4 | 65.7 | 65.6 | 60.6 |
| November | 63.5 | 65.0 | 68.7 | 68.8 | 63.6 |
| December | 67.4 | 70.4 | 72.2 | 72.7 | 68.3 |

### Average Daily Occupancy

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *526* | *388* | *93* | *174* | *741* |
| Monday | 52.2% | 55.4% | 63.0% | 62.1% | 53.1% |
| Tuesday | 54.0 | 58.7 | 66.0 | 65.4 | 55.2 |
| Wednesday | 55.2 | 60.8 | 67.8 | 67.6 | 56.9 |
| Thursday | 55.8 | 60.4 | 66.0 | 66.8 | 56.8 |
| Friday | 59.0 | 58.8 | 60.7 | 61.5 | 58.8 |
| Saturday | 57.5 | 55.4 | 57.1 | 57.0 | 57.0 |
| Sunday | 47.7 | 49.4 | 54.8 | 54.8 | 48.4 |

## Table 2-6: Indian Hotel Industry – Inventory and Chain Affiliation: Sources of Reservation

### Sources of Advance Reservations

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *556* | *403* | *93* | *176* | *776* |
| Chain CRS (Central Reservation System) | 2.1% | 4.5% | 8.7% | 7.6% | 2.7% |
| Direct Enquiry / Hotel Representative | 40.3 | 36.5 | 35.2 | 34.2 | 39.9 |
| Global Distribution System (GDS) | 1.3 | 2.7 | 7.7 | 5.8 | 1.6 |
| Hotel / Chain Website | 9.1 | 7.7 | 6.8 | 7.2 | 8.6 |
| Travel Agent & Tour Operator | 20.3 | 17.2 | 10.0 | 12.1 | 19.9 |
| Other Online Reservation Systems | 12.6 | 12.3 | 11.2 | 9.9 | 12.6 |
| Other Websites | 5.0 | 12.0 | 16.7 | 18.8 | 6.3 |
| Other | 9.3 | 6.9 | 3.8 | 4.4 | 8.4 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Table 2-7: Indian Hotel Industry – Inventory and Chain Affiliation: Marketing Media

### Marketing Media – Percentage of Hotels Using Each Media

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *561* | *412* | *94* | *181* | *791* |
| Consumer Central Media | 16.8% | 31.1% | 51.1% | 42.5% | 20.9% |
| Direct Mail | 77.5 | 83.3 | 84.0 | 81.8 | 80.0 |
| Hotel Web site | 85.9 | 93.0 | 96.8 | 96.1 | 88.1 |
| Loyalty Card Program | 26.9 | 53.4 | 81.9 | 81.8 | 33.6 |
| Merchandising | 23.2 | 40.3 | 40.4 | 48.6 | 27.9 |
| Other Internet Sites | 57.0 | 74.3 | 91.5 | 83.4 | 61.8 |
| Outdoor Advertising | 51.7 | 65.8 | 55.3 | 61.9 | 55.5 |
| Pay Per Click | 11.6 | 22.6 | 42.6 | 29.3 | 15.2 |
| Print Advertising | 74.0 | 83.7 | 83.0 | 81.8 | 77.9 |
| Promotions | 61.1 | 78.2 | 88.3 | 84.5 | 66.0 |
| Radio Advertising | 14.6 | 27.4 | 45.7 | 30.9 | 20.0 |
| Telemarketing | 43.1 | 57.8 | 37.2 | 47.0 | 48.2 |
| TV Advertising | 18.7 | 26.9 | 24.5 | 27.1 | 21.5 |
| Viral Marketing | 12.1 | 22.3 | 22.3 | 21.6 | 15.4 |

## Table 2-8: Indian Hotel Industry – Inventory and Chain Affiliation: Payment Methods

### Payment Methods Used

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *522* | *360* | *74* | *143* | *723* |
| Cash Sales | 39.6% | 28.8% | 17.0% | 17.5% | 37.6% |
| Credit Card Sales | 31.3 | 36.2 | 43.0 | 41.9 | 32.3 |
| Credit Sales (Other Than Cards) | 15.3 | 23.0 | 29.1 | 30.4 | 17.1 |
| Electronic Fund Transfer | 13.8 | 12.0 | 10.9 | 10.3 | 13.0 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Credit Cards Used

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *446* | *338* | *75* | *143* | *636* |
| American Express | 5.0% | 11.0% | 23.1% | 19.5% | 6.7% |
| Diners Club | 2.0 | 2.2 | 1.9 | 2.0 | 2.1 |
| Mastercard/Eurocard | 40.3 | 37.4 | 34.9 | 33.0 | 40.1 |
| Visa | 47.8 | 44.3 | 38.0 | 41.3 | 46.4 |
| Other | 4.8 | 4.9 | 2.1 | 4.3 | 4.6 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Average Credit Card Commission

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *267* | *251* | *66* | *122* | *419* |
| American Express | 2.0% | 2.9% | 3.2% | 3.5% | 2.3% |
| Diners Club | 0.4 | 0.6 | 1.2 | 0.9 | 0.5 |
| Mastercard/Eurocard | 1.9 | 1.4 | 1.2 | 1.2 | 1.8 |
| Visa | 2.0 | 1.4 | 1.1 | 1.2 | 1.8 |
| Other | 0.3 | 0.2 | 0.3 | 0.0 | 0.0 |

## Table 2-9: Indian Hotel Industry – Inventory and Chain Affiliation: Technology

### Technology in Hotels – Percentage of Hotels Using Each Technology

| COMPOSITION | Less Than 50 Rooms | 50 to 150 Rooms | More Than 150 Rooms | Chain Affiliated | Independent |
|---|---|---|---|---|---|
| *Number of Responses* | *495* | *371* | *68* | *156* | *688* |
| Accounting System | 86.1% | 91.4% | 94.1% | 91.0% | 88.1% |
| Call Accounting System | 32.1 | 56.1 | 75.0 | 74.4 | 38.2 |
| Central Reservation System (CRS) | 32.9 | 58.2 | 80.9 | 76.3 | 40.3 |
| Electronic Keycard | 33.9 | 66.0 | 92.7 | 84.0 | 41.7 |
| Energy Management System | 21.2 | 39.9 | 64.7 | 48.1 | 28.6 |
| Internet / E-Mail | 93.7 | 94.3 | 95.6 | 97.4 | 93.8 |
| Internet / Website | 87.7 | 95.7 | 92.7 | 97.4 | 89.5 |
| Intranet System | 48.9 | 56.3 | 75.0 | 73.7 | 49.3 |
| Local Area Network (LAN) | 76.4 | 88.7 | 95.6 | 96.2 | 80.4 |
| Management Information System | 47.3 | 69.5 | 83.8 | 78.9 | 54.4 |
| Point of Sale System for Food and Beverage | 67.5 | 85.7 | 95.6 | 94.2 | 72.5 |
| Property Management System | 38.8 | 67.1 | 94.1 | 82.7 | 46.7 |
| Yield Management System | 17.0 | 35.9 | 51.5 | 52.6 | 21.8 |
| Other | 7.5 | 10.0 | 13.2 | 11.5 | 8.7 |

# 3. Indian Hotel Industry – Seven Major Cities

**Introduction**

In this section, we present the operating profiles and financial data for different categories of hotels in seven major cities: Bengaluru, Chennai, New Delhi, Goa, Kolkata, Mumbai, and Pune. This section will provide the reader an understanding of key trends in hotel performance in these cities.

**Trends**

- **Guest Analysis:** Domestic guests represent the majority of guests accommodated by hotels across the seven cities. However, when compared to the percentage reported in last year's survey, Five-Star Deluxe, Five-Star and Four-Star hotels in Mumbai and Kolkata have displayed a decline in the Domestic demand and a corresponding increase of Foreign guests. Furthermore, the Five-Star Deluxe and Five-Star hotels located in Bengaluru, Chennai, Kolkata, New Delhi and Pune have recorded a marginal decrease in the percentage of Business guests accommodated by the hotels, over that in 2014-15. Three-Star hotels in Chennai, and Four-Star and Three-Star hotels in Mumbai continue to account for the highest percentage of repeat customers when compared to the hotels in other categories and cities.

- **Average number of Trained Employees:** Hotels across all star categories in Bengaluru and Mumbai report increase in the average trained employees across managerial and staff levels. However, a concerning trend displayed by hotels in Chennai and Kolkata is the increasing number of untrained employees, with the Four-Star and Three-Star hotels in Kolkata reporting an average of almost 40% of untrained employees at their hotels.

- **Occupancy and Average Rate:** This year's survey results indicate that Five-Star Deluxe, Five-Star and Four-Star hotels in Pune report the highest increase of 21% in occupancies, whereas Four-Star and Three-Star hotels in Kolkata report the highest increase in average rates. However, as the aforementioned star categories in Kolkata did not witness an increase in occupancy over the last year, the Pune hotels lead in terms of the highest RevPAR growth of 39%. Chennai's Three-Star hotels have reported a decline in occupancy as well as average rates, resulting in a RevPAR decline by 25%.

# Table 3-1: Indian Hotel Industry – Seven Major Cities: Facilities and Guest Analysis

## Typical Room Profile of an Average Hotel

| | | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | New Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe Five-star & Four-Star | Three-Star | Five-Star Deluxe Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| ***Number of Responses*** | | *18* | *27* | *18* | *20* | *16* | *26* | *9* | *15* | *19* | *59* | *41* | *14* | *26* | *11* | *26* |
| Air-Conditioned | Rooms | 151.0 | 101.5 | 158.6 | 70.9 | 154.8 | 54.3 | 175.7 | 44.1 | 233.1 | 60.8 | 31.4 | 182.4 | 70.8 | 121.7 | 44.1 |
| | Suites | 28.2 | 8.2 | 32.0 | 6.4 | 11.6 | 8.2 | 16.4 | 5.7 | 14.7 | 5.0 | 2.7 | 21.64 | 9.2 | 6.9 | 4.9 |
| Non-Air-Conditioned | Rooms | 0.0 | 3.8 | 0.0 | 0.0 | 1.3 | 0.9 | 0.0 | 5.6 | 9.1 | 1.1 | 0.5 | 0.0 | 0.0 | 0.0 | 5.8 |
| | Suites | 0.0 | 0.2 | 0.0 | 0.0 | 2.6 | 0.0 | 0.0 | 0.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 | 0.0 | 0.0 |
| **Total Average Rooms** | | **179.2** | **113.7** | **190.6** | **77.3** | **170.1** | **63.3** | **192.1** | **55.7** | **256.9** | **66.9** | **34.7** | **204.1** | **80.2** | **128.6** | **54.7** |

## Average Number of Food & Beverage Outlets Per Hotel

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | New Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| ***Number of Responses*** | *18* | *45* | *18* | *19* | *16* | *42* | *8* | *19* | *18* | *71* | *97* | *12* | *35* | *11* | *21* |
| Restaurant | 3.0 | 2.2 | 2.7 | 1.5 | 3.7 | 2.6 | 3.0 | 2.1 | 3.1 | 1.8 | 1.6 | 3.3 | 2.0 | 2.5 | 1.3 |
| Bars | 1.7 | 1.1 | 1.2 | 0.8 | 2.1 | 1.6 | 2.1 | 1.4 | 1.2 | 0.9 | 0.8 | 1.2 | 0.9 | 1.3 | 0.5 |
| Others | 0.7 | 0.5 | 0.7 | 0.6 | 0.4 | 0.4 | 2.1 | 1.4 | 0.7 | 0.5 | 0.4 | 1.2 | 0.6 | 1.1 | 0.6 |
| **Total** | **5.4** | **3.8** | **4.6** | **2.9** | **6.2** | **4.6** | **7.3** | **4.8** | **5.0** | **3.2** | **2.9** | **5.6** | **3.5** | **4.8** | **2.4** |

## Guest Analysis

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | New Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| ***Number of Responses*** | *17* | *35* | *13* | *16* | *15* | *24* | *8* | *11* | *18* | *50* | *38* | *12* | *18* | *10* | *22* |
| Domestic Guests | 51.9% | 65.1% | 68.6% | 70.2% | 72.2% | 73.3% | 72.9% | 69.8% | 54.8% | 72.3% | 74.8% | 44.3% | 70.1% | 72.0% | 89.9% |
| Foreign Guests | 48.1 | 34.9 | 31.4 | 29.8 | 27.8 | 26.75 | 27.1 | 30.2 | 45.2 | 27.7 | 25.2 | 55.7 | 29.9 | 28.0 | 10.1 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Total Business Guests | 81.2% | 82.5% | 84.9% | 63.4% | 26.4% | 34.4% | 75.6% | 68.7% | 74.3% | 68.9% | 71.3% | 60.5% | 58.5% | 83.4% | 76.4% |
| Total Leisure Guests | 18.8 | 17.5 | 15.1 | 36.7 | 73.6 | 65.6 | 24.4 | 31.3 | 25.7 | 31.1 | 28.7 | 39.5 | 41.5 | 16.6 | 23.6 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Avg. Stay of Foreign Guests (Days) | 5.7 | 7.4 | 2.9 | 2.8 | 7.3 | 6.4 | 1.9 | 3.1 | 2.8 | 3.5 | 2.4 | 2.0 | 1.6 | 4.0 | 2.9 |
| Avg. Stay of Domestic Guests (Days) | 2.4 | 2.4 | 1.9 | 4.5 | 2.9 | 2.7 | 1.9 | 2.2 | 2.4 | 2.5 | 2.8 | 1.1 | 1.6 | 3.0 | 2.5 |
| Avg. Stay of Business Guests (Days) | 2.9 | 2.6 | 2.4 | 2.5 | 2.1 | 2.5 | 1.4 | 1.6 | 2.2 | 3.6 | 3.0 | 1.6 | 2.0 | 3.1 | 2.3 |
| Avg. Stay of Leisure Guests (Days) | 2.3 | 1.9 | 1.7 | 2.8 | 3.2 | 2.8 | 1.6 | 2.6 | 2.5 | 2.3 | 3.2 | 1.4 | 1.8 | 1.9 | 1.9 |
| Percentage of Repeat Guests | 35.9% | 39.7% | 42.3% | 60.3% | 21.5% | 47.8% | 36.0% | 37.1% | 44.4% | 50.9% | 48.8% | 31.9% | 29.9% | 42.2% | 47.1% |

## Table 3-2: Indian Hotel Industry – Seven Major Cities: Staffing

### Average Number of Employees Per Hotel (Permanent / Contract / Full Time / Part Time)

| | | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | New Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | | *14* | *23* | *14* | *19* | *15* | *25* | *8* | *12* | *16* | *51* | *37* | *13* | *22* | *8* | *17* |
| Managers | Male | 40.1 | 15.0 | 38.3 | 13.3 | 42.7 | 8.5 | 46.3 | 6.4 | 42.5 | 7.9 | 2.2 | 63.1 | 16.2 | 18.3 | 7.1 |
| | Female | 8.9 | 1.7 | 5.6 | 1.4 | 11.2 | 1.6 | 13.6 | 1.8 | 10.6 | 1.3 | 0.4 | 16.7 | 3.2 | 2.4 | 0.8 |
| Supervisors | Male | 70.8 | 18.4 | 46.6 | 14.6 | 47.6 | 13.4 | 53.8 | 12.9 | 64.5 | 11.2 | 2.9 | 91.2 | 14.9 | 23.5 | 11.3 |
| | Female | 12.3 | 2.4 | 6.1 | 1.6 | 10.2 | 2.3 | 10.9 | 1.3 | 10.4 | 2.0 | 0.7 | 20.1 | 1.6 | 3.4 | 3.9 |
| Staff | Male | 259.2 | 78.0 | 163.1 | 82.5 | 223.7 | 97.6 | 142.4 | 62.8 | 202.8 | 66.4 | 25.8 | 264.0 | 66.8 | 98.8 | 43.0 |
| | Female | 34.6 | 8.4 | 27.1 | 13.6 | 32.9 | 10.6 | 25.9 | 5.0 | 28.2 | 4.4 | 1.4 | 28.2 | 6.1 | 11.6 | 4.7 |
| **Total** | | **425.9** | **124.0** | **287.0** | **127.1** | **368.3** | **134.0** | **292.8** | **90.2** | **359.0** | **93.2** | **33.5** | **483.2** | **108.7** | **157.9** | **70.8** |
| Average Number of Employees per Room | | 2.7 | 1.6 | 1.7 | 1.8 | 2.0 | 2.1 | 1.6 | 1.5 | 1.7 | 1.6 | 1.0 | 2.7 | 1.3 | 1.5 | 1.2 |

### Average Percentage of Trained Employees Per Hotel

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | New Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *13* | *20* | *14* | *17* | *12* | *18* | *7* | *10* | *13* | *37* | *15* | *13* | *18* | *7* | *16* |
| Managers | 98.1% | 94.2% | 85.2% | 92.6% | 98.6% | 96.1% | 93.2% | 60.6% | 96.7% | 87.7% | 88.5% | 93.6% | 94.1% | 93.0% | 90.3% |
| Supervisors | 94.3 | 92.9 | 82.8 | 85.6 | 84.9 | 87.9 | 85.2 | 70.1 | 89.3 | 77.2 | 72.3 | 95.7 | 97.8 | 90.8 | 92.0 |
| Staff | 89.4 | 83.2 | 65.3 | 60.8 | 66.2 | 85.8 | 73.9 | 50.9 | 71.6 | 64.2 | 64.5 | 78.6 | 82.7 | 72.6 | 80.4 |
| Total Avg. Trained Employees* | 93.9 | 90.1 | 77.8 | 79.7 | 83.2 | 89.9 | 84.1 | 60.5 | 85.8 | 76.3 | 75.1 | 89.3 | 91.6 | 85.5 | 87.6 |
| Total Avg. Un-Trained Employees | 6.1 | 9.9 | 22.2 | 20.4 | 16.8 | 10.1 | 15.9 | 39.5 | 14.2 | 23.7 | 24.9 | 10.7 | 8.5 | 14.5 | 12.5 |

* Trained Employees includes those with a minimum one-year certificate course from a hotel management or equivalent institution; however, some hotels may have included those with short term (in-house) training.

## Table 3-3: Indian Hotel Industry – Seven Major Cities: Financial Report – Percentage of Revenue (2015-16)

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPOSITION** | **Five-Star Deluxe &Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five-Star & Four-Star** | **Three-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five Star** | **Four Star & Three-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Two-Star & One-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five- Star & Four - Star** | **Three-Star & Two-Star** |
| ***Number of Responses*** | *14* | *12* | *8* | *6* | *14* | *14* | *8* | *9* | *17* | *29* | *21* | *13* | *11* | *8* | *12* |
| **Average Total Rooms Per Hotel:** | **179** | **113** | **215** | **55** | **157** | **68** | **187** | **66** | **264** | **71** | **33** | **213** | **91** | **144** | **52** |
| **Average Occupied Rooms Per Hotel:** | **43,387** | **26,847** | **52,476** | **12,433** | **40,559** | **17,180** | **48,568** | **14,302** | **71,548** | **18,379** | **7,893** | **49,954** | **19,960** | **36,507** | **12,196** |
| **Average Occupancy Per Hotel:** | **70.4%** | **68.3%** | **67.2%** | **61.6%** | **71.5%** | **70.4%** | **75.3%** | **64.0%** | **76.6%** | **71.7%** | **69.7%** | **67.7%** | **65.9%** | **72.5%** | **65.8%** |
| **Average Rate Per Hotel (₹):** | **7,192** | **3,442** | **5,224** | **2,813** | **9,340** | **4,153** | **5,887** | **3,641** | **7,590** | **4,937** | **2,457** | **8,966** | **4,751** | **4,298** | **2,745** |
| **REVENUE** | | | | | | | | | | | | | | | |
| Rooms | 53.3% | 57.4% | 44.9% | 44.7% | 65.5% | 63.9% | 45.0% | 57.2% | 53.0% | 63.5% | 77.0% | 44.4% | 56.0% | 66.5% | 46.2% |
| Food & Beverage | 28.0 | 28.9 | 26.5 | 42.4 | 24.81 | 26.3 | 29.9 | 25.4 | 27.7 | 22.2 | 13.9 | 30.8 | 18.9 | 22.0 | 22.2 |
| Banquets & Conferences | 11.8 | 9.4 | 21.7 | 9.2 | 4.3 | 5.2 | 19.4 | 14.6 | 13.6 | 10.2 | 0.7 | 13.8 | 17.4 | 6.4 | 22.5 |
| Telephone & Other | 0.4 | 0.2 | 0.1 | 0.0 | 0.1 | 0.3 | 0.3 | 0.0 | 0.4 | 0.2 | 0.2 | 0.4 | 0.3 | 0.3 | 0.0 |
| Minor Operated* | 4.9 | 2.5 | 3.7 | 1.8 | 3.1 | 2.3 | 3.5 | 1.3 | 3.4 | 0.5 | 0.1 | 6.2 | 3.7 | 4.6 | 2.3 |
| Rental & Other Income | 1.6 | 1.5 | 3.1 | 1.9 | 2.2 | 2.1 | 2.0 | 1.5 | 1.9 | 3.4 | 8.0 | 4.4 | 3.6 | 0.3 | 6.8 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | | | | | | | |
| Rooms | 18.0 | 18.6 | 25.6 | 24.2 | 18.2 | 16.9 | 24.4 | 16.6 | 18.3 | 16.8 | 24.1 | 23.3 | 15.9 | 16.4 | 29.3 |
| Food & Beverage | 58.6 | 62.9 | 51.6 | 57.2 | 54.2 | 67.2 | 51.5 | 76.1 | 47.1 | 65.4 | 82.8 | 57.4 | 58.4 | 61.5 | 44.5 |
| Telephone & Other | 104.5 | 133.6 | 92.6 | 91.1 | 137.2 | 71.7 | 90.1 | 150.0 | 76.2 | 124.8 | 202.1 | 90.9 | 82.5 | 117.3 | 596.2 |
| Minor Operated* | 34.4 | 57.2 | 62.4 | 120.1 | 59.3 | 55.5 | 49.4 | 72.8 | 58.8 | 188.9 | 207.9 | 66.8 | 50.6 | 29.2 | 146.6 |
| Rental & Other Income | 20.2 | 2.8 | 0.3 | 51.5 | 0.7 | 4.7 | 0.0 | 11.6 | 8.0 | 3.4 | 0.4 | 15.9 | 0.7 | 34.9 | 2.4 |
| Total | 35.3 | 36.6 | 38.8 | 43.5 | 29.7 | 33.5 | 38.3 | 41.1 | 31.6 | 33.2 | 31.5 | 41.2 | 32.3 | 30.1 | 37.1 |
| **DEPARTMENTAL INCOME** | 64.7 | 63.5 | 61.2 | 56.5 | 70.3 | 66.5 | 61.7 | 58.9 | 68.4 | 66.8 | 68.5 | 58.8 | 67.7 | 69.9 | 62.9 |
| **OPERATING EXPENSES** | | | | | | | | | | | | | | | |
| Administrative & General | 8.9 | 9.3 | 14.6 | 8.8 | 10.0 | 10.3 | 9.7 | 10.5 | 8.7 | 9.9 | 10.8 | 9.7 | 10.3 | 10.5 | 8.5 |
| Management Fee | 3.4 | 1.9 | 0.9 | 0.2 | 2.5 | 1.2 | 1.9 | 1.8 | 2.2 | 2.6 | 2.6 | 0.5 | 1.5 | 3.4 | 1.4 |
| Marketing | 4.1 | 3.0 | 2.7 | 1.9 | 4.8 | 3.2 | 4.3 | 2.8 | 4.7 | 3.2 | 3.8 | 3.7 | 4.5 | 6.6 | 2.1 |
| Franchise Fees | 0.0 | 0.1 | 0.3 | 0.8 | 0.4 | 0.1 | 0.0 | 0.0 | 0.1 | 0.3 | 0.1 | 0.0 | 0.9 | 0.2 | 0.0 |
| Property Operations & Maintenance | 5.3 | 3.5 | 2.2 | 2.3 | 7.8 | 7.7 | 4.3 | 7.7 | 6.0 | 4.6 | 5.9 | 4.4 | 6.0 | 6.0 | 3.8 |
| Energy | 6.3 | 8.5 | 10.0 | 12.2 | 7.1 | 7.7 | 10.0 | 11.6 | 9.9 | 11.1 | 13.6 | 9.5 | 11.1 | 16.9 | 11.3 |
| Total | 28.0 | 26.4 | 30.8 | 26.3 | 32.6 | 30.1 | 30.1 | 34.4 | 31.5 | 31.7 | 36.9 | 27.8 | 34.3 | 43.6 | 27.1 |
| **HOUSE PROFIT** | 36.8 | 37.1 | 30.5 | 30.2 | 37.7 | 36.4 | 31.6 | 24.6 | 37.0 | 35.1 | 31.6 | 31.0 | 33.4 | 26.3 | 35.8 |
| **FIXED EXPENSES** | | | | | | | | | | | | | | | |
| Property Taxes | 1.1 | 1.3 | 2.0 | 0.8 | 0.1 | 0.1 | 0.7 | 0.7 | 1.6 | 1.0 | 1.2 | 0.9 | 2.6 | 2.2 | 1.1 |
| Insurance | 0.2 | 0.4 | 0.4 | 0.1 | 0.2 | 0.2 | 0.3 | 0.2 | 0.2 | 0.2 | 0.4 | 0.2 | 0.2 | 0.4 | 0.2 |
| Other Fixed Charges | 2.0 | 0.4 | 0.7 | 0.7 | 1.7 | 0.6 | 0.4 | 1.3 | 1.0 | 0.5 | 0.7 | 0.0 | 0.3 | 0.3 | 5.3 |
| Rent | 1.4 | 0.9 | 0.2 | 0.0 | 0.2 | 0.1 | 0.4 | 1.5 | 1.4 | 0.4 | 1.8 | 0.0 | 0.7 | 0.0 | 0.0 |
| Total | 4.6 | 3.1 | 3.3 | 1.6 | 2.2 | 1.1 | 1.8 | 3.8 | 4.0 | 2.1 | 4.1 | 1.2 | 3.7 | 2.9 | 6.5 |
| **NET INCOME**** | 32.2% | 34.0% | 27.2% | 28.6% | 35.6% | 35.3% | 29.8% | 20.8% | 32.9% | 33.0% | 27.6% | 29.9% | 29.6% | 23.4% | 29.3% |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

# Table 3-4: Indian Hotel Industry – Seven Major Cities: Financial Report – Amount Per Available Room (2015-16)

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four - Star | Three-Star & Two-Star |
| *Number of Responses* | *14* | *12* | *8* | *6* | *14* | *14* | *8* | *9* | *17* | *29* | *21* | *13* | *11* | *8* | *12* |
| **Average Total Rooms Per Hotel:** | **179** | **113** | **215** | **55** | **157** | **68** | **187** | **66** | **264** | **71** | **33** | **213** | **91** | **144** | **52** |
| **Average Occupied Rooms Per Hotel:** | **43,387** | **26,847** | **52,476** | **12,433** | **40,559** | **17,180** | **48,568** | **14,302** | **71,548** | **18,379** | **7,893** | **49,954** | **19,960** | **36,507** | **12,196** |
| **Average Occupancy Per Hotel:** | **70.4%** | **68.3%** | **67.2%** | **61.6%** | **71.5%** | **70.4%** | **75.3%** | **64.0%** | **76.6%** | **71.7%** | **69.7%** | **67.7%** | **65.9%** | **72.5%** | **65.8%** |
| **Average Rate Per Hotel (₹):** | **7,192** | **3,442** | **5,224** | **2,813** | **9,340** | **4,153** | **5,887** | **3,641** | **7,590** | **4,937** | **2,457** | **8,966** | **4,751** | **4,298** | **2,745** |
| **REVENUE (₹)** | | | | | | | | | | | | | | | |
| Rooms | 17,39,008 | 8,14,775 | 12,74,999 | 6,39,699 | 24,08,371 | 10,46,966 | 15,28,842 | 7,84,990 | 20,53,870 | 12,86,671 | 5,80,957 | 21,02,718 | 10,44,210 | 10,90,673 | 6,49,072 |
| Food & Beverage | 9,12,172 | 4,09,832 | 7,51,132 | 6,07,389 | 9,12,953 | 4,31,058 | 10,16,164 | 3,48,090 | 10,72,210 | 4,50,197 | 1,04,980 | 14,57,130 | 3,52,722 | 3,60,665 | 3,11,932 |
| Banquets & Conferences | 3,85,248 | 1,32,975 | 6,17,316 | 1,32,209 | 1,57,936 | 85,410 | 6,57,735 | 2,00,506 | 5,28,569 | 2,06,419 | 5,514 | 6,55,148 | 3,24,571 | 1,04,301 | 3,16,477 |
| Telephone & Other | 12,069 | 3,173 | 3,032 | 536 | 3,466 | 4,437 | 8,470 | 365 | 14,914 | 3,072 | 1,786 | 17,747 | 6,009 | 4,637 | 299 |
| Minor Operated* | 1,60,374 | 35,933 | 1,04,297 | 26,132 | 1,15,163 | 37,281 | 1,20,047 | 18,457 | 1,30,882 | 10,359 | 980 | 2,95,516 | 69,050 | 76,097 | 32,179 |
| Rental & Other Income | 53,569 | 21,882 | 89,239 | 26,592 | 81,331 | 33,726 | 67,082 | 19,898 | 73,461 | 69,191 | 60,566 | 2,09,544 | 66,736 | 4,907 | 94,893 |
| Total | 32,62,439 | 14,18,569 | 28,40,016 | 14,32,556 | 36,79,220 | 16,38,879 | 33,98,341 | 13,72,307 | 38,73,908 | 20,25,909 | 7,54,783 | 47,37,802 | 18,63,298 | 16,41,280 | 14,04,853 |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | | | | | | | |
| Rooms | 3,12,207 | 1,51,608 | 3,26,832 | 1,54,863 | 4,39,320 | 1,76,730 | 3,72,863 | 1,30,164 | 3,75,038 | 2,16,702 | 1,40,163 | 4,90,761 | 1,66,425 | 1,78,987 | 1,90,174 |
| Food & Beverage | 7,59,781 | 3,41,534 | 7,06,113 | 4,23,144 | 5,80,016 | 3,47,238 | 8,62,776 | 4,17,325 | 7,53,507 | 4,29,398 | 91,494 | 12,12,741 | 3,95,553 | 2,85,871 | 2,79,751 |
| Telephone & Other | 12,608 | 4,240 | 2,806 | 488 | 4,757 | 3,182 | 7,632 | 548 | 11,371 | 3,834 | 3,609 | 16,139 | 4,954 | 5,438 | 1,782 |
| Minor Operated* | 55,170 | 20,535 | 65,092 | 31,393 | 68,280 | 20,693 | 59,278 | 13,432 | 76,952 | 19,569 | 2,037 | 1,97,475 | 34,938 | 22,233 | 47,175 |
| Rental & Other Income | 10,825 | 603 | 221 | 13,694 | 573 | 1,572 | - | 2,298 | 5,857 | 2,357 | 269 | 33,273 | 442 | 1,712 | 2,294 |
| Total | 11,50,590 | 5,18,520 | 11,01,065 | 6,23,582 | 10,92,945 | 5,49,416 | 13,02,549 | 5,63,768 | 12,22,727 | 6,71,860 | 2,37,571 | 19,50,390 | 6,02,313 | 4,94,240 | 5,21,176 |
| **DEPARTMENTAL INCOME (₹)** | 21,11,850 | 9,00,049 | 17,38,951 | 8,08,975 | 25,86,274 | 10,89,463 | 20,95,792 | 8,08,539 | 26,51,181 | 13,54,049 | 5,17,212 | 27,87,412 | 12,60,985 | 11,47,040 | 8,83,677 |
| **OPERATING EXPENSES (₹)** | | | | | | | | | | | | | | | |
| Administrative & General | 2,91,412 | 1,32,037 | 4,14,647 | 1,26,011 | 3,68,357 | 1,68,277 | 3,29,684 | 1,43,831 | 3,35,365 | 1,99,660 | 81,830 | 4,60,546 | 1,91,785 | 1,71,725 | 1,19,708 |
| Management Fee | 1,09,599 | 27,104 | 26,723 | 2,622 | 93,141 | 18,872 | 63,832 | 24,764 | 83,247 | 53,037 | 19,700 | 21,668 | 28,182 | 55,290 | 19,771 |
| Marketing | 1,32,429 | 42,386 | 77,184 | 27,652 | 1,74,879 | 52,965 | 1,45,387 | 38,802 | 1,83,679 | 64,683 | 28,785 | 1,74,889 | 83,175 | 1,08,319 | 29,864 |
| Franchise Fees | 1,393 | 2,053 | 7,666 | 11,983 | 14,156 | 1,555 | - | - | 4,483 | 6,600 | 889 | 433 | 16,790 | 3,716 | - |
| Property Operations & Maintenance | 1,72,065 | 49,496 | 63,691 | 33,201 | 2,88,136 | 1,25,743 | 1,45,382 | 1,05,214 | 2,30,764 | 93,633 | 44,706 | 2,09,769 | 1,11,909 | 98,518 | 53,465 |
| Energy | 2,05,474 | 1,20,793 | 2,83,474 | 1,74,771 | 2,59,247 | 1,25,319 | 3,39,121 | 1,59,060 | 3,82,367 | 2,25,255 | 1,02,460 | 4,50,789 | 2,07,646 | 2,77,950 | 1,58,380 |
| Total | 9,12,373 | 3,73,869 | 8,73,385 | 3,76,240 | 11,97,918 | 4,92,731 | 10,23,407 | 4,71,672 | 12,19,906 | 6,42,868 | 2,78,370 | 13,18,096 | 6,39,486 | 7,15,517 | 3,81,189 |
| **HOUSE PROFIT (₹)** | 11,99,477 | 5,26,181 | 8,65,566 | 4,32,735 | 13,88,357 | 5,96,732 | 10,72,385 | 3,36,867 | 14,31,275 | 7,11,181 | 2,38,842 | 14,69,317 | 6,21,499 | 4,31,523 | 5,02,489 |
| **FIXED EXPENSES(₹)** | | | | | | | | | | | | | | | |
| Property Taxes | 34,813 | 18,730 | 55,563 | 11,569 | 2,800 | 2,337 | 23,671 | 10,211 | 60,116 | 19,337 | 8,817 | 43,509 | 48,052 | 36,636 | 15,178 |
| Insurance | 6,970 | 5,617 | 12,303 | 1,686 | 7,480 | 3,791 | 10,382 | 3,214 | 5,640 | 4,229 | 2,993 | 7,849 | 3,951 | 6,636 | 2,105 |
| Other Fixed Charges | 63,712 | 6,098 | 18,767 | 9,296 | 62,708 | 9,972 | 13,056 | 17,953 | 36,618 | 10,300 | 5,185 | 1,634 | 5,502 | 4,083 | 73,769 |
| Rent | 44,982 | 13,018 | 6,327 | - | 6,182 | 1,970 | 12,232 | 20,526 | 53,630 | 8,593 | 13,562 | 2,117 | 12,132 | 695 | - |
| Total | 1,50,478 | 43,462 | 92,960 | 22,551 | 79,170 | 18,069 | 59,341 | 51,905 | 1,56,005 | 42,459 | 30,557 | 55,109 | 69,638 | 48,051 | 91,052 |
| **NET INCOME(₹)**** | 10,48,999 | 4,82,718 | 7,72,606 | 4,10,184 | 13,09,187 | 5,78,662 | 10,13,044 | 2,84,963 | 12,75,270 | 6,68,723 | 2,08,284 | 14,14,208 | 5,51,861 | 3,83,472 | 4,11,437 |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

## Table 3-5: Indian Hotel Industry – Seven Major Cities: Financial Report – Amount Per Occupied Room (2015-16)

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPOSITION** | **Five-Star Deluxe, Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five-Star & Four-Star** | **Three-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five Star** | **Four Star & Three-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Two-Star & One-Star** | **Five-Star Deluxe & Five-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe, Five- Star & Four - Star** | **Three-Star & Two-Star** |
| ***Number of Responses*** | *14* | *12* | *8* | *6* | *14* | *14* | *8* | *9* | *17* | *29* | *21* | *13* | *11* | *8* | *12* |
| **Average Total Rooms Per Hotel:** | **179** | **113** | **215** | **55** | **157** | **68** | **187** | **66** | **264** | **71** | **33** | **213** | **91** | **144** | **52** |
| **Average Occupied Rooms Per Hotel:** | **43,387** | **26,847** | **52,476** | **12,433** | **40,559** | **17,180** | **48,568** | **14,302** | **71,548** | **18,379** | **7,893** | **49,954** | **19,960** | **36,507** | **12,196** |
| **Average Occupancy Per Hotel:** | **70.4%** | **68.3%** | **67.2%** | **61.6%** | **71.5%** | **70.4%** | **75.3%** | **64.0%** | **76.6%** | **71.7%** | **69.7%** | **67.7%** | **65.9%** | **72.5%** | **65.8%** |
| **Average Rate Per Hotel (₹):** | **7,192** | **3,442** | **5,224** | **2,813** | **9,340** | **4,153** | **5,887** | **3,641** | **7,590** | **4,937** | **2,457** | **8,966** | **4,751** | **4,298** | **2,745** |
| **REVENUE (₹)** | | | | | | | | | | | | | | | |
| Rooms | 7,192 | 3,442 | 5,224 | 2,813 | 9,340 | 4,153 | 5,887 | 3,641 | 7,590 | 4,937 | 2,457 | 8,966 | 4,751 | 4,298 | 2,745 |
| Food & Beverage | 3,772 | 1,731 | 3,078 | 2,671 | 3,540 | 1,710 | 3,913 | 1,614 | 3,962 | 1,727 | 444 | 6,213 | 1,605 | 1,421 | 1,319 |
| Banquets & Conferences | 1,593 | 562 | 2,529 | 581 | 612 | 339 | 2,532 | 930 | 1,953 | 792 | 23 | 2,794 | 1,477 | 411 | 1,339 |
| Telephone & Other | 50 | 13 | 12 | 2 | 13 | 18 | 33 | 2 | 55 | 12 | 8 | 76 | 27 | 18 | 1 |
| Minor Operated* | 663 | 152 | 427 | 115 | 447 | 148 | 462 | 86 | 484 | 40 | 4 | 1,260 | 314 | 300 | 136 |
| Rental & Other Income | 222 | 92 | 366 | 117 | 315 | 134 | 258 | 92 | 271 | 265 | 256 | 893 | 304 | 19 | 401 |
| Total | 13,492 | 5,993 | 11,636 | 6,299 | 14,268 | 6,500 | 13,085 | 6,365 | 14,316 | 7,773 | 3,192 | 20,202 | 8,478 | 6,468 | 5,942 |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | | | | | | | |
| Rooms | 1,291 | 640 | 1,339 | 681 | 1,704 | 701 | 1,436 | 604 | 1,386 | 831 | 593 | 2,093 | 757 | 705 | 804 |
| Food & Beverage | 3,142 | 1,443 | 2,893 | 1,861 | 2,249 | 1,377 | 3,322 | 1,936 | 2,785 | 1,648 | 387 | 5,171 | 1,800 | 1,127 | 1,183 |
| Telephone & Other | 52 | 18 | 12 | 2 | 18 | 13 | 29 | 3 | 42 | 15 | 15 | 69 | 23 | 21 | 8 |
| Minor Operated* | 228 | 87 | 267 | 138 | 265 | 82 | 228 | 62 | 284 | 75 | 9 | 842 | 159 | 88 | 200 |
| Rental & Other Income | 45 | 3 | 1 | 60 | 2 | 6 | 0 | 11 | 22 | 9 | 1 | 142 | 2 | 7 | 10 |
| Total | 4,758 | 2,191 | 4,511 | 2,742 | 4,238 | 2,179 | 5,015 | 2,615 | 4,519 | 2,578 | 1,005 | 8,316 | 2,740 | 1,948 | 2,204 |
| **DEPARTMENTAL INCOME (₹)** | 8,734 | 3,802 | 7,125 | 3,557 | 10,030 | 4,321 | 8,069 | 3,750 | 9,798 | 5,195 | 2,187 | 11,885 | 5,737 | 4,520 | 3,738 |
| **OPERATING EXPENSES (₹)** | | | | | | | | | | | | | | | |
| Administrative & General | 1,205 | 558 | 1,699 | 554 | 1,428 | 667 | 1,269 | 667 | 1,239 | 766 | 346 | 1,964 | 873 | 677 | 506 |
| Management Fee | 453 | 115 | 109 | 12 | 361 | 75 | 246 | 115 | 308 | 204 | 83 | 92 | 128 | 218 | 84 |
| Marketing | 548 | 179 | 316 | 122 | 678 | 210 | 560 | 180 | 679 | 248 | 122 | 746 | 378 | 427 | 126 |
| Franchise Fees | 6 | 9 | 31 | 53 | 55 | 6 | 0 | 0 | 17 | 25 | 4 | 2 | 76 | 15 | - |
| Property Operations & Maintenance | 712 | 209 | 261 | 146 | 1,117 | 499 | 560 | 488 | 853 | 359 | 189 | 894 | 509 | 388 | 226 |
| Energy | 850 | 510 | 1,161 | 768 | 1,005 | 497 | 1,306 | 738 | 1,413 | 864 | 433 | 1,922 | 945 | 1,095 | 670 |
| Total | 3,773 | 1,579 | 3,578 | 1,654 | 4,646 | 1,954 | 3,940 | 2,188 | 4,508 | 2,467 | 1,177 | 5,620 | 2,910 | 2,820 | 1,612 |
| **HOUSE PROFIT (₹)** | 4,960 | 2,223 | 3,546 | 1,903 | 5,384 | 2,367 | 4,129 | 1,562 | 5,289 | 2,729 | 1,010 | 6,265 | 2,828 | 1,701 | 2,125 |
| **FIXED EXPENSES(₹)** | | | | | | | | | | | | | | | |
| Property Taxes | 144 | 79 | 228 | 51 | 11 | 9 | 91 | 47 | 222 | 74 | 37 | 186 | 219 | 144 | 64 |
| Insurance | 29 | 24 | 50 | 7 | 29 | 15 | 40 | 15 | 21 | 16 | 13 | 33 | 18 | 26 | 9 |
| Other Fixed Charges | 263 | 26 | 77 | 41 | 243 | 40 | 50 | 83 | 135 | 40 | 22 | 7 | 25 | 16 | 312 |
| Rent | 186 | 55 | 26 | - | 24 | 8 | 47 | 95 | 198 | 33 | 57 | 9 | 55 | 3 | - |
| Total | 622 | 184 | 381 | 99 | 307 | 72 | 228 | 241 | 577 | 163 | 129 | 235 | 317 | 189 | 385 |
| **NET INCOME(₹)**** | 4,338 | 2,039 | 3,165 | 1,804 | 5,077 | 2,295 | 3,901 | 1,322 | 4,713 | 2,566 | 881 | 6,030 | 2,511 | 1,511 | 1,740 |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

# Table 3-6: Indian Hotel Industry – Seven Major Cities: Market Data (2015-16)

## Market Segmentation

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi-NCR | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| ***Number of Responses*** | **17** | **18** | **13** | **16** | **14** | **22** | **7** | **12** | **17** | **46** | **34** | **10** | **18** | **9** | **22** |
| Airline Crew | 5.3% | 1.6% | 3.0% | 0.1% | 0.5% | 0.7% | 7.4% | 0.4% | 5.4% | 1.6% | 0.7% | 2.2% | 0.9% | 1.3% | 0.7% |
| Business Traveller - Domestic | 27.9 | 48.6 | 44.5 | 35.2 | 4.5 | 15.2 | 30.1 | 32.8 | 25.3 | 41.0 | 45.0 | 16.5 | 35.8 | 49.2 | 52.5 |
| Business Traveller - Foreign | 37.9 | 16.3 | 18.1 | 16.8 | 2.4 | 3.0 | 14.3 | 11.8 | 23.7 | 13.4 | 14.1 | 23.5 | 9.8 | 24.3 | 7.7 |
| Complimentary Rooms | 0.9 | 0.9 | 0.9 | 2.3 | 2.6 | 2.2 | 0.9 | 0.4 | 3.7 | 1.3 | 1.7 | 1.5 | 2.1 | 0.8 | 1.2 |
| Domestic - Tourists / Leisure FIT | 5.5 | 6.3 | 5.4 | 6.7 | 30.8 | 32.5 | 6.9 | 20.9 | 15.1 | 11.2 | 12.2 | 16.1 | 10.8 | 7.7 | 12.7 |
| Foreign - Tourists / Leisure FIT | 2.6 | 2.4 | 3.5 | 4.9 | 14.3 | 20.7 | 4.7 | 10.9 | 5.3 | 6.9 | 6.5 | 11.3 | 10.9 | 3.5 | 4.3 |
| Meeting Participants (Less than 100 Attendees) | 3.5 | 9.3 | 3.6 | 4.9 | 11.1 | 5.2 | 1.4 | 6.1 | 4.0 | 3.7 | 3.1 | 6.5 | 4.6 | 2.8 | 6.6 |
| Meeting Participants (Over 100 Attendees) | 10.1 | 4.8 | 14.6 | 9.8 | 13.1 | 3.9 | 14.7 | 5.5 | 10.9 | 8.9 | 3.5 | 11.6 | 8.2 | 5.0 | 6.3 |
| Tour Groups - Domestic | 1.8 | 3.6 | 2.7 | 12.4 | 7.9 | 11.2 | 2.8 | 6.8 | 3.1 | 4.7 | 6.9 | 4.4 | 8.2 | 2.4 | 5.8 |
| Tour Groups - Foreign | 1.1 | 1.8 | 2.5 | 5.0 | 5.8 | 1.3 | 7.6 | 3.6 | 1.7 | 3.3 | 2.2 | 5.2 | 5.8 | 0.8 | 0.8 |
| Other | 3.5 | 4.4 | 1.2 | 1.9 | 7.1 | 4.1 | 9.2 | 0.8 | 1.9 | 4.3 | 4.2 | 1.2 | 2.9 | 2.2 | 1.4 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.1** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Country of Origin of Guests

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi-NCR | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| ***Number of Responses*** | ***11*** | ***14*** | ***11*** | ***13*** | ***15*** | ***18*** | ***5*** | ***10*** | ***13*** | ***37*** | ***30*** | ***13*** | ***14*** | ***9*** | ***14*** |
| ASEAN* | 2.7% | 4.0% | 11.6% | 8.3% | 0.9% | 2.0% | 6.7% | 3.7% | 5.6% | 5.7% | 7.7% | 7.4% | 5.1% | 7.0% | 3.1% |
| Australia | 4.0 | 2.1 | 3.3 | 3.3 | 0.6 | 2.4 | 2.9 | 5.7 | 2.0 | 3.8 | 3.4 | 3.7 | 3.1 | 3.5 | 2.1 |
| Canada | 1.6 | 3.7 | 2.0 | 3.9 | 0.8 | 2.6 | 1.8 | 1.9 | 5.1 | 3.7 | 2.8 | 2.2 | 2.7 | 2.1 | 3.4 |
| Caribbean | 0.7 | 0.6 | 0.7 | 0.7 | 5.8 | 0.6 | 6.0 | 0.3 | 1.0 | 2.6 | 0.7 | 0.7 | 2.4 | 0.0 | 0.4 |
| China | 3.3 | 3.0 | 3.6 | 2.9 | 0.8 | 4.2 | 2.5 | 9.6 | 3.2 | 6.2 | 3.4 | 2.7 | 5.6 | 6.3 | 6.6 |
| France | 4.9 | 3.9 | 3.8 | 7.9 | 1.6 | 1.5 | 1.1 | 5.9 | 2.4 | 3.3 | 3.2 | 2.6 | 8.4 | 2.4 | 4.3 |
| Germany | 6.6 | 9.2 | 4.8 | 8.2 | 2.9 | 2.4 | 2.8 | 2.9 | 3.3 | 2.7 | 6.3 | 3.2 | 3.8 | 11.4 | 4.5 |
| Japan | 3.2 | 9.7 | 7.6 | 4.2 | 0.6 | 0.7 | 3.5 | 6.9 | 2.0 | 3.4 | 2.3 | 8.2 | 3.2 | 7.9 | 5.6 |
| Middle East | 7.7 | 7.6 | 9.1 | 2.5 | 4.4 | 3.5 | 3.7 | 1.1 | 5.4 | 12.2 | 16.2 | 3.9 | 5.8 | 6.7 | 8.1 |
| Other European | 6.8 | 7.6 | 6.3 | 5.9 | 6.2 | 8.1 | 22.1 | 3.8 | 4.5 | 8.8 | 5.7 | 7.7 | 5.3 | 8.2 | 5.5 |
| Russia | 1.8 | 1.1 | 1.8 | 1.5 | 17.1 | 20.4 | 0.7 | 2.9 | 1.9 | 2.7 | 2.0 | 1.6 | 7.2 | 2.8 | 2.4 |
| SAARC ** | 2.4 | 2.7 | 7.3 | 7.4 | 5.4 | 4.3 | 3.8 | 27.9 | 10.0 | 6.3 | 9.4 | 9.9 | 5.5 | 1.3 | 3.3 |
| South Africa | 0.8 | 2.0 | 2.6 | 2.6 | 1.0 | 1.5 | 0.9 | 3.4 | 6.1 | 4.9 | 3.0 | 1.9 | 8.9 | 0.2 | 1.4 |
| UK | 11.2 | 11.1 | 9.8 | 8.2 | 15.0 | 25.5 | 7.2 | 4.8 | 11.8 | 9.6 | 11.8 | 11.5 | 9.0 | 10.3 | 5.3 |
| USA | 18.8 | 21.7 | 19.4 | 10.5 | 4.2 | 5.2 | 10.2 | 7.6 | 11.4 | 9.1 | 8.6 | 13.9 | 9.3 | 11.4 | 13.7 |
| Other | 23.5 | 9.9 | 6.4 | 22.0 | 33.0 | 15.2 | 24.2 | 11.8 | 24.6 | 14.8 | 13.4 | 19.0 | 14.9 | 18.6 | 30.4 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

* ASEAN: Association of South East Asian Nations

** SAARC: South Asian Association for Regional Co-operation

## Table 3-7: Indian Hotel Industry – Seven Major Cities: Monthly and Daily Occupancy

### Average Monthly Occupancy

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *15* | *21* | *24* | *12* | *15* | *22* | *8* | *11* | *18* | *47* | *33* | *13* | *16* | *11* | *23* |
| January | 65.6% | 63.3% | 63.5% | 65.9% | 77.9% | 72.6% | 75.6% | 59.2% | 77.8% | 77.2% | 74.6% | 62.3% | 69.5% | 68.9% | 72.6% |
| February | 72.8 | 68.5 | 70.8 | 69.3 | 78.9 | 76.1 | 78.9 | 60.8 | 80.7 | 76.7 | 74.3 | 78.2 | 78.3 | 74.7 | 69.8 |
| March | 67.9 | 63.2 | 65.5 | 64.5 | 75.5 | 71.6 | 68.6 | 56.8 | 73.6 | 70.6 | 67.3 | 70.7 | 69.1 | 66.6 | 64.2 |
| April | 67.5 | 62.8 | 63.8 | 66.7 | 74.2 | 61.0 | 73.5 | 54.3 | 79.1 | 70.8 | 69.9 | 64.7 | 63.8 | 64.6 | 66.9 |
| May | 65.6 | 59.0 | 61.5 | 62.3 | 66.5 | 59.2 | 71.1 | 58.0 | 74.1 | 69.7 | 68.4 | 54.5 | 59.1 | 67.0 | 69.5 |
| June | 67.5 | 63.3 | 63.0 | 69.0 | 68.0 | 54.5 | 68.6 | 52.8 | 71.3 | 69.8 | 64.8 | 49.7 | 58.7 | 67.6 | 66.0 |
| July | 68.1 | 69.1 | 67.8 | 70.4 | 59.1 | 52.6 | 71.8 | 54.7 | 69.6 | 67.1 | 67.7 | 55.2 | 59.6 | 67.1 | 66.2 |
| August | 70.5 | 65.3 | 68.3 | 66.0 | 63.1 | 55.2 | 70.4 | 55.2 | 74.3 | 68.6 | 67.9 | 58.6 | 59.1 | 65.9 | 65.3 |
| September | 67.1 | 65.1 | 65.0 | 67.8 | 68.8 | 59.7 | 72.9 | 55.3 | 75.3 | 70.2 | 66.9 | 63.2 | 64.2 | 63.5 | 65.4 |
| October | 67.6 | 63.5 | 64.2 | 67.2 | 67.5 | 66.6 | 71.4 | 48.7 | 74.1 | 72.8 | 73.6 | 68.6 | 68.9 | 66.0 | 69.0 |
| November | 68.4 | 65.9 | 67.0 | 66.9 | 74.0 | 77.6 | 75.4 | 59.6 | 72.2 | 71.9 | 70.8 | 72.2 | 73.3 | 68.5 | 70.8 |
| December | 69.3 | 71.9 | 69.5 | 73.3 | 76.1 | 78.3 | 81.4 | 73.2 | 81.9 | 80.2 | 80.2 | 70.3 | 76.5 | 79.1 | 78.6 |

### Average Daily Occupancy

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *15* | *21* | *13* | *18* | *13* | *22* | *8* | *11* | *17* | *46* | *32* | *10* | *15* | *10* | *20* |
| Monday | 69.4% | 65.6% | 63.8% | 62.8% | 60.2% | 57.3% | 75.9% | 56.6% | 77.1% | 69.5% | 65.5% | 57.8% | 63.7% | 67.4% | 65.0% |
| Tuesday | 74.9 | 70.0 | 70.3 | 67.7 | 62.5 | 56.9 | 79.3 | 56.6 | 80.1 | 74.6 | 70.2 | 58.6 | 64.2 | 73.4 | 69.3 |
| Wednesday | 77.6 | 74.5 | 67.1 | 65.8 | 64.0 | 57.5 | 79.8 | 55.7 | 80.4 | 72.8 | 73.0 | 59.2 | 65.9 | 72.8 | 71.2 |
| Thursday | 72.7 | 70.0 | 67.1 | 66.2 | 67.6 | 61.7 | 82.6 | 51.6 | 78.2 | 71.9 | 73.3 | 57.9 | 64.5 | 73.7 | 70.1 |
| Friday | 58.5 | 64.5 | 54.1 | 66.5 | 77.1 | 68.1 | 67.5 | 48.2 | 70.5 | 64.7 | 72.0 | 58.3 | 60.1 | 66.0 | 70.1 |
| Saturday | 55.5 | 52.9 | 45.5 | 58.5 | 77.8 | 71.1 | 62.4 | 44.0 | 66.0 | 55.7 | 63.4 | 57.7 | 52.5 | 56.5 | 64.8 |
| Sunday | 57.3 | 51.7 | 49.3 | 49.3 | 63.7 | 66.7 | 63.1 | 37.8 | 65.8 | 54.4 | 55.8 | 57.4 | 49.1 | 54.6 | 57.4 |

# Table 3-8: Indian Hotel Industry – Seven Major Cities: Sources of Reservation

## Source of Advance Reservations

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four-Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *14* | *21* | *13* | *15* | *15* | *24* | *8* | *11* | *17* | *43* | *37* | *12* | *18* | *10* | *18* |
| Chain CRS (Central Reservation System) | 4.4% | 4.0% | 2.6% | 1.5% | 11.8% | 3.8% | 14.4% | 1.5% | 11.3% | 3.4% | 1.7% | 3.0% | 2.3% | 2.9% | 1.0% |
| Direct Enquiry / Hotel Representative | 42.1 | 27.7 | 43.2 | 31.6 | 28.2 | 28.7 | 42.3 | 38.4 | 26.3 | 37.3 | 41.5 | 28.3 | 32.9 | 49.8 | 37.1 |
| Global Distribution System (GDS) | 18.5 | 5.7 | 8.3 | 1.8 | 1.4 | 3.1 | 5.5 | 0.5 | 6.6 | 1.9 | 1.0 | 5.2 | 3.2 | 13.7 | 1.3 |
| Hotel / Chain Website | 7.3 | 6.2 | 4.5 | 12.4 | 5.2 | 5.7 | 8.0 | 7.4 | 8.6 | 10.3 | 9.0 | 5.5 | 9.1 | 4.4 | 9.4 |
| Travel Agent & Tour Operator | 6.0 | 6.4 | 9.3 | 17.4 | 12.1 | 28.4 | 6.4 | 15.5 | 9.6 | 11.3 | 25.3 | 18.3 | 17.6 | 3.1 | 7.2 |
| Other Online Reservation Systems | 10.5 | 12.8 | 13.8 | 12.5 | 10.2 | 19.1 | 11.0 | 21.9 | 12.9 | 17.8 | 11.7 | 11.9 | 17.0 | 15.8 | 14.9 |
| Other Websites | 8.4 | 30.9 | 17.0 | 15.6 | 26.6 | 4.4 | 11.6 | 7.9 | 19.9 | 8.3 | 1.7 | 19.3 | 10.1 | 5.7 | 14.6 |
| Other | 2.8 | 6.3 | 1.4 | 7.1 | 4.5 | 6.8 | 0.9 | 7.1 | 4.9 | 9.8 | 8.2 | 8.8 | 7.9 | 4.6 | 14.6 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

# Table 3-9: Indian Hotel Industry – Seven Major Cities: Marketing Media

## Marketing Media – Percentage of Hotels Using Each Media

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four-Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *17* | *20* | *12* | *17* | *14* | *25* | *8* | *13* | *18* | *46* | *33* | *11* | *29* | *9* | *18* |
| Consumer Central Media (CGM) | 47.1% | 30.0% | 33.3% | 23.5% | 42.9% | 28.0% | 62.5% | 30.8% | 44.4% | 26.1% | 0.0% | 63.6% | 44.8% | 44.4% | 27.8% |
| Direct Mail | 100.0 | 65.0 | 66.7 | 82.4 | 64.3 | 80.0 | 87.5 | 76.9 | 94.4 | 76.1 | 81.8 | 90.9 | 89.7 | 88.9 | 88.9 |
| Hotel Website | 100.0 | 80.0 | 91.7 | 94.1 | 92.9 | 88.0 | 87.5 | 100.0 | 100.0 | 87.0 | 78.8 | 100.0 | 100.0 | 100.0 | 94.4 |
| Loyality Card Program | 76.5 | 70.0 | 66.7 | 52.9 | 71.4 | 32.0 | 87.5 | 38.5 | 94.4 | 34.8 | 9.1 | 81.8 | 69.0 | 77.8 | 38.9 |
| Merchandising | 41.2 | 45.0 | 25.0 | 35.3 | 28.6 | 36.0 | 62.5 | 15.4 | 27.8 | 28.3 | 15.2 | 45.5 | 37.9 | 22.2 | 33.3 |
| Other Internet Sites | 88.2 | 65.0 | 83.3 | 64.7 | 78.6 | 60.0 | 87.5 | 53.9 | 94.4 | 60.9 | 39.4 | 100.0 | 89.7 | 77.8 | 72.2 |
| Outdoor Advertising | 76.5 | 50.0 | 33.3 | 35.3 | 71.4 | 48.0 | 62.5 | 46.2 | 44.4 | 50.0 | 33.3 | 36.4 | 51.7 | 88.9 | 66.7 |
| Pay Per Click | 41.2 | 10.0 | 16.7 | 5.9 | 42.9 | 24.0 | 37.5 | 23.1 | 33.3 | 13.0 | 9.1 | 63.6 | 41.4 | 22.2 | 16.7 |
| Print Advertising | 82.4 | 65.0 | 83.3 | 58.8 | 92.9 | 84.0 | 87.5 | 69.2 | 88.9 | 73.9 | 51.5 | 90.9 | 79.3 | 77.8 | 83.3 |
| Promotions | 94.1 | 50.0 | 66.7 | 70.6 | 85.7 | 80.0 | 100.0 | 69.2 | 94.4 | 63.0 | 48.5 | 90.9 | 89.7 | 88.9 | 72.2 |
| Radio Advertising | 58.8 | 20.0 | 16.7 | 11.8 | 35.7 | 20.0 | 50.0 | 30.8 | 22.2 | 8.7 | 9.1 | 45.5 | 31.0 | 33.3 | 11.1 |
| Telemarketing | 64.7 | 45.0 | 16.7 | 64.7 | 42.9 | 32.0 | 37.5 | 53.9 | 61.1 | 50.0 | 39.4 | 27.3 | 41.4 | 44.4 | 50.0 |
| TV Advertising | 17.7 | 15.0 | 8.3 | 23.5 | 21.4 | 24.0 | 37.5 | 23.1 | 11.1 | 17.4 | 12.1 | 27.3 | 17.2 | 11.1 | 0.0 |
| Viral Marketing | 17.7 | 10.0 | 8.3 | 29.4 | 21.4 | 16.0 | 12.5 | 23.1 | 22.2 | 13.0 | 9.1 | 18.2 | 27.6 | 22.2 | 5.6 |

## Table 3-10: Indian Hotel Industry – Seven Major Cities: Payment Methods

### Payment Methods Used

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *13* | *16* | *9* | *17* | *8* | *21* | *8* | *13* | *16* | *41* | *31* | *10* | *12* | *9* | *20* |
| Cash Sales | 8.3% | 14.7% | 10.8% | 31.5% | 17.9% | 26.8% | 8.6% | 37.1% | 16.7% | 25.2% | 41.8% | 21.3% | 23.0% | 14.8% | 28.7% |
| Credit Card Sales | 59.92 | 49.13 | 49.9 | 40.2 | 30.36 | 21.86 | 46.25 | 33.19 | 47.28 | 36.24 | 37.23 | 45.22 | 46.42 | 48.4 | 36.5 |
| Credit Sales (Other Than Cards) | 22.46 | 31.94 | 30.0 | 20.2 | 42.38 | 24.57 | 36.38 | 14.32 | 27.45 | 21.88 | 10.87 | 30.16 | 20.92 | 26.8 | 23.9 |
| Electronic Fund Transfer | 9.31 | 4.25 | 9.3 | 8.1 | 9.38 | 26.81 | 8.75 | 15.44 | 8.59 | 16.71 | 10.06 | 3.37 | 9.67 | 10.0 | 11.0 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Credit Cards Used

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *15* | *15* | *8* | *15* | *10* | *19* | *6* | *13* | *17* | *35* | *26* | *12* | *13* | *9* | *17* |
| American Express | 32.1% | 19.3% | 16.0% | 7.3% | 23.4% | 9.0% | 29.7% | 6.9% | 22.8% | 10.7% | 6.9% | 27.2% | 8.3% | 13.8% | 10.7% |
| Diners Club | 2.4 | 1.9 | 3.6 | 1.5 | 0.4 | 1.0 | 0.3 | 4.9 | 5.7 | 0.3 | 4.5 | 0.3 | 4.1 | 4.0 | 3.2 |
| Mastercard/Eurocard | 27.9 | 31.8 | 31.6 | 35.4 | 38.6 | 37.3 | 34.7 | 41.7 | 33.5 | 43.8 | 38.5 | 35.4 | 40.8 | 35.8 | 33.1 |
| Visa | 33.3 | 45.3 | 47.8 | 47.3 | 37.6 | 48.4 | 35.0 | 45.8 | 37.8 | 41.1 | 49.0 | 32.5 | 43.4 | 43.8 | 51.8 |
| Other | 4.3 | 1.7 | 1.0 | 8.6 | 0.1 | 4.4 | 0.3 | 0.8 | 0.2 | 4.2 | 1.1 | 4.6 | 3.5 | 2.7 | 1.2 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

### Average Credit Card Commission

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *13* | *12* | *7* | *9* | *10* | *15* | *7* | *9* | *14* | *28* | *23* | *9* | *9* | *8* | *10* |
| American Express | 3.2 | 3.3 | 3.3 | 2.2 | 3.8 | 2.3 | 3.4 | 2.9 | 3.2 | 3.4 | 3.0 | 3.2 | 2.7 | 2.5 | 2.8 |
| Diners Club | 1.1 | 0.7 | 1.1 | 0.6 | 0.4 | 0.0 | 1.7 | 0.6 | 1.1 | 0.7 | 0.6 | 1.4 | 0.6 | 0.7 | 0.6 |
| Mastercard/Eurocard | 1.1 | 1.5 | 0.9 | 1.6 | 1.1 | 1.6 | 1.1 | 1.4 | 1.1 | 1.4 | 1.8 | 1.2 | 1.3 | 1.2 | 1.5 |
| Visa | 1.0 | 1.5 | 1.1 | 1.6 | 1.0 | 1.5 | 1.1 | 1.6 | 0.9 | 1.3 | 1.7 | 1.2 | 1.5 | 1.2 | 1.5 |
| Other | 0.0 | 0.0 | 0.0 | 0.5 | 0.2 | 0.4 | 0.4 | 0.3 | 0.1 | 0.1 | 0.4 | 0.3 | 0.2 | 0.0 | 0.0 |

## Table 3-11: Indian Hotel Industry – Seven Major Cities: Technology

### Technology in Hotels – Percentage of Hotels Using Each Technology

| | Bengaluru | | Chennai | | Goa | | Kolkata | | Mumbai | | | Delhi | | Pune | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star Deluxe & Five-Star | Four- Star & Three-star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Five-Star Deluxe, Five Star | Four Star & Three-Star | Five-Star Deluxe & Five-Star | Four-Star & Three-Star | Two-Star & One-Star | Five-Star Deluxe & Five-Star | Four Star &Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star &Two-Star |
| *Number of Responses* | *13* | *18* | *12* | *15* | *12* | *24* | *7* | *12* | *13* | *37* | *26* | *5* | *16* | *7* | *20* |
| Accounting System | 100.0% | 83.3% | 83.3% | 86.7% | 100.0% | 87.5% | 100.0% | 91.7% | 100.0% | 91.9% | 92.3% | 100.0% | 93.8% | 100.0% | 85.0% |
| Call Accounting System | 84.6 | 77.8 | 83.3 | 53.3 | 66.7 | 45.8 | 57.1 | 58.3 | 69.2 | 51.4 | 34.6 | 80.0 | 50.0 | 71.4 | 45.0 |
| Central Reservation System (CRS) | 84.6 | 77.8 | 50.0 | 80.0 | 91.7 | 45.8 | 85.7 | 41.7 | 92.3 | 46.0 | 30.8 | 80.0 | 50.0 | 42.9 | 40.0 |
| Electronic Keycard | 100.0 | 83.3 | 83.3 | 60.0 | 91.7 | 70.8 | 85.7 | 58.3 | 92.3 | 64.9 | 30.8 | 80.0 | 68.8 | 100.0 | 65.0 |
| Energy Management System | 61.5 | 44.4 | 41.7 | 20.0 | 41.7 | 25.0 | 57.1 | 16.7 | 61.5 | 27.0 | 19.2 | 60.0 | 43.8 | 71.4 | 20.0 |
| Internet / E-Mail | 100.0 | 100.0 | 91.7 | 93.3 | 91.7 | 87.5 | 85.7 | 100.0 | 100.0 | 100.0 | 88.5 | 80.0 | 100.0 | 100.0 | 95.0 |
| Internet / Website | 100.0 | 94.4 | 100.0 | 100.0 | 100.0 | 87.5 | 85.7 | 91.7 | 100.0 | 97.3 | 92.3 | 100.0 | 87.5 | 100.0 | 80.0 |
| Intranet System | 84.6 | 55.6 | 66.7 | 66.7 | 91.7 | 50.0 | 57.1 | 58.3 | 69.2 | 46.0 | 46.2 | 100.0 | 68.8 | 57.1 | 35.0 |
| Local Area Network (LAN) | 100.0 | 94.4 | 100.0 | 86.7 | 100.0 | 79.2 | 85.7 | 91.7 | 100.0 | 94.6 | 80.8 | 100.0 | 87.5 | 100.0 | 75.0 |
| Management Information System | 84.6 | 83.3 | 83.3 | 60.0 | 83.3 | 45.8 | 57.1 | 50.0 | 69.2 | 62.2 | 15.4 | 80.0 | 75.0 | 100.0 | 60.0 |
| Point of Sale System for Food and Beverage | 100.0 | 94.4 | 100.0 | 86.7 | 100.0 | 79.2 | 85.7 | 75.0 | 100.0 | 94.6 | 42.3 | 100.0 | 81.3 | 85.7 | 70.0 |
| Property Management System | 92.3 | 83.3 | 91.7 | 80.0 | 91.7 | 50.0 | 100.0 | 50.0 | 100.0 | 54.1 | 19.2 | 100.0 | 81.3 | 100.0 | 70.0 |
| Yield Management System | 38.5 | 55.6 | 16.7 | 33.3 | 41.7 | 12.5 | 28.6 | 8.3 | 53.9 | 35.1 | 19.2 | 20.0 | 37.5 | 42.9 | 10.0 |
| Other | 0.0 | 0.0 | 8.3 | 6.7 | 0.0 | 0.0 | 0.0 | 16.7 | 15.4 | 16.2 | 7.7 | 40.0 | 12.5 | 28.6 | 5.0 |

# 4. Indian Hotel Industry – Thirteen Other Cities

**Introduction**

This section presents the operating profiles and financial data for different categories of hotels in 13 other cities. These cities are Ahmedabad, Amritsar, Coimbatore, Gurugram, Hyderabad, Indore, Jaipur, Kochi, Nashik, Raipur, Thiruvananthapuram, Udaipur and Visakhapatnam. This section will provide the reader an understanding of key trends in hotel performance in these cities.

**Trends**

- **Sources of Revenue:** Contrary to the All India average, hotels in smaller cities such as Ahmedabad, Amritsar, Indore and Kochi have reported a higher contribution of the Food & Beverage and Banquet & Conferences department to Total Revenue.

- **Income and Expense:** Hotels across the star categories in the thirteen cities tracked in this section have shown an increase in Net Income on a per available room basis, apart from hotels in Gurugram. Five-Star Deluxe, Five-Star and Four-Star hotels in Gurugram have reported an 11% decrease in RevPAR over that in the past year, mainly due to a decline in average rates, whereas Three-Star, Two-Star and One-Star hotels in Nashik have depicted highest RevPAR increase. Hotels in Ahmedabad, Jaipur and Kochi have, on average, crossed 35% for Net Income as a percentage of Total Revenue.

- **Monthly Occupancy:** While all hotels in India experience varying levels of seasonality, Five-Star Deluxe, Five-Star and Four-Star hotels in Jaipur have reported the highest variance in 2015-16, with occupancies reaching a high of 80% in the peak winter month of December and a low of 43% in the summer month of May. The average daily occupancy for the Jaipur hotels in the same categories reflected a weekly high of 59% on Friday and a low of 48% of Tuesday, in keeping with its image as a primarily leisure destination.

# Table 4-1: Indian Hotel Industry – Thirteen Other Cities: Facilities and Guest Analysis

## Typical Room Profile of an Average Hotel

| | | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | | *11* | *5* | *6* | *10* | *8* | *14* | *11* | *18* | *8* | *6* | *18* | *7* | *12* |
| Air-Conditioned | Rooms | 58.7 | 44.6 | 96.5 | 162.3 | 178 | 34.3 | 131.8 | 40.6 | 43.0 | 33.7 | 50.4 | 38.0 | 87.1 |
| | Suites | 5.9 | 4.2 | 6.0 | 27.4 | 20.4 | 9.2 | 10.1 | 7.9 | 6.6 | 2.8 | 4.9 | 12.0 | 8.1 |
| Non-Air-Conditioned | Rooms | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3.2 | 3.3 | 2.0 | 3.4 | 0.0 | 0.0 |
| | Suites | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Total Average Rooms** | | **64.6** | **48.8** | **102.5** | **189.7** | **198.8** | **43.5** | **141.9** | **51.7** | **52.9** | **38.5** | **58.8** | **50.0** | **95.2** |

## Average Number of Food & Beverage Outlets Per Hotel

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *11* | *5* | *6* | *10* | *7* | *14* | *10* | *18* | *8* | *6* | *17* | *7* | *12* |
| Restaurant | 1.7 | 1.6 | 2.0 | 2.5 | 2.7 | 1.7 | 2.6 | 1.8 | 1.8 | 1.0 | 2.1 | 2.0 | 2.5 |
| Bars | 0.0 | 1.2 | 1.3 | 1.3 | 1.3 | 0.5 | 1.5 | 1.1 | 1.1 | 0.7 | 0.9 | 1.1 | 0.8 |
| Others | 0.9 | 1.2 | 1.0 | 1.3 | 0.9 | 0.9 | 0.5 | 0.9 | 0.6 | 1.7 | 0.4 | 0.3 | 0.5 |
| **Total** | **2.6** | **4.0** | **4.3** | **5.1** | **4.9** | **3.1** | **4.6** | **3.7** | **3.5** | **3.3** | **3.5** | **3.4** | **3.8** |

## Guest Analysis

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *11* | *4* | *6* | *6* | *7* | *13* | *9* | *14* | *6* | *6* | *16* | *7* | *9* |
| Domestic Guests | 80.9% | 83.0% | 86.7% | 48.7% | 71.6% | 95.9% | 68.2% | 81.3% | 86.7% | 71.4% | 72.8% | 61.0% | 76.3% |
| Foreign Guests | 19.1 | 17.0 | 13.3 | 51.3 | 28.4 | 4.1 | 31.9 | 18.7 | 13.3 | 28.6 | 27.2 | 39.1 | 23.7 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Total Business Guests | 82.2 | 61.5 | 84.8 | 86.8 | 80.6 | 69.8 | 17.9 | 56.3 | 83.5 | 89.2 | 49.2 | 9.7 | 82.6 |
| Total Leisure Guests | 17.8 | 38.5 | 15.2 | 13.2 | 19.4 | 30.2 | 82.1 | 43.7 | 16.5 | 10.8 | 50.8 | 90.3 | 17.4 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |
| Avg. Stay of Foreign Guests (Days) | 3.6 | 1.7 | 4.5 | 2.6 | 3.0 | 1.8 | 1.6 | 5.1 | 1.5 | 1.0 | 4.5 | 2.1 | 2.8 |
| Avg. Stay of Domestic Guests (Days) | 3.4 | 2.0 | 3.0 | 2.0 | 2.2 | 2.2 | 1.8 | 2.0 | 3.5 | 1.5 | 3.2 | 2.0 | 2.0 |
| Avg. Stay of Business Guests (Days) | 1.8 | 1.7 | 2.5 | 2.1 | 2.2 | 2.4 | 1.9 | 4.1 | 2.0 | 2.5 | 1.9 | 1.8 | 1.8 |
| Avg. Stay of Leisure Guests (Days) | 1.6 | 2.3 | 1.8 | 1.7 | 6.0 | 2.7 | 1.6 | 2.1 | 2.5 | 2.0 | 2.8 | 2.1 | 2.2 |
| Percentage of Repeat Guests | 46.0% | 33.0% | 45.0% | 26.7% | 35.0% | 60.1% | 13.5% | 46.4% | 55.3% | 57.5% | 42.8% | 15.8% | 43.4% |

## Table 4-2: Indian Hotel Industry – Thirteen Other Cities: Staffing

### Average Number of Total Employees Per Hotel (Permanent / Contract / Full Time / Part Time)

| | | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | | *6* | *3* | *6* | *6* | *7* | *14* | *8* | *17* | *7* | *6* | *16* | *7* | *9* |
| Managers | Male | 11.4 | 6.7 | 17.5 | 37.0 | 35.1 | 7.5 | 31.6 | 8.4 | 7.9 | 7.2 | 10.6 | 18.4 | 15.4 |
| | Female | 1.3 | 0.7 | 1.3 | 6.8 | 8.4 | 0.7 | 3.8 | 0.9 | 1.4 | 0.7 | 1.0 | 1.9 | 0.9 |
| Supervisors | Male | 19.7 | 7.7 | 21.0 | 46.5 | 41.6 | 8.7 | 28.9 | 12.4 | 13.4 | 12.0 | 9.8 | 17.4 | 26.7 |
| | Female | 2.5 | 1.0 | 2.7 | 7.2 | 11.9 | 1.2 | 4.1 | 2.2 | 4.3 | 1.8 | 2.6 | 1.3 | 2.6 |
| Staff | Male | 72.2 | 41.7 | 101.0 | 155.7 | 199.3 | 94.8 | 124.8 | 54.2 | 69.6 | 39.7 | 49.2 | 103.6 | 108.6 |
| | Female | 2.6 | 5.7 | 22.5 | 14.7 | 31.3 | 3.0 | 9.1 | 10.8 | 8.1 | 11.3 | 19.8 | 151.0 | 16.4 |
| **Total** | | **109.5** | **63.4** | **166.0** | **267.8** | **327.6** | **115.9** | **202.3** | **88.9** | **104.7** | **72.7** | **92.9** | **97.3** | **170.6** |
| Average Number of Employees per Room | | 1.7 | 1.6 | 1.7 | 1.6 | 1.6 | 1.3 | 1.5 | 1.9 | 1.7 | 2.0 | 1.5 | 1.7 | 2.3 |

### Average Percentage of Trained Employees Per Hotel

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *9* | *3* | *5* | *6* | *7* | *12* | *8* | *13* | *7* | *4* | *15* | *7* | *6* |
| Managers | 93.0% | 65.2% | 91.7% | 90.1% | 94.7% | 69.6% | 82.5% | 91.9% | 92.6% | 100% | 74.9% | 99.5% | 100% |
| Supervisors | 86.2 | 70.8 | 83.0 | 89.5 | 77.6 | 68.5 | 93.1 | 94.2 | 62.1 | 86.2 | 71.2 | 98.0 | 85.7 |
| Staff | 79.5 | 66.6 | 76.3 | 73.9 | 87.4 | 52.9 | 74.7 | 80.5 | 76.2 | 85.7 | 66.9 | 64.9 | 71.4 |
| Total Avg. Trained Employees* | 86.2 | 67.6 | 83.7 | 84.5 | 86.6 | 63.7 | 83.4 | 88.9 | 77.0 | 90.6 | 71.0 | 87.5 | 85.7 |
| Total Avg. Un-Trained Employees | 13.8 | 32.5 | 16.4 | 15.5 | 13.4 | 36.4 | 16.6 | 11.2 | 23.0 | 9.4 | 29.0 | 12.5 | 14.3 |

* Trained Employees includes those with a minimum one year certificate course in an educational institute; however, some hotels may have included those with short term (in-house) training.

## Table 4-3: Indian Hotel Industry – Thirteen Other Cities: Financial Report – Percentage of Revenue (2015-16)

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPOSITION** | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *6* | *4* | *6* | *8* | *7* | *11* | *8* | *11* | *5* | *6* | *11* | *7* | *5* |
| **Average Total Rooms Per Hotel:** | **76** | **51** | **103** | **189** | **210** | **38** | **151** | **51** | **65** | **39** | **62** | **50** | **121** |
| **Average Occupied Rooms Per Hotel:** | **15,881** | **12,703** | **21,701** | **47,952** | **42,841** | **7,952** | **32,219** | **12,282** | **14,851** | **7,879** | **13,555** | **8,670** | **27,417** |
| **Average Occupancy Per Hotel:** | **56.5%** | **69.2%** | **57.9%** | **67.9%** | **58.7%** | **63.4%** | **60.5%** | **71.1%** | **63.4%** | **58.3%** | **55.0%** | **47.9%** | **67.0** |
| **Average Rate Per Hotel (₹):** | **3,941** | **2,433** | **3,921** | **7,465** | **5,063** | **2,449** | **6,436** | **3,155** | **3,174** | **1,828** | **3,934** | **17,093** | **4,208** |
| **REVENUE** | | | | | | | | | | | | | |
| Rooms | 39.0% | 41.0% | 50.0% | 54.4% | 34.2% | 37.6% | 54.7% | 37.7% | 49.5% | 50.5% | 40.9% | 59.9% | 48.0% |
| Food & Beverage | 42.5 | 52.1 | 35.4 | 23.6 | 31.5 | 45.6 | 21.5 | 48.2 | 23.9 | 28.7 | 32.4 | 25.9 | 27.4 |
| Banquet & Conferences | 13.9 | 5.7 | 10.5 | 16.7 | 14.2 | 9.7 | 20.1 | 11.4 | 18.7 | 8.4 | 14.8 | 6.3 | 21.7 |
| Telephone & Other | 0.1 | 0.3 | 0.0 | 0.2 | 0.1 | 0.2 | 0.2 | 0.0 | 0.1 | 0.0 | 1.0 | 0.1 | 0.2 |
| Minor Operated* | 1.1 | 0.6 | 0.7 | 4.4 | 4.5 | 5.2 | 2.0 | 1.6 | 0.5 | 2.1 | 2.0 | 4.0 | 2.3 |
| Rental & Other Income | 3.4 | 0.2 | 3.3 | 0.8 | 15.5 | 1.7 | 1.6 | 1.1 | 7.3 | 10.3 | 9.0 | 3.8 | 0.5 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| **DEPARTMENTAL EXPENSES** | | | | | | | | | | | | | |
| Rooms | 19.3 | 24.4 | 32.6 | 14.6 | 26.7 | 19.7 | 20.3 | 20.6 | 15.1 | 16.7 | 19.6 | 22.7 | 28.2 |
| Food & Beverage | 34.6 | 64.9 | 53.8 | 50.1 | 23.1 | 67.2 | 48.2 | 40.8 | 71.6 | 91.9 | 39.7 | 53.3 | 45.8 |
| Telephone & Other | 104.9 | 140.6 | 273.9 | 77.9 | 82.3 | 115.8 | 98.3 | 287.5 | 173.3 | 0.0 | 37.1 | 154.4 | 78.1 |
| Minor Operated* | 38.6 | 86.5 | 22.4 | 73.6 | 31.6 | 27.3 | 44.8 | 17.3 | 166.0 | 50.8 | 44.7 | 44.2 | 32.0 |
| Rental & Other Income | 3.5 | 27.9 | 11.0 | 0.1 | 4.5 | 35.6 | 3.6 | 120.5 | 2.9 | 11.4 | 0.9 | 1.4 | 2.1 |
| Total | 27.6 | 48.6 | 41.6 | 31.5 | 35.6 | 46.9 | 32.3 | 33.8 | 39.3 | 45.5 | 28.1 | 32.8 | 36.9 |
| **DEPARTMENTAL INCOME** | 72.4 | 51.4 | 58.4 | 68.5 | 64.4 | 53.1 | 67.7 | 66.2 | 60.7 | 54.5 | 71.9 | 67.3 | 63.1 |
| **OPERATING EXPENSES** | | | | | | | | | | | | | |
| Administrative & General | 8.8 | 5.7 | 8.4 | 7.8 | 8.7 | 4.8 | 8.6 | 7.3 | 4.8 | 12.1 | 15.8 | 7.8 | 7.2 |
| Management Fee | 2.2 | 1.1 | 3.4 | 4.2 | 3.5 | 1.7 | 2.6 | 1.6 | 1.2 | 0.1 | 0.5 | 1.0 | 4.5 |
| Marketing | 2.8 | 1.9 | 2.4 | 5.4 | 3.6 | 1.0 | 4.6 | 1.4 | 2.7 | 1.0 | 4.4 | 3.7 | 1.7 |
| Franchise Fees | 0.0 | 1.4 | 0.0 | 0.0 | 0.4 | 0.1 | 0.3 | 0.1 | 0.4 | 0.1 | 0.2 | 0.2 | 0.0 |
| Property Operations & Maintenance | 3.1 | 2.1 | 2.6 | 4.1 | 3.3 | 4.4 | 4.1 | 8.6 | 7.1 | 4.0 | 6.6 | 3.4 | 5.8 |
| Energy | 15.5 | 10.2 | 13.8 | 9.7 | 10.4 | 11.1 | 8.0 | 11.1 | 12.8 | 15.5 | 11.3 | 6.5 | 11.1 |
| Total | 32.3 | 22.4 | 30.3 | 31.2 | 29.9 | 23.2 | 28.3 | 30.1 | 28.9 | 32.6 | 38.7 | 22.5 | 30.3 |
| **HOUSE PROFIT** | 40.1 | 29.0 | 28.1 | 37.3 | 34.5 | 30.0 | 39.5 | 36.2 | 31.8 | 21.8 | 33.2 | 44.8 | 32.9 |
| **FIXED EXPENSES** | | | | | | | | | | | | | |
| Property Taxes | 1.3 | 0.2 | 0.2 | 0.1 | 1.5 | 0.7 | 0.3 | 0.3 | 0.6 | 0.5 | 0.4 | 0.1 | 0.4 |
| Insurance | 0.1 | 0.2 | 0.4 | 0.1 | 0.3 | 0.3 | 0.2 | 0.2 | 0.3 | 0.9 | 0.4 | 0.0 | 0.2 |
| Other Fixed Charges | 0.0 | 0.4 | 1.8 | 3.2 | 1.9 | 0.9 | 0.1 | 0.4 | 0.4 | 0.2 | 0.3 | 1.0 | 1.2 |
| Rent | 0.1 | 0.2 | 2.1 | 0.1 | 0.0 | 0.4 | 0.2 | 0.4 | 0.2 | 0.8 | 0.2 | 10.8 | 0.0 |
| Total | 1.5 | 1.0 | 4.4 | 3.5 | 3.7 | 2.3 | 0.8 | 1.2 | 1.5 | 2.4 | 1.2 | 11.8 | 1.8 |
| **NET INCOME**** | 38.6% | 28.1 | 23.7% | 33.8% | 30.8% | 27.7% | 38.7% | 35.0% | 30.4% | 19.4% | 31.9 | 33.0% | 31.1% |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.
** Net Income is before depreciation, interest payments and taxes.

## Table 4-4: Indian Hotel Industry – Thirteen Other Cities: Financial Report – Amount Per Available Room (2015-16)

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Raipur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPOSITION** | **Five-Star, Four-Star & Three-Star** | **Four-Star & Three-Star** | **Five-Star, Four-Star & Three-Star** | **Five-Star Deluxe, Five-Star & Four-Star** | **Five-Star Deluxe, Five-Star & Four-Star** | **Three-Star & Two-Star** | **Five-Star Deluxe, Five-Star & Four-Star** | **Four-Star & Three-Star** | **Three-Star, Two-Star & One-Star** | **Three-Star & Two-Star** | **Four-Star & Three-Star** | **Five-Star Deluxe & Heritage** | **Five-Star, Four-Star & Three-Star** |
| ***Number of Responses*** | ***6*** | ***4*** | ***6*** | ***8*** | ***7*** | ***11*** | ***8*** | ***11*** | ***5*** | ***6*** | ***11*** | ***7*** | ***5*** |
| **Average Total Rooms Per Hotel:** | **76** | **51** | **103** | **189** | **210** | **38** | **151** | **51** | **65** | **39** | **62** | **50** | **121** |
| **Average Occupied Rooms Per Hotel:** | **15,881** | **12,703** | **21,701** | **47,952** | **42,841** | **7,952** | **32,219** | **12,282** | **14,851** | **7,879** | **13,555** | **8,670** | **27,417** |
| **Average Occupancy Per Hotel:** | **56.5%** | **69.2%** | **57.9%** | **6793.0%** | **58.7%** | **63.4%** | **60.5%** | **71.1%** | **63.4%** | **58.3%** | **55.0%** | **47.9%** | **67.0%** |
| **Average Rate Per Hotel (₹):** | **3,941** | **2,433** | **3,921** | **7,465** | **5,063** | **2,449** | **6,436** | **3,155** | **3,174** | **1,828** | **3,934** | **17,093** | **4,208** |
| **REVENUE (₹)** | | | | | | | | | | | | | |
| Rooms | 8,20,007 | 6,08,906 | 8,30,169 | 18,99,118 | 10,34,249 | 5,07,633 | 13,77,913 | 7,62,505 | 7,25,222 | 3,74,037 | 8,65,202 | 29,64,060 | 9,53,578 |
| Food & Beverage | 8,93,065 | 7,75,177 | 5,88,148 | 8,24,592 | 9,53,666 | 6,14,834 | 5,41,626 | 9,75,352 | 3,50,345 | 2,12,982 | 6,85,004 | 12,83,409 | 5,43,588 |
| Banquet & Conferences | 2,91,327 | 85,222 | 1,74,743 | 5,82,175 | 4,30,755 | 1,31,066 | 5,06,395 | 2,30,158 | 2,74,342 | 62,325 | 3,13,501 | 3,13,560 | 4,31,340 |
| Telephone & Other | 1,370 | 4,852 | 558 | 8,430 | 3,805 | 3,208 | 3,982 | 545 | 1,775 | - | 22,065 | 6,197 | 2,959 |
| Minor Operated* | 22,260 | 8,936 | 11,985 | 1,51,971 | 1,35,903 | 70,441 | 49,309 | 32,130 | 7,622 | 15,620 | 42,283 | 1,96,739 | 44,859 |
| Rental & Other Income | 72,131 | 3,532 | 53,979 | 27,007 | 4,67,916 | 22,583 | 39,324 | 22,365 | 1,06,646 | 76,304 | 1,89,712 | 1,87,031 | 9,683 |
| Total | 21,00,159 | 14,86,626 | 16,59,582 | 34,93,293 | 30,26,295 | 13,49,765 | 25,18,549 | 20,23,054 | 14,65,951 | 7,41,267 | 21,17,768 | 49,50,996 | 19,86,008 |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | | | | | |
| Rooms | 1,58,187 | 1,48,453 | 2,70,189 | 2,77,971 | 2,75,783 | 1,00,109 | 2,80,197 | 1,57,405 | 1,09,603 | 62,477 | 1,69,870 | 6,71,683 | 2,69,048 |
| Food & Beverage | 4,09,373 | 5,58,113 | 4,10,735 | 7,04,996 | 7,35,712 | 5,01,424 | 5,05,462 | 4,92,139 | 4,47,132 | 2,52,908 | 3,96,806 | 8,50,917 | 4,46,515 |
| Telephone & Other | 1,437 | 6,823 | 1,527 | 6,565 | 3,130 | 3,716 | 3,912 | 1,567 | 3,077 | 5,359 | 8,181 | 9,568 | 2,312 |
| Minor Operated* | 8,589 | 7,727 | 2,689 | 1,11,844 | 42,965 | 19,194 | 22,070 | 5,547 | 12,655 | 7,939 | 18,903 | 86,871 | 14,341 |
| Rental & Other Income | 2,504 | 985 | 5,922 | 34 | 20,879 | 8,047 | 1,416 | 26,946 | 3,077 | 8,698 | 1,721 | 2,600 | 198 |
| Total | 5,80,091 | 7,22,101 | 6,91,062 | 11,01,410 | 10,78,469 | 6,32,490 | 8,13,056 | 6,83,605 | 5,75,544 | 3,37,381 | 5,95,482 | 16,21,640 | 7,32,414 |
| **DEPARTMENTAL INCOME (₹)** | 15,20,068 | 7,64,525 | 9,68,520 | 23,91,882 | 19,47,826 | 7,17,274 | 17,05,493 | 13,39,449 | 8,90,407 | 4,03,886 | 15,22,286 | 33,29,356 | 12,53,594 |
| **OPERATING EXPENSES (₹)** | | | | | | | | | | | | | |
| Administrative & General | 1,84,086 | 84,212 | 1,33,325 | 2,73,677 | 2,63,920 | 64,808 | 2,16,052 | 1,47,797 | 70,545 | 89,327 | 3,35,087 | 3,84,031 | 1,42,435 |
| Management Fee | 45,814 | 16,345 | 57,072 | 1,46,177 | 1,05,158 | 22,756 | 65,954 | 31,687 | 17,274 | 671 | 9,546 | 46,989 | 88,749 |
| Marketing | 58,794 | 27,995 | 39,548 | 1,86,918 | 1,08,046 | 13,374 | 1,16,412 | 28,249 | 39,292 | 7,137 | 92,833 | 1,83,009 | 33,993 |
| Franchise Fees | - | 21,414 | 122 | - | 12,366 | 1,919 | 8,214 | 1,555 | 6,009 | 498 | 4,425 | 9,260 | - |
| Property Operations & Maintenance | 64,607 | 31,448 | 42,815 | 1,44,673 | 1,00,533 | 59,884 | 1,03,929 | 1,72,884 | 1,03,754 | 29,476 | 1,39,914 | 1,68,011 | 1,14,755 |
| Energy | 3,25,105 | 1,51,458 | 2,29,254 | 3,37,843 | 3,14,151 | 1,49,810 | 2,00,933 | 2,24,444 | 1,87,015 | 1,14,850 | 2,38,426 | 3,21,454 | 2,20,957 |
| Total | 6,78,406 | 3,32,872 | 5,02,135 | 10,89,288 | 9,04,175 | 3,12,552 | 7,11,495 | 6,06,614 | 4,23,889 | 2,41,959 | 8,20,232 | 11,12,755 | 6,00,889 |
| **HOUSE PROFIT (₹)** | 8,41,662 | 4,31,653 | 4,66,385 | 13,02,594 | 10,43,651 | 4,04,722 | 9,93,998 | 7,32,835 | 4,66,518 | 1,61,927 | 7,02,055 | 22,16,602 | 6,52,705 |
| **FIXED EXPENSES(₹)** | | | | | | | | | | | | | |
| Property Taxes | 27,569 | 2,591 | 2,780 | 2,832 | 44,186 | 9,789 | 8,278 | 5,329 | 9,382 | 3,936 | 8,863 | 4,571 | 7,407 |
| Insurance | 2,827 | 2,158 | 5,789 | 3,707 | 9,400 | 4,602 | 5,591 | 3,483 | 4,615 | 6,628 | 8,022 | 217 | 3,073 |
| Other Fixed Charges | - | 6,527 | 30,036 | 1,12,598 | 57,123 | 11,628 | 2,069 | 7,823 | 5,231 | 1,312 | 5,354 | 47,877 | 24,345 |
| Rent | 1,419 | 3,448 | 35,073 | 4,443 | - | 5,166 | 4,062 | 8,075 | 2,154 | 6,234 | 3,348 | 5,32,120 | 617 |
| Total | 31,815 | 14,724 | 73,678 | 1,23,579 | 1,10,709 | 31,185 | 20,000 | 24,710 | 21,382 | 18,110 | 25,587 | 5,84,786 | 35,441 |
| **NET INCOME(₹)**** | 8,09,846 | 4,16,929 | 3,92,707 | 11,79,015 | 9,32,942 | 3,73,537 | 9,73,998 | 7,08,125 | 4,45,136 | 1,43,817 | 6,76,467 | 16,31,816 | 6,17,263 |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

## Table 4-5: Indian Hotel Industry – Thirteen Other Cities: Financial Report – Amount Per Occupied Room (2015-16)

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *6* | *4* | *6* | *8* | *7* | *11* | *8* | *11* | *5* | *6* | *11* | *7* | *5* |
| **Average Total Rooms Per Hotel:** | **76** | **51** | **103** | **189** | **210** | **38** | **151** | **51** | **65** | **39** | **62** | **50** | **121** |
| **Average Occupied Rooms Per Hotel:** | **15,881** | **12,703** | **21,701** | **47,952** | **42,841** | **7,952** | **32,219** | **12,282** | **14,851** | **7,879** | **13,555** | **8,670** | **27,417** |
| **Average Occupancy Per Hotel:** | **56.5%** | **69.2%** | **57.9%** | **67.9%** | **58.7%** | **63.4%** | **60.5%** | **71.1%** | **63.4%** | **58.3%** | **55.0%** | **47.9%** | **67.0** |
| **Average Rate Per Hotel (₹):** | **3,941** | **2,433** | **3,921** | **7,465** | **5,063** | **2,449** | **6,436** | **3,155** | **3,174** | **1,828** | **3,934** | **17,093** | **4,208** |
| **REVENUE (₹)** | | | | | | | | | | | | | |
| Rooms | 3,941 | 2,433 | 3,921 | 7,465 | 5,063 | 2,449 | 6,436 | 3,155 | 3,174 | 1,828 | 3,934 | 17,093 | 4,208 |
| Food & Beverage | 4,293 | 3,097 | 2,778 | 3,241 | 4,668 | 2,966 | 2,530 | 4,036 | 1,533 | 1,041 | 3,115 | 7,401 | 2,399 |
| Banquet & Conferences | 1,400 | 340 | 825 | 2,289 | 2,109 | 632 | 2,365 | 952 | 1,201 | 305 | 1,426 | 1,808 | 1,904 |
| Telephone & Other | 7 | 19 | 3 | 33 | 19 | 15 | 19 | 2 | 8 | - | 100 | 36 | 13 |
| Minor Operated* | 107 | 36 | 57 | 597 | 665 | 340 | 230 | 133 | 33 | 76 | 192 | 1,135 | 198 |
| Rental & Other Income | 347 | 14 | 255 | 106 | 2,291 | 109 | 184 | 93 | 467 | 373 | 863 | 1,079 | 43 |
| Total | 10,095 | 5,939 | 7,839 | 13,732 | 14,814 | 6,512 | 11,765 | 8,371 | 6,416 | 3,622 | 9,630 | 28,552 | 8,765 |
| **DEPARTMENTAL EXPENSES (₹)** | | | | | | | | | | | | | |
| Rooms | 760 | 593 | 1,276 | 1,093 | 1,350 | 483 | 1,309 | 651 | 480 | 305 | 772 | 3,874 | 1,187 |
| Food & Beverage | 1,968 | 2,230 | 1,940 | 2,771 | 3,601 | 2,419 | 2,361 | 2,036 | 1,957 | 1,236 | 1,804 | 4,907 | 1,971 |
| Telephone & Other | 7 | 27 | 7, | 26 | 15 | 18 | 18 | 6 | 13 | 26 | 37 | 55 | 10 |
| Minor Operated* | 41 | 31 | 13 | 440 | 210 | 93 | 103 | 23 | 55 | 39 | 86 | 501 | 63 |
| Rental & Other Income | 12 | 4 | 28 | 0 | 102 | 39 | 7 | 112 | 13 | 43 | 8 | 15 | 1 |
| Total | 2,788 | 2,885 | 3,264 | 4,330 | 5,279 | 3,051 | 3,798 | 2,829 | 2,519 | 1,649 | 2,708 | 9,352 | 3,232 |
| **DEPARTMENTAL INCOME (₹)** | 7,306 | 3,054 | 5,575 | 9,402 | 9,535 | 3,460 | 7,967 | 5,542 | 3,897 | 1,974 | 6,922 | 19,200 | 5,532 |
| **OPERATING EXPENSES (₹)** | | | | | | | | | | | | | |
| Administrative & General | 885 | 336 | 630 | 1,076 | 1,292 | 313 | 1,009 | 612 | 309 | 437 | 1,524 | 2,215 | 629 |
| Management Fee | 220 | 65 | 270 | 575 | 515 | 110 | 308 | 131 | 76 | 3 | 43 | 271 | 392 |
| Marketing | 283 | 112 | 187 | 735 | 529 | 65 | 544 | 117 | 172 | 35 | 422 | 1,055 | 150 |
| Franchise Fees | - | 86 | 1 | - | 61 | 9 | 38 | 6 | 26 | 2 | 20 | 53 | - |
| Property Operations & Maintenance | 311 | 126 | 202 | 569 | 492 | 289 | 485 | 715 | 454 | 144 | 636 | 969 | 506 |
| Energy | 1,563 | 605 | 1,083 | 1,328 | 1,538 | 723 | 939 | 929 | 819 | 561 | 1,084 | 1,854 | 975 |
| Total | 3,261 | 1,330 | 2,372 | 4,282 | 4,426 | 1,508 | 3,324 | 2,510 | 1,855 | 1,182 | 3,730 | 6,417 | 2,652 |
| **HOUSE PROFIT (₹)** | 4,046 | 1,725 | 2,203 | 5,120 | 5,109 | 1,953 | 4,643 | 3,032 | 2,042 | 791 | 3,192 | 12,783 | 2,881 |
| **FIXED EXPENSES (₹)** | | | | | | | | | | | | | |
| Property Taxes | 133, | 10 | 13 | 11 | 216 | 47 | 39 | 22 | 41 | 19 | 40 | 26 | 33 |
| Insurance | 14 | 9 | 27 | 15 | 46 | 22 | 26 | 14 | 20 | 32 | 36 | 1 | 14 |
| Other Fixed Charges | - | 26 | 142 | 443 | 280 | 56 | 10 | 32 | 23 | 6 | 24 | 276 | 107 |
| Rent | 7 | 14 | 166 | 17 | - | 25 | 19 | 33 | 9 | 30 | 15 | 3,069 | 3 |
| Total | 153 | 59 | 348 | 486 | 542 | 150 | 93 | 102 | 94 | 89 | 116 | 3,372 | 156 |
| **NET INCOME (₹)**** | 3,893 | 1,666 | 1,855 | 4,635 | 4,567 | 1,802 | 4,550 | 2,930 | 1,948 | 703 | 3,076 | 9,411 | 2,724 |

* Minor operated departments include laundry, gift shop, business centre, news stand, sports, health club, garage, parking and so forth.

** Net Income is before depreciation, interest payments and taxes.

# Table 4-6: Indian Hotel Industry – Thirteen Other Cities: Market Data

## Market Segmentation

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *9* | *4* | *6* | *6* | *7* | *13* | *7* | *15* | *6* | *6* | *17* | *7* | *6* |
| Airline Crew | 1.1% | 3.3% | 1.0% | 2.8% | 4.0% | 0.1% | 0.1% | 0.6% | 0.0% | 0.0% | 1.1% | 0.0% | 0.0% |
| Business Traveller - Domestic | 39.8 | 41.0 | 59.7 | 28.3 | 41.1 | 53.5 | 10.0 | 28.4 | 60.2 | 64.2 | 26.2 | 3.0 | 42.1 |
| Business Traveller - Foreign | 11.1 | 6.3 | 14.7 | 40.3 | 17.4 | 2.2 | 5.1 | 9.1 | 7.7 | 5.3 | 8.1 | 0.0 | 13.4 |
| Complimentary Rooms | 0.4 | 1.5 | 1.3 | 1.7 | 1.9 | 4.2 | 2.4 | 1.3 | 0.8 | 2.6 | 1.0 | 7.0 | 0.7 |
| Tourists / Leisure FIT - Domestic | 12.2 | 10.0 | 6.7 | 9.6 | 7.5 | 8.9 | 31.2 | 23.9 | 14.0 | 4.5 | 21.5 | 20.5 | 10.2 |
| Tourists / Leisure FIT - Foreign | 4.8 | 4.3 | 2.8 | 1.3 | 1.9 | 1.3 | 12.8 | 6.2 | 1.3 | 0.3 | 16.3 | 43.5 | 3.2 |
| Meeting Participants (Less than 100 Attendees) | 6.2 | 2.0 | 4.0 | 1.2 | 5.9 | 3.3 | 3.7 | 6.1 | 1.3 | 7.7 | 2.8 | 3.0 | 4.5 |
| Meeting Participants (Over 100 Attendees) | 15.9 | 5.0 | 3.0 | 13.1 | 14.4 | 10.2 | 8.0 | 8.1 | 0.0 | 10.0 | 5.7 | 1.0 | 5.7 |
| Tour Groups - Domestic | 3.9 | 4.3 | 2.8 | 0.0 | 0.9 | 8.1 | 5.6 | 11.7 | 3.8 | 0.3 | 10.6 | 10.0 | 5.3 |
| Tour Groups - Foreign | 1.6 | 5.3 | 2.7 | 1.3 | 1.0 | 1.8 | 13.1 | 4.0 | 1.2 | 1.2 | 3.3 | 12.0 | 0.2 |
| Other | 3.0 | 17.3 | 1.3 | 0.3 | 3.9 | 6.5 | 7.9 | 0.4 | 9.7 | 4.0 | 3.4 | 0.0 | 4.7 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Country of Origin of Guests

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *7* | *7* | *6* | *7* | *7* | *6* | *7* | *12* | *3* | *5* | *14* | *6* | *8* |
| ASEAN* | 0.9% | 4.3% | 15.8% | 4.1% | 4.3% | 5.0% | 7.9% | 16.3% | 0.0% | 0.0% | 7.2% | 6.5% | 5.8% |
| Australia | 3.6 | 6.7 | 1.0 | 2.5 | 3.8 | 3.3 | 5.6 | 6.4 | 0.7 | 0.0 | 2.7 | 7.0 | 2.4 |
| Canada | 0.9 | 13.3 | 2.2 | 1.1 | 2.8 | 2.5 | 5.6 | 4.1 | 0.0 | 0.0 | 2.8 | 3.5 | 1.2 |
| Caribbean | 0.0 | 1.7 | 0.2 | 0.3 | 1.2 | 0.0 | 0.3 | 1.2 | 0.0 | 0.0 | 0.0 | 0.2 | 0.0 |
| China | 11.4 | 1.7 | 5.2 | 2.3 | 5.3 | 8.8 | 3.6 | 4.2 | 0.0 | 36.0 | 4.5 | 2.1 | 6.8 |
| France | 2.6 | 3.0 | 1.2 | 1.5 | 1.6 | 3.8 | 3.5 | 4.2 | 0.0 | 2.0 | 3.7 | 14.8 | 0.5 |
| Germany | 5.0 | 4.7 | 13.5 | 6.8 | 3.6 | 5.0 | 6.1 | 4.9 | 0.7 | 6.0 | 4.7 | 4.4 | 3.1 |
| Japan | 5.1 | 1.3 | 2.7 | 20.5 | 6.1 | 5.2 | 5.4 | 4.8 | 0.0 | 12.0 | 2.1 | 1.2 | 1.7 |
| Middle east | 8.6 | 4.0 | 2.8 | 3.7 | 9.8 | 10.2 | 2.4 | 12.2 | 0.0 | 0.0 | 10.0 | 1.5 | 1.6 |
| Other European Nations | 14.3 | 6.0 | 5.2 | 0.9 | 4.3 | 8.3 | 7.7 | 4.7 | 0.0 | 18.0 | 8.1 | 14.6 | 3.2 |
| Russia | 1.4 | 3.7 | 1.0 | 1.6 | 3.6 | 2.5 | 1.4 | 2.0 | 23.7 | 0.0 | 4.1 | 0.2 | 16.7 |
| SAARC ** | 1.4 | 2.0 | 12.8 | 3.4 | 2.6 | 9.3 | 7.7 | 12.7 | 0.0 | 4.0 | 4.6 | 0.3 | 1.5 |
| South Africa | 2.9 | 0.7 | 0.8 | 1.4 | 2.4 | 1.2 | 1.1 | 3.1 | 10.0 | 2.0 | 0.9 | 0.8 | 0.2 |
| UK | 16.3 | 20.3 | 8.8 | 10.9 | 5.5 | 8.8 | 9.6 | 6.9 | 1.0 | 2.0 | 13.2 | 14.1 | 5.9 |
| USA | 23.6 | 7.3 | 23.5 | 15.3 | 13.3 | 26.0 | 17.1 | 6.8 | 1.7 | 16.0 | 6.8 | 14.2 | 17.2 |
| Other | 2.1 | 19.3 | 3.3 | 23.7 | 29.7 | 0.0 | 15.1 | 5.5 | 62.3 | 2.0 | 24.4 | 14.7 | 32.3 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

* ASEAN: Association of South East Asian Nations
** SAARC: South Asian Association for Regional Co-operation

# Table 4-7: Indian Hotel Industry – Thirteen Other Cities: Monthly and Daily Occupancy

## Average Monthly Occupancy

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *8* | *4* | *6* | *9* | *7* | *13* | *9* | *13* | *6* | *6* | *16* | *7* | *9* |
| January | 76.3% | 67.5% | 43.0% | 61.0% | 68.3% | 61.5% | 70.8% | 69.9% | 54.0% | 55.7% | 72.7% | 49.1% | 64.1% |
| February | 73.3 | 72.0 | 52.8 | 75.0 | 69.1 | 61.2 | 76.6 | 69.2 | 61.8 | 64.2 | 69.4 | 56.0 | 65.8 |
| March | 59.9 | 68.3 | 47.2 | 63.4 | 56.3 | 53.3 | 63.6 | 60.9 | 57.3 | 59.7 | 60.3 | 43.1 | 61.2 |
| April | 57.9 | 68.8 | 52.7 | 70.3 | 51.4 | 57.6 | 68.8 | 59.8 | 56.5 | 60.2 | 57.1 | 35.4 | 78.6 |
| May | 49.8 | 66.8 | 57.8 | 60.3 | 53.4 | 55.2 | 43.4 | 61.5 | 52.5 | 51.5 | 54.4 | 26.6 | 64.7 |
| June | 53.9 | 66.3 | 60.5 | 60.1 | 54.0 | 50.9 | 44.6 | 58.9 | 51.2 | 54.5 | 45.9 | 29.1 | 65.7 |
| July | 53.8 | 69.0 | 59.5 | 58.7 | 52.0 | 55.0 | 50.0 | 59.5 | 49.3 | 50.5 | 49.1 | 28.6 | 66.4 |
| August | 51.8 | 70.8 | 58.8 | 57.7 | 58.6 | 53.9 | 59.6 | 63.5 | 55.7 | 54.3 | 53.1 | 36.7 | 67.3 |
| September | 51.4 | 76.3 | 57.5 | 62.3 | 56.1 | 56.5 | 57.1 | 64.7 | 65.3 | 53.5 | 57.6 | 34.7 | 71.4 |
| October | 61.0 | 78.5 | 50.3 | 64.8 | 55.1 | 62.4 | 62.3 | 68.6 | 65.5 | 67.3 | 61.4 | 40.4 | 69.9 |
| November | 58.0 | 75.5 | 50.2 | 71.2 | 60.4 | 62.5 | 69.6 | 69.9 | 67.8 | 55.5 | 65.4 | 53.7 | 67.3 |
| December | 71.5 | 76.0 | 59.5 | 63.6 | 73.1 | 63.9 | 79.8 | 73.0 | 66.8 | 64.0 | 77.3 | 58.9 | 70.3 |

## Average Daily Occupancy

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *9* | *4* | *6* | *8* | *7* | *13* | *8* | *13* | *6* | *6* | *15* | *7* | *9* |
| Monday | 51.7% | 53.8% | 63.3% | 66.9% | 56.9% | 54.1% | 50.1% | 58.4% | 52.3% | 48.2% | 49.7% | 29.4% | 66.9% |
| Tuesday | 56.4 | 57.5 | 68.5 | 72.5 | 63.6 | 59.2 | 47.9 | 61.3 | 55.5 | 65.7 | 51.9 | 30.3 | 72.6 |
| Wednesday | 61.2 | 61.3 | 70.7 | 72.1 | 66.6 | 59.9 | 48.8 | 64.7 | 59.2 | 67.0 | 55.1 | 29.7 | 74.8 |
| Thursday | 59.2 | 59.3 | 67.0 | 69.5 | 63.1 | 60.7 | 54.4 | 65.8 | 61.3 | 66.3 | 56.6 | 33.7 | 71.2 |
| Friday | 56.1 | 75.3 | 58.0 | 53.3 | 54.0 | 55.6 | 56.0 | 63.9 | 65.2 | 44.7 | 55.4 | 46.9 | 60.6 |
| Saturday | 39.9 | 85.8 | 43.5 | 49.0 | 49.7 | 44.4 | 59.1 | 59.2 | 67.8 | 34.5 | 50.8 | 52.1 | 56.4 |
| Sunday | 37.8 | 51.3 | 42.5 | 56.3 | 44.9 | 39.5 | 49.6 | 54.2 | 59.5 | 21.3 | 45.5 | 39.6 | 55.8 |

## Table 4-8: Indian Hotel Industry – Thirteen Other Cities: Sources of Reservation

### Source of Advance Reservations

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *6* | *3* | *6* | *8* | *7* | *13* | *8* | *15* | *6* | *6* | *15* | *7* | *8* |
| Chain CRS (Central Reservations System) | 0.8% | 3.3% | 3.0% | 8.6% | 14.3% | 0.2% | 7.7% | 0.9% | 2.3% | 0.0% | 3.0% | 8.9% | 1.3% |
| Direct Enquiry / Hotel Representative | 39.5 | 24.7 | 47.3 | 37.6 | 48.0 | 47.2 | 34.1 | 31.5 | 48.7 | 45.2 | 23.4 | 43.6 | 15.5 |
| Global Distribution System (GDS) | 3.0 | 3.3 | 3.2 | 10.0 | 3.5 | 0.1 | 3.0 | 1.6 | 0.2 | 0.0 | 0.9 | 1.7 | 2.2 |
| Hotel / Chain Website | 8.4 | 19.7 | 7.7 | 16.6 | 3.6 | 5.7 | 7.6 | 6.5 | 7.1 | 7.7 | 11.7 | 10.4 | 9.6 |
| Travel Agent & Tour Operator | 12.0 | 21.7 | 11.5 | 2.6 | 5.9 | 10.4 | 14.3 | 35.6 | 8.3 | 15.0 | 30.7 | 15.4 | 14.8 |
| Online Reservations Systems | 12.5 | 20.0 | 16.2 | 6.6 | 16.8 | 11.0 | 11.2 | 9.6 | 13.2 | 18.2 | 11.8 | 10.8 | 12.2 |
| Regional Sales Office | 19.4 | 4.0 | 5.3 | 9.4 | 6.3 | 9.6 | 17.6 | 2.9 | 19.2 | 3.0 | 10.7 | 7.4 | 11.0 |
| Other | 4.5 | 3.3 | 5.8 | 8.6 | 1.6 | 15.8 | 4.5 | 11.2 | 1.0 | 11.0 | 7.9 | 1.7 | 3.3 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Table 4-9: Indian Hotel Industry – Thirteen Other Cities: Marketing Media

### Marketing Media – Percentage of Hotels Using Each Media

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Raipur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star, Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *10* | *4* | *5* | *8* | *6* | *14* | *9* | *15* | *7* | *5* | *15* | *7* | *7* |
| Blogs | 40.0% | 50.0% | 0.0% | 12.5% | 50.0% | 14.3% | 33.3% | 33.3% | 14.3% | 20.0% | 20.0% | 42.9% | 42.9% |
| Direct Mail | 80.0 | 100.0 | 40.0 | 75.0 | 66.7 | 71.4 | 100.0 | 93.3 | 71.4 | 100.0 | 86.7 | 42.9 | 71.4 |
| Hotel Web Site | 70.0 | 100.0 | 100.0 | 100.0 | 100.0 | 78.6 | 100.0 | 100.0 | 57.1 | 80.0 | 100.0 | 100.0 | 85.7 |
| Loyalty Card program | 50.0 | 75.0 | 40.0 | 87.5 | 100.0 | 28.6 | 88.9 | 26.7 | 28.6 | 60.0 | 40.0 | 85.7 | 42.9 |
| Merchandising | 50.0 | 50.0 | 0.0 | 25.0 | 33.3 | 21.4 | 33.3 | 33.3 | 28.6 | 0.0 | 33.3 | 28.6 | 42.9 |
| Other Internet sites | 90.0 | 75.0 | 40.0 | 87.5 | 100.0 | 50.0 | 100.0 | 80.0 | 57.1 | 100.0 | 66.7 | 85.7 | 71.4 |
| Outdoor Advertising | 60.0 | 50.0 | 40.0 | 62.5 | 50.0 | 21.4 | 44.4 | 73.3 | 57.1 | 40.0 | 46.7 | 71.4 | 57.1 |
| Pay Per Click | 20.0 | 50.0 | 20.0 | 75.0 | 66.7 | 14.3 | 33.3 | 20.0 | 0.0 | 0.0 | 6.7 | 0.0 | 14.3 |
| Print Advertising | 70.0 | 75.0 | 40.0 | 75.0 | 100.0 | 57.1 | 77.8 | 86.7 | 100.0 | 100.0 | 73.3 | 85.7 | 71.4 |
| Promotions | 80.0 | 75.0 | 40.0 | 75.0 | 83.3 | 35.7 | 100.0 | 73.3 | 42.9 | 80.0 | 86.7 | 71.4 | 71.4 |
| Radio Advertising | 40.0 | 50.0 | 0.0 | 37.5 | 66.7 | 35.7 | 22.2 | 26.7 | 42.9 | 80.0 | 20.0 | 14.3 | 28.6 |
| Telemarketing | 70.0 | 50.0 | 40.0 | 12.5 | 16.7 | 28.6 | 55.6 | 60.0 | 14.3 | 100.0 | 66.7 | 28.6 | 71.4 |
| TV Advertising | 20.0 | 25.0 | 0.0 | 12.5 | 16.7 | 0.0 | 11.1 | 33.3 | 0.0 | 80.0 | 33.3 | 57.1 | 42.9 |
| Viral Marketing | 10.0 | 50.0 | 0.0 | 25.0 | 16.7 | 7.1 | 44.4 | 13.3 | 0.0 | 20.0 | 13.3 | 10.0 | 28.6 |

# Table 4-10: Indian Hotel Industry – Thirteen Other Cities: Payment Methods

## Payment Methods Used

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *9* | *4* | *6* | *8* | *5* | *13* | *6* | *12* | *6* | *5* | *13* | *7* | *6* |
| Cash Sales | 15.2% | 31.0% | 21.8% | 15.4% | 18.1% | 52.8% | 24.3% | 30.8% | 42.5% | 19.6% | 36.5% | 23.9% | 22.5% |
| Credit Card Sales | 43.2 | 38.0 | 50.5 | 53.6 | 37.1 | 26.4 | 32.5 | 37.2 | 22.3 | 42.2 | 36.1 | 26.0 | 35.0 |
| Credit Sales (Other Than Cards) | 30.0 | 21.3 | 14.8 | 24.0 | 27.9 | 12.1 | 34.0 | 20.0 | 27.4 | 20.6 | 15.1 | 36.3 | 22.5 |
| Electronic Fund Transfer | 11.7 | 9.8 | 12.8 | 7.0 | 17.0 | 8.8 | 9.2 | 12.1 | 7.4 | 17.6 | 12.3 | 13.8 | 20.0 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **99.7** | **100.0** | **100.0** | **100.0** | **100.0** |

## Credit Cards Used

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Raipur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star, Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *6* | *4* | *6* | *8* | *4* | *12* | *7* | *12* | *4* | *5* | *12* | *7* | *4* |
| American Express | 10.7% | 5.8% | 16.5% | 28.4% | 20.0% | 3.4% | 17.9% | 9.2% | 6.8% | 4.0% | 9.9% | 13.7% | 13.8% |
| Diners Club | 0.7 | 0.5 | 3.8 | 3.4 | 2.5 | 2.7 | 5.9 | 1.3 | 0.8 | - | 0.7 | - | 0.3 |
| Mastercard/Eurocard | 39.6 | 32.5 | 36.8 | 35.4 | 43.3 | 46.3 | 19.9 | 36.7 | 53.0 | 43.6 | 36.9 | 22.4 | 36.0 |
| Visa | 49.0 | 51.3 | 41.3 | 32.1 | 33.0 | 46.4 | 55.9 | 40.3 | 38.0 | 44.4 | 44.3 | 52.8 | 50.0 |
| Other | - | 10.0 | 1.5 | 0.8 | 1.3 | 1.3 | 0.5 | 12.6 | 1.5 | 8.0 | 8.3 | 11.1 | - |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

## Average Credit Card Commission

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Raipur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star, Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *6* | *1* | *5* | *9* | *4* | *10* | *5* | *9* | *2* | *2* | *7* | *7* | *4* |
| American Express | 2.9 | 4.3 | 2.9 | 3.4 | 3.4 | 2.5 | 2.5 | 3.5 | 2.5 | 0.0 | 2.7 | 3.4 | 2.6 |
| Diners Club | 0.2 | 1.2 | 2.0 | 1.2 | 1.2 | 0.2 | 0.2 | 0.5 | 0.0 | 0.0 | 0.3 | 0.4 | 1.5 |
| Mastercard / Eurocard | 1.2 | 1.2 | 1.5 | 1.3 | 1.0 | 8.4 | 0.8 | 1.7 | 1.4 | 1.7 | 1.7 | 1.2 | 1.3 |
| Visa | 1.1 | 1.2 | 1.5 | 1.0 | 1.3 | 4.5 | 1.1 | 1.7 | 1.4 | 1.7 | 1.6 | 1.4 | 1.0 |
| Other | 0.0 | 0.0 | 0.3 | 0.4 | 0.0 | 0.1 | 0.0 | 0.7 | 0.8 | 0.0 | 0.3 | 0.0 | 1.2 |

## Table 4-11: Indian Hotel Industry – Thirteen Other Cities: Technology

### Technology in Hotels – Percentage of Hotels Using Each Technology

| | Ahm'bad | Amritsar | Coimbatore | Gurugram | Hyderabad | Indore | Jaipur | Kochi | Nashik | Rajpur | Thiru'puram | Udaipur | Vis'patnam |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| COMPOSITION | Five-Star, Four-Star & Three-Star | Four-Star & Three-Star | Five-Star, Four-Star & Three-Star | Five-Star Deluxe, Five-Star & Four-Star | Five-Star Deluxe, Five-Star & Four-Star | Three-Star & Two-Star | Five-Star Deluxe, Five-Star & Four-Star | Four-Star & Three-Star | Three-Star Two-Star & One-Star | Three-Star & Two-Star | Four-Star & Three-Star | Five-Star Deluxe & Heritage | Five-Star, Four-Star & Three-Star |
| *Number of Responses* | *10* | *4* | *4* | *5* | *6* | *12* | *5* | *13* | *4* | *5* | *13* | *6* | *5* |
| Accounting System | 100.0% | 100% | 100.0% | 80.0% | 100.0% | 100.0% | 80.0% | 92.3% | 100.0% | 40.0% | 100.0% | 100.0% | 80.0% |
| Call Accounting System | 50.0 | 75.0 | 75.0 | 60.0 | 50.0 | 33.3 | 80.0 | 38.5 | 25.0 | 20.0 | 46.2 | 50.0 | 60.0 |
| Central Reservations System (CRS) | 80.0 | 75.0 | 100.0 | 100.0 | 50.0 | 41.7 | 100.0 | 46.2 | 25.0 | 40.0 | 53.9 | 83.3 | 60.0 |
| Electronic Keycard | 90.0 | 50.0 | 75.0 | 100.0 | 100.0 | 16.7 | 80.0 | 46.2 | 50.0 | 60.0 | 46.2 | 100.0 | 60.0 |
| Energy Management System | 50.0 | 50.0 | 75.0 | 40.0 | 50.0 | 0.0 | 20.0 | 46.2 | 50.0 | 40.0 | 53.9 | 16.7 | 40.0 |
| Internet / E-Mail | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 80.0 | 92.3 | 100.0 | 100.0 |
| Internet / Website | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 91.7 | 100.0 | 100.0 | 75.0 | 80.0 | 92.3 | 100.0 | 100.0 |
| Intranet System | 50.0 | 50.0 | 75.0 | 60.0 | 83.3 | 50.0 | 60.0 | 53.9 | 75.0 | 80.0 | 53.9 | 83.3 | 60.0 |
| Local Area Network (LAN) | 80.0 | 50 | 100.0 | 100.0 | 100.0 | 100.0 | 80.0 | 100.0 | 100.0 | 80.0 | 84.6 | 100.0 | 80.0 |
| Management Information System | 70.0 | 50 | 100.0 | 60.0 | 83.3 | 50.0 | 100.0 | 76.9 | 75.0 | 40.0 | 69.2 | 66.7 | 60.0 |
| Point of Sale System for Food and Beverage | 90.0 | 100.0 | 100.0 | 100.0 | 83.3 | 75.0 | 80.0 | 76.9 | 75.0 | 80.0 | 76.9 | 83.3 | 80.0 |
| Property Management System | 70.0 | 50.0 | 75.0 | 100.0 | 83.3 | 16.7 | 80.0 | 61.5 | 75.0 | 60.0 | 53.9 | 16.7 | 60.0 |
| Yield Management System | 50.0 | 50.0 | 25.0 | 60.0 | 66.7 | 0.0 | 40.0 | 38.5 | 75.0 | 20.0 | 30.8 | 40.0 | 60.0 |
| Other | 40.0 | 0.0 | 25.0 | 20.0 | 0.0 | 0.0 | 0.0 | 7.7 | 25.0 | 0.0 | 0.0 | 10.0 | 20.0 |

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***Peter Henley,*** *President and CEO, Onyx Hospitality*
***Peter Kerkar,*** *Group Chief Executive Officer, Cox and Kings*
***Rakesh Sarna,*** *Managing Director and CEO, Taj Hotels Resorts and Palaces*
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