

## Indian Hotels Industry – Structure & Prospects

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### Overview

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 tourism & hospitality sector's direct contribution to GDP in 2016 was US\$ 47 billion. Also, tourism in India accounts for 7.5% of the GDP & is the 3<sup>rd</sup> largest foreign exchange earner for the country.

At the close of FY16, the country saw macroeconomic stability owing to a decline in inflation, fiscal deficit and current account deficit. Going forward, the Union Budget FY18 has identified some major pillars that will support economic growth for the country that includes tax reforms, fiscal discipline, investment in infrastructure, ease of doing business, agriculture and farmer welfare, rural sector, social sector, education and job creation. This is said to have translated into an overall pick up in the economic activities, thereby having a positive impact on the demand for hotels industry in the country.

### Outlook:

Going forward, CARE expects the industry to register an overall healthy growth in revenue on back of economic growth and consistently growing middle class along with increasing disposable income. There are various other key factors that drive the market, including India's attractiveness as a medical tourism destination; steadily growing Meetings, Incentives, Conferences and Exhibitions (MICE) segment; and, an increasing fondness among millennial to travel.

Also, the expected future inventory in 11 major markets (across categories - only branded) is lower at around 57,000 rooms for the next 5 years (FY16 to FY21). Therefore, with increasing demand on back of improvement in economic activities and lower room additions, ***we expect the major markets in the industry to sustain the average room rates (ARRs) going forward and grow at an average of 3.5% per annum. Also, we expect the occupancy to inch up to an average of about 66% by the end of FY21 compared with 63.4% in FY16.***

Accordingly, the hotel industry is expected to see an increase in room revenue at the rate of about 11-13% CAGR over the 5 year period FY17-FY21.

**Classification of Hotels**

The Indian Hotel Industry can be broadly classified under 3 major heads:

**Star Hotels:**

- The Ministry of Tourism classifies the hotels into 5-D, 5 star 4 star, 3 star, 2, star and 1 star and Heritage hotels. Heritage hotels include old palaces and havelis which have been converted into hotels. Heritage Basic, Heritage Grand and Heritage classic hotels also include havelis, posh residences, hunting lodges, forts and palaces built prior to 1950 and 1935 respectively. The ministry re-classifies hotels every 5 years.

**Approved Hotels:**

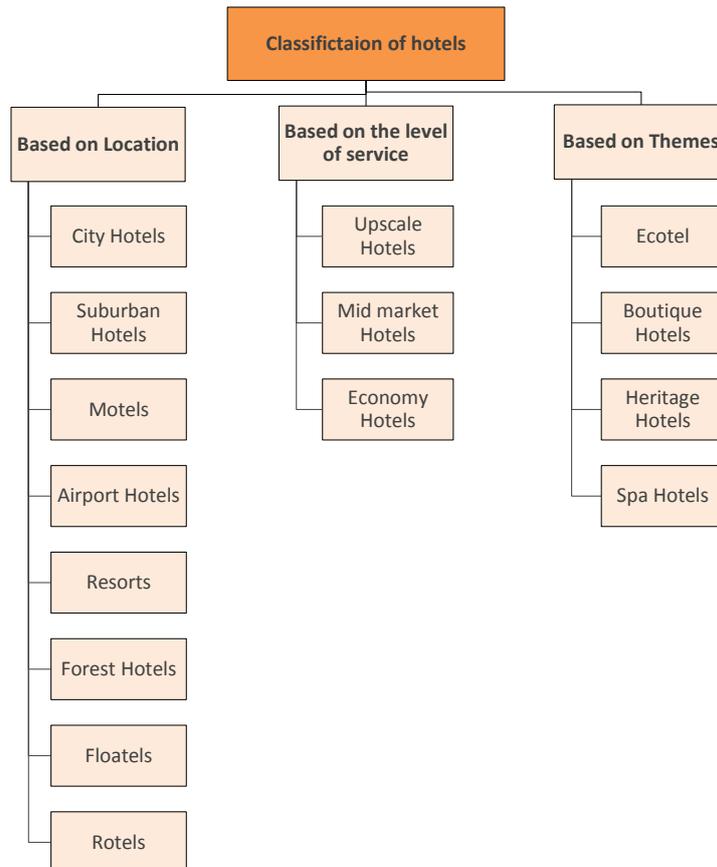
- Approved hotels are the ones that have received approval from the Ministry of Tourism, but have not been classified into any star category.

**Licensed Hotels:**

- This comprises of hotel that have acquired license from local municipal authorities to provide boarding and lodging facilities.

The other major parameters based on which hotels are classified, apart from their ratings, are as follows:

**Chart 1: Classification of Hotels**



Source: CARE Ratings

## A. Based on location

### 1. City/Downtown hotels

- These hotels are normally located in the heart of the city, near shopping areas, theatres, close to the airports, etc. usually with high rates on account of locational advantage. Such hotels are patronized by businessmen & high income tourists.

### 2. Suburban hotels

- Located in suburban areas for customer travelling for business or leisure are moderately priced. For instance, Taj Group's Vivanta caters to the corporate demand arising from various business hubs in the city while the Westin Sohna Resort and Spa operates in a suburb near Gurgaon catering to demand from tourists and leisure travelers.

### 3. Motels

- The Motel concept is derived from motor hotels or transient hotels, usually located along highways near fuel pumps, provides adequate parking space. Also, it is characterised by short duration of stay. KTDC's motels in Kerala - Motel Araam Punaloor, Alappuzha, etc are some of the well-known motels in India. This concept is more familiar in U.S. where people travel across cities by their vehicles.

### 4. Airport hotels

- These hotels are setup near airports, especially international airports, catering to transit guests who stay over between flights. JW Marriott Mumbai Sahar and Novotel Airport Hyderabad are some examples.

### 5. Resorts

- Hotel located near hills, beaches or an island or in some exotic location away from crowded residential locations are resorts. The recreational facilities and breath-taking scenery are vital factors of most resorts.
- Resorts can be further categorised as hill resorts, health resorts, beach resorts, etc.
- Most resort hotels provide extensive food and beverage, valet & room services and sightseeing to vacationers. Many resorts also provide special activities, indoor and outdoor games for guests such as dancing, golf, tennis, horse riding, nature hikes, skiing and , swimming, health club, steam sauna bath, spas etc. A more leisurely and relaxed atmosphere distinguishes most resort hotels from other types of hotels.
- Generally, weekends and public holidays keep the occupancy rates of these hotels high and demand is seasonal in nature. For eg: The Leela, Goa

### 6. Forest hotels

- Located within a forest range and caters to tourists visiting such areas, For eg: Hotel Corbett Grand, Jim Corbett National Park.

### 7. Floatels

- Floatel is a floating hotel or a ship or a boat operating as a hotel. The Oberoi Motor Vessel Vrinda that operates in Kerala, Shikaras in Kashmir, etc. are some examples.

### 8. Rotels

- A rotel refers to a hotel on wheel. These hotels provide a luxurious hotel-like atmosphere and are actually trains. Deccan Odyssey and Palace on Wheels are some prominent models.

**B. Based on the level of service****1. Upscale/Luxury hotels**

- Hotels with a rating of 5 star and above are classified as an Upscale/Luxury hotel. These hotels house multi-cuisine restaurants and lounges. Meeting rooms, dining facilities, concierge services, etc are some facilities provided by these hotels. Business executives, high ranking diplomats and HNIs are the prime target customers. The hotel and guest rooms usually have high quality furnishings, exquisite décor, artwork etc. These hotels have services equivalent to 5/5-D star rated hotels.

**2. Mid segment hotels**

- Mid segment/mid-scale/mid-market hotels provide simple and comfortable services. Hotel may have swimming pool or a fitness centre; tariffs would exclude the usage charges of such facilities. They have a single restaurant and offer services equivalent to 4 star rated hotels.

**3. Economy hotels**

- Economy/budget hotels provide accommodation and some basic limited services to guests. Provides clean, comfortable and inexpensive rooms to guests. It would have a 3 star rated hotels equivalent services.

**C. Based on Themes****1. Ecotel**

- Exclusive group of hotels and resorts that are environment friendly. All certified hotels have to pass a detailed inspection and satisfy stringent criteria designed by Hospitality Valuation Services (HVS) International, the international ecotel-accreditation agency. The Orchid hotel in Mumbai was the first to receive the Ecotel award in India. Hotel Rodas in Mumbai, The Fern and Uppals Orchid Hotel in Delhi are some properties in India to receive the Ecotel certification.

**2. Boutique hotels**

- Boutique hotels provide personalised accommodation, facilities and services unlike the large chains and branded hotels. Typical boutique hotels are furnished in a themed manner, have less than 100 rooms with limited services. Repeat clientele has a large share in revenues of such hotels. Some International boutique hotels include W Hotels, Zoo Hotels, Bvlgari Hotels, Melia-Comfort Boutique Hotels, etc. In India, all properties of The Park Hotel (Navi Mumbai, Kolkata, Hyderabad, Chennai, Delhi, Visakhapatnam, Goa and Bengaluru) are boutique hotels.

**3. Heritage Hotels**

- Heritage hotels are old palaces and havelis that are converted into hotels. These hotels offer supreme luxury and provide individual attention and personalised services. Many royal families, especially in Rajasthan, have converted their palaces into a chain of hotels. Guests enjoy great ambience, huge rooms, royal food, and antique furniture along with modern facilities. The largest numbers of heritage hotels in the country are in Rajasthan.

**4. Spa Hotels**

- Any place with a medicinal or mineral spring having primary purpose of providing individual services and treatments for spa seeking clients, with focus on health, is known as a spa hotel. Spa hotel usually offer facilities such as steam, sauna, fitness facilities and a swimming pool. It basically provides therapeutic baths and massages along with features of a luxury hotel. They are operated under the on-site supervision of licensed healthcare professionals. For eg: Wildflower Hall Spa, Shimla, Ananda Spa – Himalayas are some of the spa hotels in India.

## Other concepts

### Timesharing industry

- A timeshare is a form of vacation ownership of property. Units may be on a partial ownership, lease or a 'right to use' basis where the sharer has no claim to the ownership of the property. The concept of 'timeshare' as an innovative way for increasing holiday choice became popular in Europe in the 1960s. Under this concept, the use and costs of running the property (hotel) are shared among the owners.
- Instead of booking a resort every year for a week or two, or purchasing a property, timeshare offers buyers the ability to buy rights of occupancy in a property, usually in multiples of a week, for a set period. After purchasing their holiday time and using it, they can pass it to their friends and relatives, or rent it out.

The industry offers various purchase options to meet consumers' requirements for vacation variety and flexibility.

1. Fixed-week: The most common type of timeshare where units are sold for use during a fixed week of the year.
2. Floating week: This could be any week during a certain season of the year.
3. Rotating or flex-week: Under this, in an attempt to give all owners a chance for best weeks, the weeks are rotated forwards or backwards through the calendar, so in year 1 the owner has week 25, then in year 2 the owner has week 26 and week 27 in the week after that.
4. Points Program: Annually, the program gives the owner the points equal to the level of ownership and the owner has the flexibility to use these points as currency to make their travel arrangements.

Timeshare owners have the option to holiday in different resorts if the memberships are affiliated to an exchange company. Resort Condominiums International (RCI) and Interval International are the major players amongst the existing exchange companies.

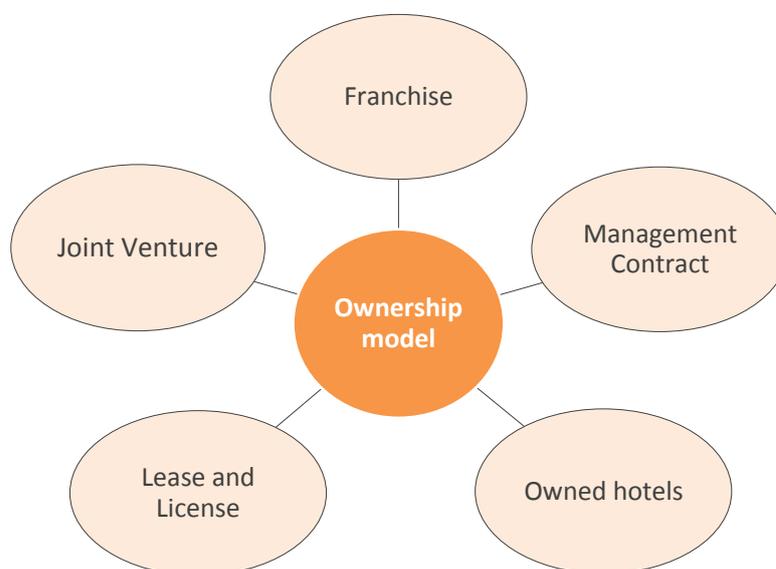
### Service Apartments

- Service apartments are fully furnished apartments available for short-term or long-term stay providing all the luxuries of a premium hotel such as room service, laundry service, fitness centre, etc. and have larger rooms and more space at a far more competitive rate. The apartments are usually equipped with full kitchens, wi-fi and other in-house amenities.
- These apartments are ideal for people who do not have to stay for long durations to set up a home but also long enough to want to live a normal life while experiencing luxuries of a 5-star hotel. Also, no rental deposits are required in this case unlike ordinary residential leases which typically binds people for a year or and involve an 11 month rental deposit.
- Business professionals, executives who may be on local or international work assignments (project related) are frequent users of this facility. However, they are available to general public as well.

Although this concept is picking up in some business destinations, we at CARE Ratings do not see it becoming a threat to the demand for existing premium segment hotels, as the average length of stay (ALOS) in hotels is still lower at 2-3 days and are preferred over service apartments.

## Operating models

Chart 2: Operating models



Source: CARE Ratings

### 1. Owned hotels

- Under this structure, the hotel owner builds, owns and manages the property. It involves a huge capital outlay and liability. It gives the owner the complete control over pricing and operating expenses. All the profit earned is retained by the company.

### 2. Lease/License

- Under the lease structure, the hotel group (lessee) takes the property on lease from a real estate developer or the owner (lessor) for a specified duration and the lessee renovates and operates it. In return, the lessee (hotel group) pays lease rental, which is usually a proportion of revenue to the developer/owner (lessor).

### 3. Joint Ventures

- Under this arrangement, two hotels groups or one hotel and one developer enter into a joint venture to own and operate a property. They share the profits in a certain pre-decided ratio.

### 4. Franchisee Agreements

- Under the franchising practice, a renowned hotel group (Franchisor) allows the hotel owner (franchisee) to use its successful business model or brand name. The franchisor does not require to build chain properties to render services. It helps the franchisor spread its presence without capital outlay and liability, thereby improving the operating leverage.
- The franchisor is paid an initial amount at the time of giving franchisee and an on-going amount as royalty for using the business model or brand name. The franchisees are subject to inspection and have to adhere to the brand standards.

## 5. Management Contracts

- Management companies are organizations that operate properties owned by others. These other hotels may be owned by individual, partnership or private limited companies. These contracts are normally on a long term basis.
- Now-a-days many hotel owners are using this concept so that they can focus on their core areas and outsource the management work to professionally equipped organizations in this field. After paying the management fees, other hotel expenses and taxes, whatever revenue remains is the profit of the owner.

## Classification of Customer segments

### 1. Business traveller

- The business traveller is a businessman or a corporate executive travelling for business purposes. This segment includes corporates, both domestic and foreign. This practice is on a rise due to the economic upswing in India. It can also be attributed to the increased business opportunities internationally.
- The business travellers can be divided into two categories based on their duration of stay; first, the business traveller who travels for a short duration. These travellers come mostly for a meeting or a conference. They are time-conscious and willing to be price-insensitive. Such customers are ready to pay higher price in exchange for flexibility of being able to book a room at the last minute.
- The other category is the business traveller who travels for a mid-to-long-term duration. They travel mostly for working on a project. Such customers may or may not have a pre-planned journey; therefore, they may or may not be price sensitive. Nowadays, such people prefer serviced apartments.

### 2. Leisure travellers

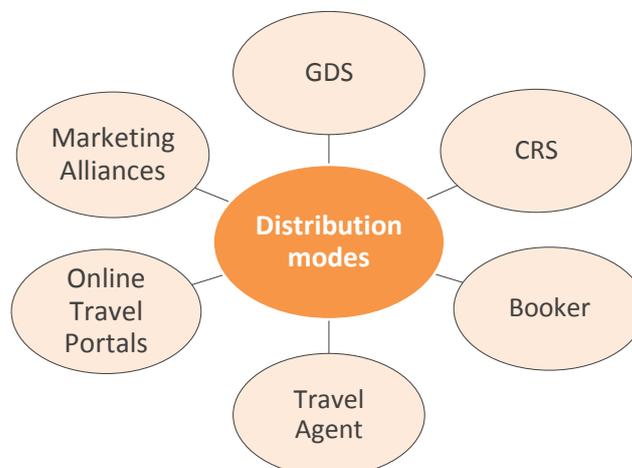
- The leisure traveller could either be a foreigner or a domestic traveller whose primary purpose of visit is holiday or site seeing. Among non-business foreign tourists, the primary motivation for visiting India is largely cultural attraction followed by conferences and conventions, tourist attractions like beaches, wild life, hill resorts, etc.
- Usually, leisure travellers are part of a package run by a tour operator. Their duration of stay varies from short to medium term. Such customers are price-sensitive and are willing to give up some flexibility for the sake of a more inexpensive room.
- Most of these travellers are domestic travellers. Due to growing economy and rising income levels, the number of such travellers is increasing.

### 3. Airline Cabin Crew

- Airline cabin crew forms another important segment because of the repetitive and guaranteed nature of the business that they provide.
- Usually, these are a part of an annual contract whereby, in return for a fixed rate, a certain number of rooms are provided on demand for cabin crews with discount rates in the range of 40% and 50%, this represents a low-yield segment for hotels in general.

## Distribution channels

Chart 3: Distribution channels



Source: CARE Ratings

### 1. Global Distribution System (GDS)

- A GDS is a network operated by a company that enables the electronic reservation systems between the travel service providers (hotels, airlines, car rental companies, etc.) and the travel agencies (travel agents and the public) to provide and avail travel related services.

### 2. Centralised reservation system (CRS)

- The CRS is a computerised system that stores and distributes information to carry out transactions related to air travel, car rentals, hotel bookings and other related services through which reservations can be made.

### 3. Booker

- The travel manager, executive assistants that are the link between the traveller and the service provider (hotel/ airlines, etc.) usually make corporate bookings.

### 4. Tour agent/Travel agent (booking via GDS/CRS)

- A travel agent is someone who provides travel and tourism services to the public on behalf of the suppliers such as activities, airlines, car rentals, cruise lines, package tours, etc. Some agents besides dealing with the ordinary tourists also have a separate department looking after the corporate/business travellers.

### 5. Online Travel Portals

- Online travel portals have increasingly become one stop shop for all the travel related services with the emergence of e-commerce. These are websites dedicated to travel related transactions such as flight ticket bookings, hotels and travel packages. Again, these travel websites are connected to GDS/CRS systems that enable them to offer lowest rates prevalent in the distribution network.

### 6. Marketing alliances

- Hotels are often associated with marketing alliances. Such alliances provide the hotels get direct access to the reservation network, promotions and the internet coverage.

**Industry characteristics**

The industry can be classified as business and leisure destinations from the point of view of the hospitality sector. It should be noted that the two are not mutually exclusive as some locations have a fair mix of business and leisure travellers. The demand dynamics are quite different for both the segments.

**Cyclicality**

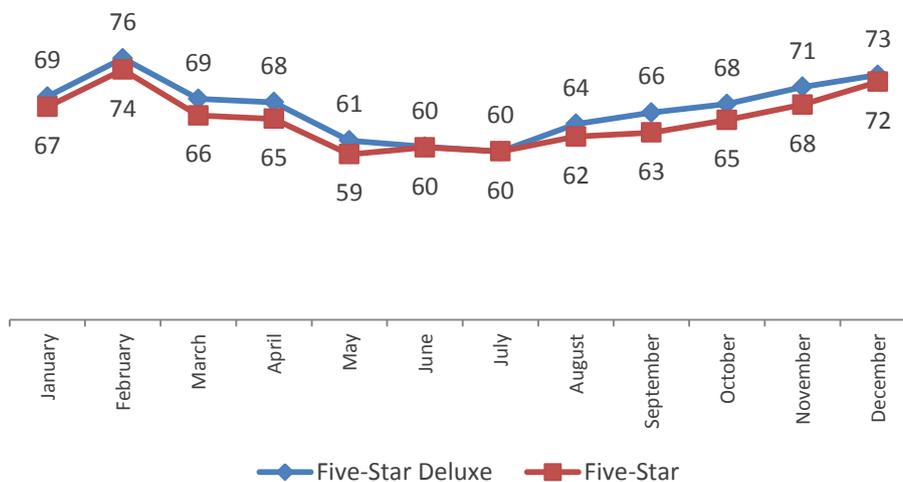
The hospitality industry is cyclical in nature. i.e., during positive cycles the industry witnesses periods of sustained growth and sees healthy average room rates (ARRs) and occupancy rates (ORs). Until the economy goes through a downturn or if there is excess supply, the trend continues. When recession sets in, the ORs begin to decline followed by the ARR. In the recovery phase, ORs starts to move up and eventually the ARR also start to increase.

While the macro-economic factors affect the business destinations (RevPARs – revenue per available room, growth is sensitive to the macro-economic indicator such as the nominal GDP), the leisure destinations show a greater sensitivity to non-economic factors such as terror attacks, health related travel warning, etc. (decline in FTA in 2008-09 was largely on account of the Mumbai terror attacks on November 26, 2008 and the swine flu linked travel advisories). Consequently, the average RevPARs of 12 major cities had registered a decline of about 13.9% in 2008-09 and 9.7% in 2009-10. While in 2010-11, with higher growth in nominal GDP and an increase in FTAs post-recession, these 12 major cities recorded an average increase of about 2.6% in RevPARs. Similarly, due to increased domestic and international trade activities and various initiatives taken by the government, the number of foreign travellers in the country has increased. This was reflected in the overall RevPARs in India that increased by about 4.5% in 2015-16.

**Seasonality**

The hotel industry demand is seasonal in nature. Though the peak season for both business and leisure destinations is the same (January – March), during the remaining year both demonstrate different behaviours. While the business destinations maintain constant ORs (5-10% lower than Jan-Mar period) from April – November. However, in December, a sharp correction is witnessed in the business destinations as it coincides with the international holiday period. Leisure destinations on the other hand register lower ORs during May - October period, while the occupancy rates improve in December on account of holiday season.

**Chart 4: Seasonal nature of hotels industry in India (Occupancy rates - %)**



Source: FHRAI, HVS Research

### Average length of stay (ALOS)

The demand for hotel rooms in business destinations is usually concentrated around weekdays, i.e., the ORs are generally lower on weekends. The ALOS for business hotels is usually in the range of 2 – 2.5 nights with low levels or double occupancy (fewer occasions where more than one person shares the room). While the hotels in leisure destinations the ORs are higher during the weekends and have ALOS of around 2-3 days. The occurrence of double occupancy is also typically higher in leisure destinations.

### Existing Inventory

The upscale segment of the hotel industry in India is highly organised and concentrated in few key cities. The total number of 'keys' (rooms) in the top 11 key cities covered by CARE Ratings is estimated at 84,396 as at the end of FY16. Majority of the room inventory is concentrated in Mumbai, NCR and Bengaluru.

The existing room supply for the country grew by 5.5% in FY16 totaling to 113,622 rooms (as of 31 March 2016). This considers the 5,619 new rooms that entered various markets during the year, as well an expansion of the existing properties.

**Table 1: Existing inventory (Major cities and across categories – Only branded)**

Sr no.	City	Existing inventory at the end of			Y-o-y Growth	5 year CAGR
		2011-12	2014-15	2015-16		
1	NCR	15,006	19,838	20,680	4.2%	8.3%
2	Mumbai	12,052	12,865	13,054	1.5%	2.0%
3	Bengaluru	7,713	11,117	11,799	6.1%	11.2%
4	Chennai	4,904	7,444	7,787	4.6%	12.3%
5	Pune	5,672	6,137	6,287	2.4%	2.6%
6	Hyderabad	4,797	5,954	6,262	5.2%	6.9%
7	Goa	3,885	5,298	5,596	5.6%	9.6%
8	Jaipur	3,054	4,822	5,040	4.5%	13.3%
9	Ahmedabad	1,975	2,944	3,154	7.1%	12.4%
10	Kolkata	1,787	2,701	2,701	0.0%	10.9%
11	Agra	1,739	1,755	2,036	16.0%	4.0%
	<b>Total</b>	<b>62,584</b>	<b>80,875</b>	<b>84,396</b>	<b>4.4%</b>	<b>7.8%</b>
12	Other Cities	21,729	26,820	29,226	9.0%	7.7%
	<b>Total</b>	<b>84,313</b>	<b>107,695</b>	<b>113,622</b>	<b>5.5%</b>	<b>7.7%</b>

Note: \*NCR includes New Delhi, Noida and Gurugram

\*\* Other cities includes all other hotel markets across India

Source: HVS Research

Looking at the major markets analyzed in this report, Agra saw the highest increase in supply (16%) in FY16, adding to the relatively small base of hotels, followed by Ahmedabad (7.1%) and New Delhi (6.4%).

**Table 2: Top Brands in Hotel Industry in India**

Domestic Hotels	International Hotels
Bharat Hotels Ltd	Accor
EIH Ltd	Swissotel Hotels & Resorts*
Hotel Leelaventure Ltd	Four Seasons Hotels Inc
Taj Hotels Palaces Resorts Safaris	Intercontinental
ITC Ltd	Best Western Hotel
Neesa Leisure Ltd	Hyatt
Pride Hotels	Carlson Rezidor
Park Hotels	Berggruen Hotels
Lemon Tree Hotels	Hilton Hotels
Sarovar Hotels & Resorts	Wyndham Hotels
Royal Orchid Hotels	Choice Hotels
Concept Hospitality	Marriott International
	Starwood Hotels & Resorts**

Note: \*Swissotel has been taken over by Accor

\*\*Starwood Hotels & Resorts has been acquired by Marriott International

Source: CARE Ratings

### Upcoming Supply

The future supply landscape is ever-changing and subject to several external forces that may often delay project openings. It is noteworthy that the pipeline for proposed supply totaled 114,466 rooms back in FY08 – the highest in a decade, whereas in FY16 it contracted significantly to just 56,912 rooms.

**Table 3: Proposed Branded Hotel Rooms across Major Cities and Categories (FY16 – FY21\*\*)**

City	Existing Supply (FY16)	Proposed Supply (FY21)*	Increase in Future Supply	Luxury	Upscale	Mid-market	Budget	Extended stay
Agra	2,036	622	31%	16%	32%	0%	52%	0%
Ahmedabad	3,154	1,238	39%	24%	33%	37%	7%	0%
Bengaluru	11,799	5,209	44%	13%	39%	28%	17%	4%
Chennai	7,787	2,312	30%	0%	0%	44%	44%	12%
New Delhi	14,035	2,792	20%	20%	49%	27%	4%	0%
Gurgaon	5,323	1,959	37%	0%	35%	30%	18%	17%
Noida	1,322	2,561	194%	0%	46%	32%	15%	7%
Goa	5,596	2,062	37%	0%	37%	29%	34%	0%
Hyderabad	6,262	2,464	39%	0%	15%	49%	27%	10%
Jaipur	5,040	960	19%	0%	27%	65%	8%	0%
Kolkata	2,701	3,209	119%	15%	34%	27%	24%	0%
Mumbai	13,054	4,166	32%	24%	20%	32%	19%	6%
Pune	6,287	1,965	31%	26%	20%	37%	17%	0%
Other cities	29,226	25,393	87%	1%	22%	49%	26%	3%
<b>Total</b>	<b>1,13,622</b>	<b>56,912</b>	<b>50%</b>	<b>7%</b>	<b>27%</b>	<b>40%</b>	<b>23%</b>	<b>4%</b>

Note: \*Proposed Supply includes 4,286 rooms which have been open for less than six months, and therefore, not included in the existing supply

\*\*The supply for FY21 has been calculated by adding the active future supply to the existing base of rooms in FY16

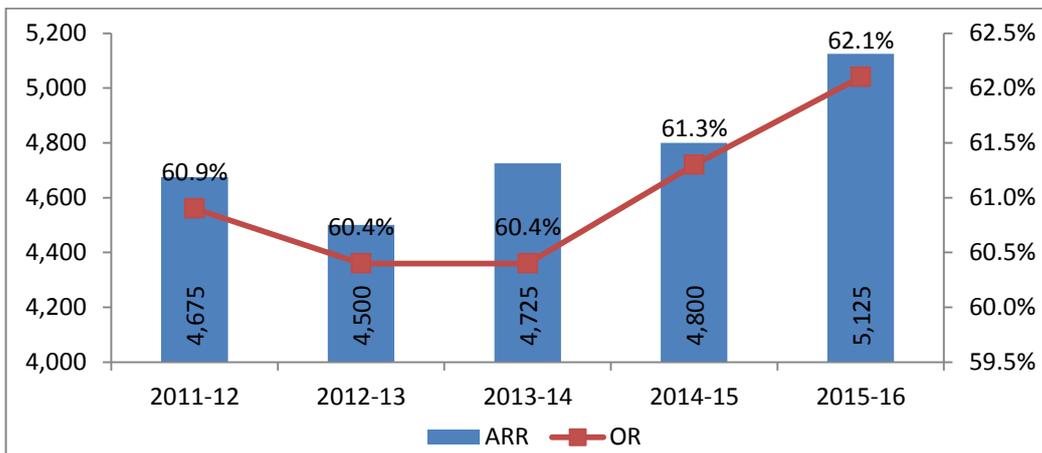
Source: FHRAI, HVS Research

### Pan-India Hotels Performance

The Occupancy rates (ORs) witnessed a marginal increase of about 1.3% during FY16 on pan-India level. ORs increased from 61.3% in 2014-15 to 62.1% in 2015-16 on back of increased demand from domestic and foreign travellers for business and leisure activities. In line with the increase in demand, the average room rates (ARRs) increased by about 7% to Rs 5,125 per day in FY16.

All India RevPAR performance of major markets recorded a substantial growth of about 6.1% over the preceding fiscal and reached Rs 3,512 per day in 2015-16. This rate was last achieved in the year 2011-12. The nationwide weighted occupancy increased by about 6% and reached 63.4%, corresponding with a marginal increase of about 0.2% in average daily rate that stood at Rs 5,541 per day. A concurrent increase in OR and ARR was last seen in 2010-11.

**Chart 5: Pan-India Performance**



Note: Numbers have been rounded off to the nearest whole number, wherever applicable

Source: FHRAI, HVS Research

### Performance of major markets in India

#### Average Room Rates (ARR) and Occupancy rates (OR):

5 star hotels recorded a growth of 6.8%, the second highest in the group followed by the 3 star category that recorded a growth of over 7.5% during the year. However, the only star category that logged a miniscule drop of 0.3% in its average room rate last year was the 5 star category. In contrast, two-star hotels that had seen a marginal decline in their overall performance in FY15, revived to achieve a y-o-y increase of 4.3% in occupancy and 2.5% in average room rate in FY16. This may be attributed to the gradual escalation of commercial activity in Tier II and Tier III cities as well as increased domestic travel.

#### RevPAR:

Each star category witnessed a y-o-y increase in RevPAR in FY16, with the 3 star category leading the pack, recording a 10.5% growth during the year. The improvement in RevPAR across all star categories can be attributed to both occupancy and average rate, with the exception of 5 star hotels.

Chart 6: ARR, RevPAR and OR (2015-16)

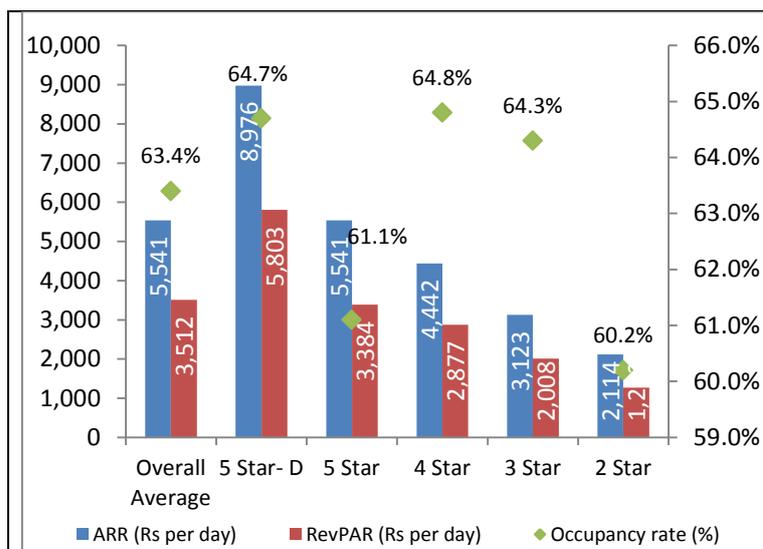
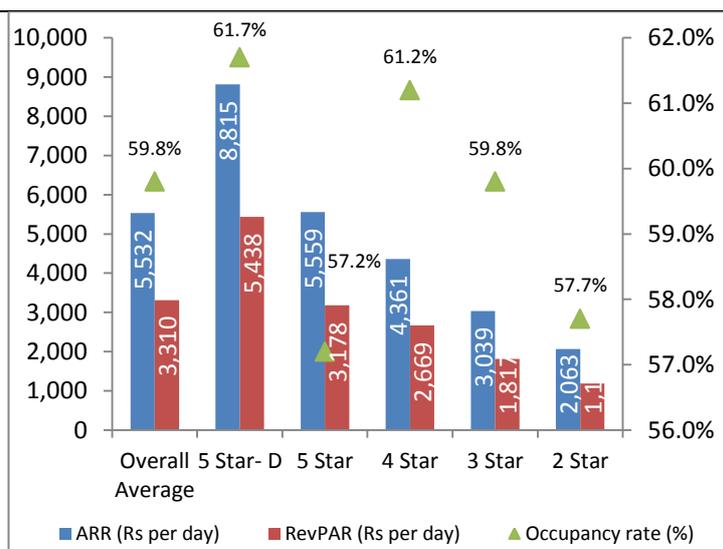


Chart 7: ARR, RevPAR and OR (2014-15)



Note: Major markets include 13 major cities – Agra, Ahmedabad, Chennai, Bengaluru, Mumbai, NCR (New Delhi, Gurugram & Noida), Goa, Hyderabad, Jaipur, Kolkata and Pune.

Source: FHRAI, HVS Research

The expected future inventory in 11 major markets (across categories - only branded) is lower at around 57,000 rooms for the next 5 years (FY16 to FY21). Therefore, with increasing demand on back of improvement in economic activities and lower room additions, **we expect the industry to sustain the average room rates (ARRs) going forward and grow at an average of 3.5% per annum. Also, we expect the occupancy to inch up to an average of about 66% by the end of FY21 compared with 63.4% in FY16.**

### City-wise performance (Premium hotels)

#### 1. Mumbai

- Business travellers account for about 80% of the total room demand in the city.
- Mumbai's hotel market achieved the highest occupancy recorded over the past four years amongst all major markets across the country and also recorded the highest average rate, further consolidating its position as the best performing hotel market in terms of RevPAR too. This was primarily backed by strong growth in corporate travel from industries such as BFSI, pharmaceuticals, FMCG, etc along with an upswing in meetings, incentives, conferences and exhibitions (MICE) demand and the promising growth in the Extended-Stay segment – have favourably impacted Mumbai's hotel market.

#### 2. Bengaluru

- Business travellers constitute about 85-90% of the premium segment room demand in Bengaluru. BFSI and PSU companies mainly account for room demand in CBD area while Whitefield and Electronic city areas have demand from IT/ITeS companies.
- Hotels in Bengaluru witnessed a surge of 15.3% 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 exhibited 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.

### 3. NCR

- Business travellers account for about 70% of the demand while the balance comes from the leisure travel demand. Demand mainly comes from the BFSI and PSU segments in Delhi while in Gurgaon, IT/ITeS, BPO and telecom sector drive demand. Hotels in Noida region majorly cater to demand from IT, BPO and consumer durables companies. Aerocity district caters to demand from corporates, MICE activities and transient clients. Social events – marriages also contribute to the room demand in NCR. 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.
- NCR is home to the largest branded hotel market in the country. Despite being under supply pressure, the city recorded y-o-y growth in RevPAR during the year.
- On the other hand, Central, South and East Delhi hotels dipped their average rates in the effort to capture some of 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.

### 4. Chennai

- 85% of the room demand comes from business travellers.
- Demand in CBD area comes mainly from BFSI and PSU companies, IT/ITeS companies drive demand in the OMR region. Proximity to electronics and the auto industry players in and around the Sriperumbudur area, makes hotels near airport area attractive for business travellers.
- It also enjoys demand from other major business sectors including manufacturing, port and port-related activities, the government and embassies, etc along with a growing MICE demand base owing to the recent expansion of room inventories including large-scale meeting facilities in the city
- In 2015, the market continued on its path to recovery despite supply pressure that impacted business towards the end of 2015. The city witnessed the opening of new hotels, including the InterContinental Resort on ECR, Fortune Select Grand on GST Road, and Turyaa by Heritage 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.

### 5. Pune

- Demand from business travellers account for about 90-95% of overall demand in the city for premium hotels.
- 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 has driven the rapid development of the city. Proximity and ease of connectivity to Mumbai, the country's financial capital, has also helped the city.
- In the past few years, a staggering increase in room supply resulted in a downward spiral in both occupancy and average rate performance which overshadowed the y-o-y double-digit growth in demand, and questioned the strength of the market
- However, 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.

## 6. Ahmedabad

- Ahmedabad saw the full year effect of two upscale hotels – Crowne Plaza and Hyatt Regency, with a combined inventory of 410 rooms. While hotels in the city managed to withstand 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.

## 7. Hyderabad

- About 85-90% of premium segment hotel demand comes from business travellers.
- CBD area room demand is primarily dominated by business travel segment from sectors such as BFSI and PSU companies while the Hitech city caters to demand from IT/ITes.
- Corresponding to the rebound in commercial activity, the Hyderabad hotel market witnessed an increase in both occupancies and average rates in 2015-16.

## 8. Kolkata

- About 75% of room demand for premium segment comes from business travellers.
- Kolkata is driven primarily by commercial activity emanating from PSUs, PSBs, manufacturing, IT/ITes, engineering, medical activity and the telecom industry
- 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.

## 9. 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
- Also, the city has become a major MICE destination, primarily known for its destination weddings and large scale conventions
- With slowdown in the pace of new supply entering the city, an increase in average rates has been witnessed across the city. In 2015-16, Jaipur recorded double-digit growth in both occupancy and RevPAR.

## 10. Goa

- Goa continued to exhibit 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. However, Goa continues to face competition from beach destinations in South and Southeast Asia
- A considerable 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.

## 11. Kerala

- Room demand in Kerala is driven by both leisure and business travellers, each accounting for 50% share

- Kochi is known as the commercial capital of Kerala comprising of shipbuilding and port operations, chemicals, spices, construction, fertilizers and IT industries. Also, large oil corporations such as Indian Oil Corporation, Bharat Petroleum and Hindustan Petroleum have plants located at Irumpanam, a suburb of Kochi
- Trivandrum comprises of industries such as IT and medical.
- Apart from this, leisure travellers also drive room demand in Kerala.

## 12. Agra

- Room demand is usually driven by leisure travellers
- Any macroeconomic conditions have an impact on demand in tourist destinations such as Agra where FTAs constitute majority
- In 2015-16, OR was marginally lower compared to FY15. This lower demand had also translated into a decline of about 9% in ARR during the year.

## Demand drivers

### 1. Tourism

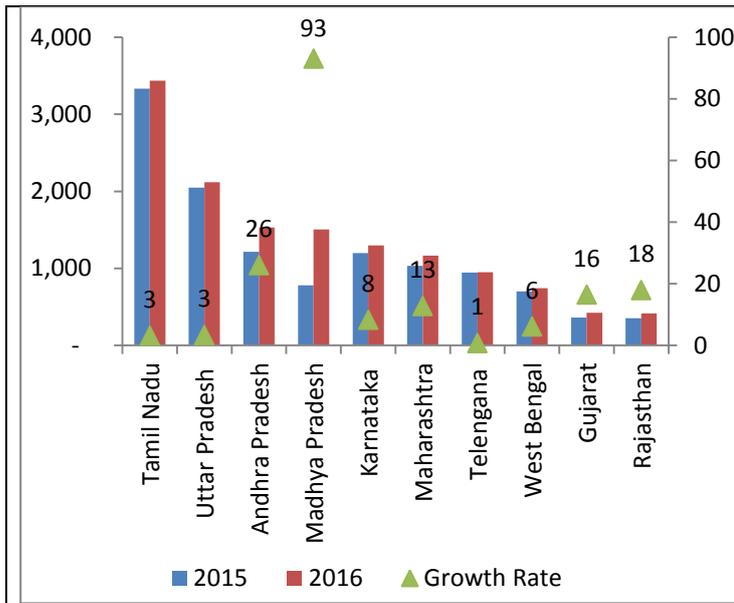
#### A. Domestic Tourists

Domestic tourist arrivals (DTA) are the tourists within India who travel to different places both for business and leisure purposes. The domestic tourist arrivals grew by 12.7% from 1,432 million in 2015 to 1,614 million in 2016. The high growth in the domestic tourist arrivals can be attributed to the, rising disposable income, popularizing weekend culture, the eagerness to spend amongst the youth, government campaigns, introduction of low-cost airline services, increased trade and booming service sector. The travel to religious places like Vaishno Devi and Tirupati amongst many and travel to leisure destinations like Goa, Shimla, Kerala, Jaipur etc. also are the key growth drivers for hotels in the upscale category. Coupled with this, marriage at traditional locations amongst the rich and the royal families is also a key growth driver for the upscale and heritage hotels in India, especially in Jaipur, Jodhpur and Udaipur.

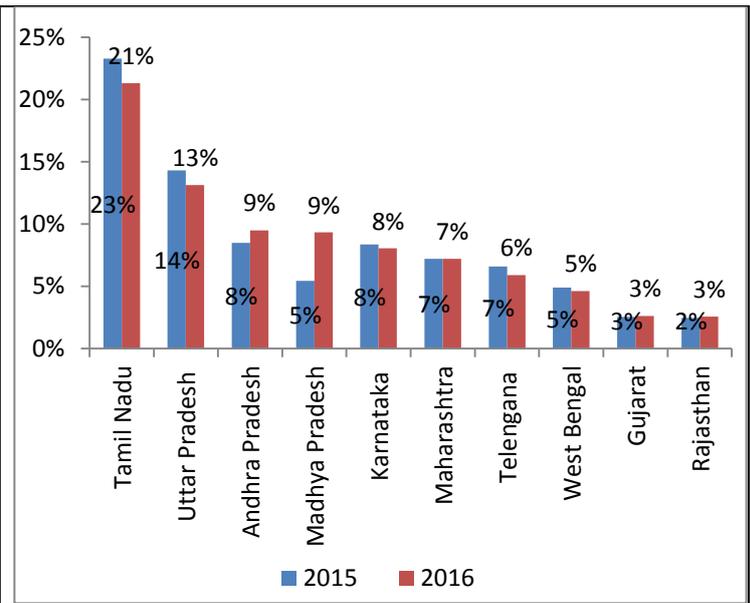
Cities like Mumbai, Bengaluru and Delhi hosts both, business and leisure tourists but the share is skewed towards business tourists. However, Tamil Nadu receives mostly leisure and medical tourists. Uttar Pradesh which boasts of the Taj Mahal is a preferred destination for the leisure tourists. Andhra Pradesh, Tamil Nadu and Uttar Pradesh witnessed highest DTA flow during CY15.

Domestic travellers continue to be the majority generators of room night demand in India. It is imperative to highlight that the Domestic Business Traveller segment has displayed a y-o-y 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 as per Federation of Hotels & Restaurant Associations of India (FHRAI) and HVS South Asia. *Going forward, with the rise in spending by domestic travellers, domestic demand is also likely to grow at a healthy pace.*

**Chart 8: State-wise DTA (in Lakhs)**



**Chart 9: State-wise Percentage share of Total DTA**



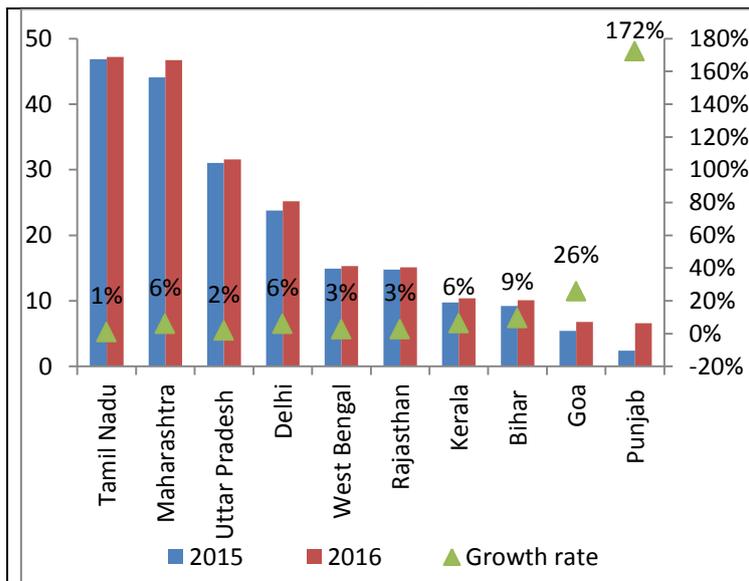
Note: Top 10 States

Source: Ministry of Tourism, CARE Ratings

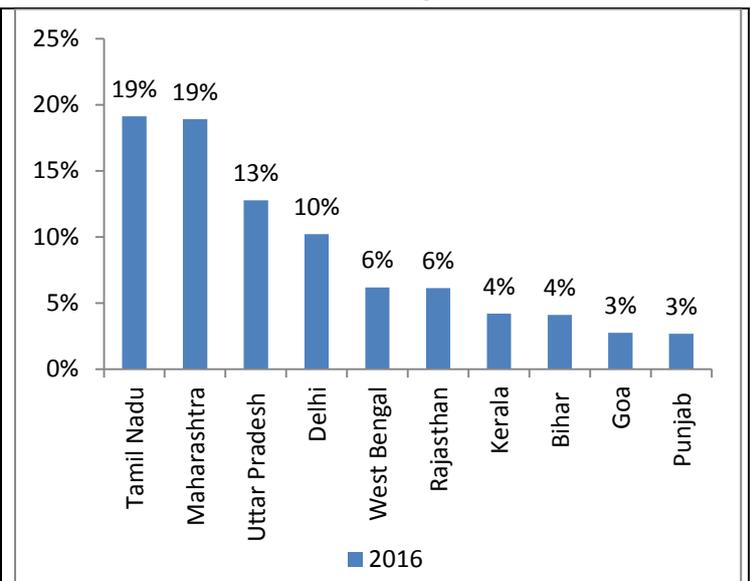
**B. Foreign Tourists**

Foreign tourist arrivals (FTA) are the tourists that come and stay in India for a period exceeding 24 hours. Tourists from USA and UK accounted for approximately 47% of the total foreign tourists flowing into India in CY16. Punjab has seen the highest growth in FTA arrivals followed by Sikkim, Andhra Pradesh and Chhattisgarh. Tamil Nadu witnessed highest FTA arrivals, although y-o-y growth was only 1% due to high base effect followed by Maharashtra where the y-o-y growth was about 6%.

**Chart 10: State-wise FTA (in Lakhs)**



**Chart 11: State-wise Percentage share of Total FTA**



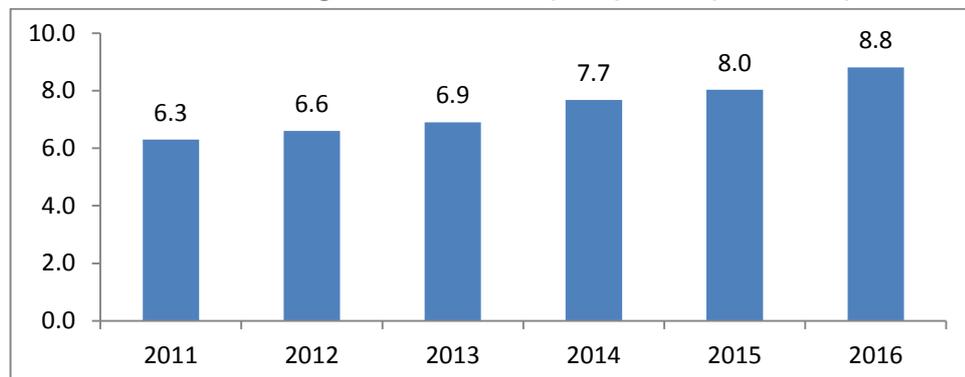
Note: Top 10 States

Source: Ministry of Tourism, CARE Research

On a y-o-y basis, the FTAs in CY16 increased by 10% from 8 million in CY15 to 8.8 million in CY16. This has been the highest growth since 2008. This growth is backed by various Government of India (GoI) initiatives such as introduction of e-visa in November 2014, developed rail & road infrastructure, along with promotion of medical and cruise tourism. In June 2016, the Indian government approved 150 countries under the Visa on Arrival scheme to attract additional foreign tourists. The Visa on Arrival scheme registered an average growth of 134% over 2010–16. Also, the Indian government has released a fresh category of visa – the medical visa or M visa, to encourage medical tourism in India.

Foreign exchange earnings (FEEs) (in rupee) increased by 14% y-o-y in CY16. However, foreign exchange earnings (in dollars) in CY16 increased by 8.8% from \$21,071 billion to \$22,923 billion. The lower growth in dollar terms can be attributed to about 5% y-o-y depreciation of rupee against the dollar during the period.

**Chart 12: Foreign Tourist Arrivals (FTAs) Trend (in millions)**



Source: Ministry of Tourism

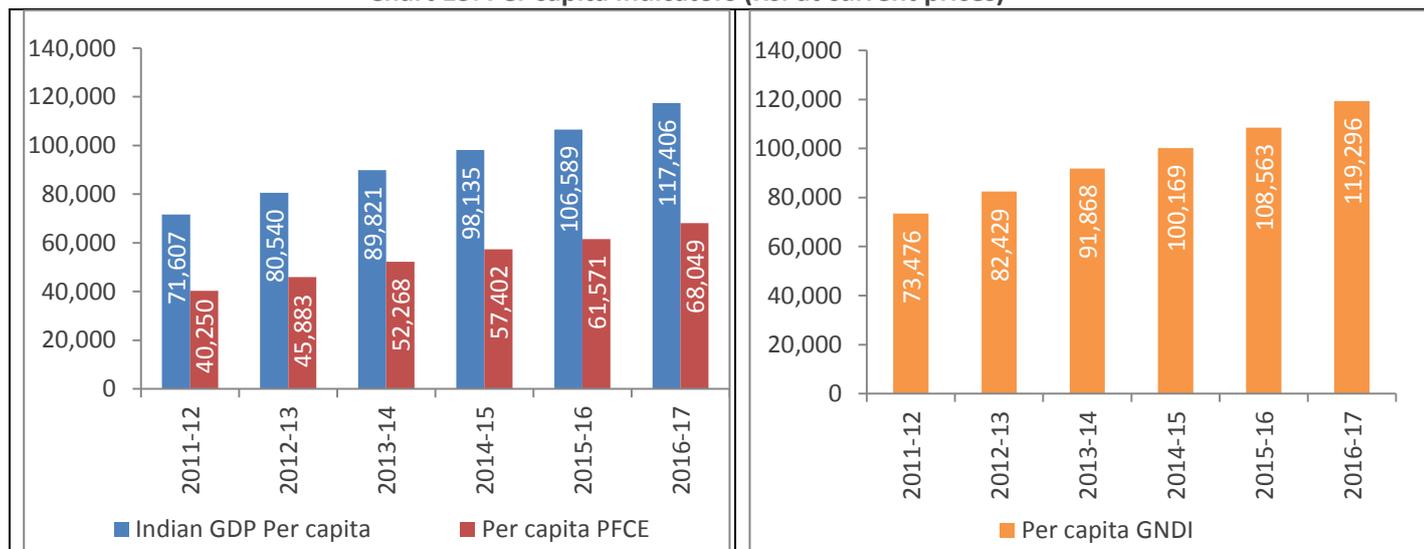
The FTAs are expected to reach a level of 12 - 13 million by CY20, the key growth drivers for growth in FTAs flowing into India include increasing international trade, multinational companies setting up their operations in India, strong share of India in the global IT/ITeS sector, increasing number of airports and airline connectivity with all prominent locations across the globe and increasing tourism campaigns by the Government of India both at the central and state level.

## 2. Rising income levels & growing per capita expenditure

In the last decade, Indian economy has progressed rapidly. Correspondingly, India's per capita Gross Domestic Product (GDP) has gone up from Rs.71,607 in FY12 to Rs. 117,406 in FY17 at a CAGR of 10.4% fuelling a consumption boom in the country. Correspondingly, the per capita personal disposable income (Gross National Disposable Income - GNDI) surged from Rs. 73,476 in FY12 to Rs. 119,296 in FY17 at a CAGR of 10.2%. Also, the per capita Private Final Consumption Expenditure (PFCE) too rose from Rs. 40,250 in FY12 to Rs. 68,049 in FY17 at a CAGR of 11.1%. The growth in country's per capita GDP in turn has increased the disposable income of the populace ultimately driving the country's consumption.

Also, with rise in income level of Indian populace and increase in plastic money, discretionary spending on travel and tourism has become an important demand driver for the Hotels industry.

Chart 13: Per capita indicators (Rs. at current prices)



Source: Central Statistics Office (CSO)

## Challenges faced by Hotels

### 1. Government approvals and licenses

- Major issues for most of the industries in India are related to multiple windows of clearances, even for the hotel industry. Hoteliers face regulatory constraint at every step in the process of development of hotels beginning from land acquisition stage (for which laws differ from state-to state) to approval by various ministries & association on various matters.
- A company requires approximately 100 clearances for setting up an upscale category hotel in India. The clearances have to be taken from multiple government bodies. It is tedious and a time-consuming process.

### 2. Land availability and cost issues

- The process of identifying new land parcels as per the requirement for hotels is a tedious task in India. Compared to international standards, where land costs accounts for 15-20% of the total project cost, in India this is often in the range of 40-50%. This is also one of the reasons for low development of budget & mid-market hotels in comparison to upscale luxury hotels as budget hotels with lower average rates are unlikely to become viable with such high land cost. As a remedy to the problem, hoteliers have started mixed-use development projects comprising of hospitality, commercial, residential and retail components.

### 3. Human Capital

- Indian hotels face the continual challenge of shortage of trained employees, especially at the manager and supervisor levels. Most of the companies are falling short of skilled employees for their hotels. Major reason for this shortage is absence of organized training and educational institutes for development of skilled employees like in aviation and other service sectors. Only few major Indian players like Taj, Oberoi and ITC have set up their training institutes with a few international brands like IHG, Carlson etc. Also, hotel and catering management institutes approved by All India Council of Technical Education (AICTE) is less than adequate and much of the talent graduating each year is unsuited for direct employment in the industry due to lack of required skills.

- Retaining the workforce even through training and development in the hotel industry is a tedious task as attrition levels are too high. One of the reasons for this is unattractive wage packages. Though the industry has been growing at a fast pace, hotel management graduates opt to join other sectors like aviation and catering services where they are paid higher.

#### 4. Management Contract related issues

- Performance clause in management contracts is one of the most debated clauses between owners and operators of the hotel. It is most often the only clause that provides a window for an owner to terminate the management contract with the brand. However, unlike in other industries where a client has the choice to reject/ discontinue a product/ service if he/she is dissatisfied with the performance, hotel owners do not enjoy such a privilege and in turn have to pay a hefty termination fee to disengage with the operator.
- Also, owners are seldom informed/ involved in the hotel operations. Non- involvement of owners in hotel operations and lack of transparency can result in a gap for desired objectives. Such non coordination between owners and operators pose a threat to the industry.

### Emerging market trends

#### Indian Online Travel Market

India has an internet user base of about 462 million as of 2016. The penetration of ecommerce stands at about 35% which is comparatively lower than developed markets like the United States and the United Kingdom but is growing at a much faster rate. India's e-commerce market was worth about \$2.5 billion in 2009, it went up \$30 billion in 2016. Approximately about 75% of this is travel related. Also, as per the telecom regulator Trai, at the end of June 2016, India had 616 million unique users subscribed to mobile services and it is expected to add over 330 million new subscribers by 2020. With this increased emergence of smartphone in India, providing an easy access to internet and various applications, it is readily becoming a major source of travel bookings including hotel bookings.

Online Travel Market has always been predominantly known for Air Ticketing followed by Rail Ticketing. However, with the infusion of global travel brands, increased number of internet savvy people and large number of new hotel openings by various national and international brands at different domestic locations, online hotel bookings has emerged as a prospective opportunity for both online travel companies and hoteliers. In addition to online air ticketing, online hotel bookings has become a major revenue contributor to the online travel company in the recent past.

**For eg:** One of the top players in the online travel market, registered a growth of over 80% in the Hotels and Packages transactions as well as Standalone Hotels transactions over the last 5 years. Also, the share of Hotels and Packages has increased from about 20% in FY12 to over 51% as of FY17.

#### Going digital

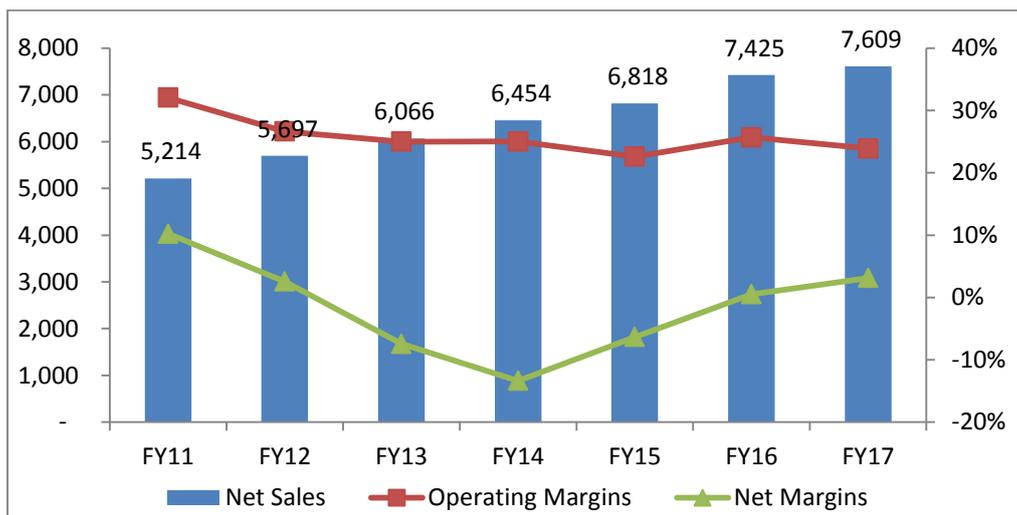
The Indian Ministry of Tourism has started using social media to promote tourism sites throughout the country. It joined Facebook in January 2013. 70% of all 4 and 5 star hotels in first tier cities in India had established their presence in social media by August 2013. Leading Indian airline Jet Airways put social media at the centre of its marketing, involving 10 different departments in its social media activities targeting consumers.

A considerable increase has been seen across all star categories in reservations using Online Reservation Systems and Other Websites, with the All-India average showing a growth of 46% over 2014-15. At the same time, 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.

### Financial Performance

CARE has analysed the basic revenue and cost structure of the organised hotel industry in India. Net sales witnessed a marginal increase of about 2.5% y-o-y in FY17 as compared to growth of about 8.9% in FY16. However, the revenue registered a CAGR growth of about 6% for the 5 year period between FY12 and FY17. The demand slow down for hospitality industry in FY17 could be the outcome of the terrorist attacks in various International locations such as Paris, Brussels, and Orlando that had a significant impact on the travellers’ sentiment. Also, unrest in Kashmir could be a spanner to the demand.

Chart 14: Sales (Rs crore) and Margins (%)



Note: The industry margins are based on the financial results of 21 listed hotel players

However, going forward, the sentiments look positive and demand is expected to pick up on back of increased economic activities due to recovery in the global conditions resulting in higher movement in the MICE segment. **We expect the momentum to pick up and the industry to register a growth of about 7-9% in revenues for FY18. However, the rupee (INR) appreciation as compared to currencies of other countries, liquor ban in some states, etc would restrict the growth to some extent.**

### Revenue and Cost structure of Hotels

Revenues in hotels can be classified under three broad headers - room revenues (revenues received as room tariffs), food & beverages (F&B) revenues and other revenues. While the room revenues are a direct function of room rates and occupancy rates, the F&B revenues comprise revenues from restaurants and banquets/convention centres. Other

revenues mainly consist of income from auxiliary services provided by the hotel such as laundry, spa services, telephone services and transport. In terms of expenses, employee cost is the largest cost component for hotels.

*Room revenue:*

The total room revenue for a property can be calculated as:

Room revenue = Room nights sold \* Average room rate,

Where, Room nights sold = No. of rooms \* Occupancy rate \* No. of days (Time period)

Generally, the revenues from rooms constitute about 50 – 55% of total hotel revenues.

*F&B Revenues:*

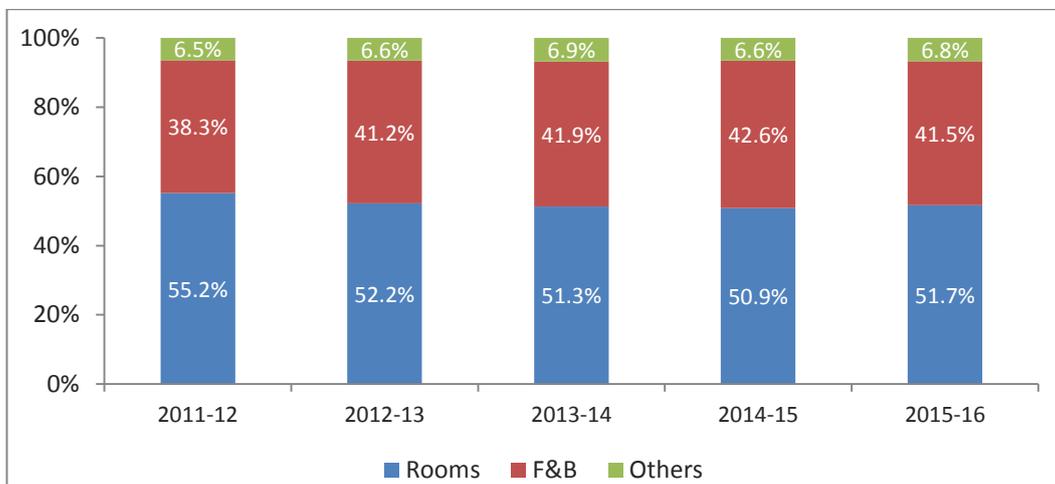
It includes revenues from restaurants and banquets. Usually the revenues from F&B division are about 35-40% of the total hotel revenues. It depends on various factors such as occupancy rates of the property, size of banquets and conferences, connectivity and technology in the banquet area, hotel location, etc

*Other revenues:*

Other revenues include revenues from telecom services, spa services, dry cleaning and laundry services and transport facilities offered by the hotel. These revenues usually constitute about 10-15% of the total hotel revenues.

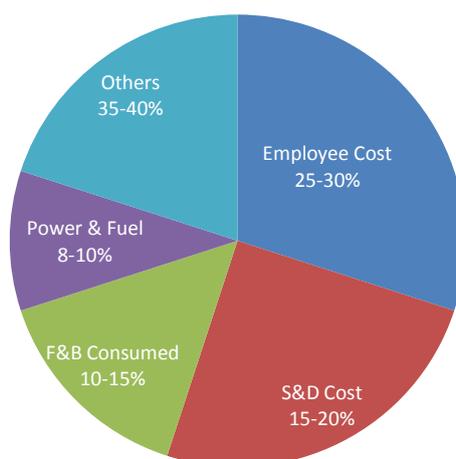
The contribution by rooms revenue to the topline has been declining in the past few years with 2015-16 being an exception. In 2015-16, the Rooms Revenue witnessed an increased contribution of 51.7% to the total revenue. On the other hand, contribution from Food & Beverage and Banquets declined to 41.5% from 42.6% recorded in 2014-15. The contribution of the other operating departments has remained range-bound for the past five years.

**Chart 15: Revenue structure**



Source: FHRAI, HVS Research

Chart 16: Cost Structure



Source: AceEquity, CARE Ratings

Employee costs are one of the largest cost components of the hotels accounting for about 25-30% of the total expenditure. Hotels therefore have large fixed costs and marginal costs per additional guests are comparatively low. Selling & distribution costs account for about 15-20% of the operating costs which includes advertising expenses and marketing costs. Power & fuel account for 8-10%. Also, the F&B consumes about 10-15% of the costs on an average. Other operating costs account for the remaining 35-40% of the costs that include the repairs and maintenance, travelling expenses, etc. among others.

## Investments

The tourism and hospitality sector is among the top 10 sectors in India to attract the highest Foreign Direct Investment (FDI). During the period April 2000-March 2017, the hotel and tourism sector attracted around US\$ 10.14 billion of FDI, according to the data released by Department of Industrial Policy and Promotion (DIPP).

With the rise in the number of global tourists and realising India's potential, many companies have invested in the tourism and hospitality sector. Some of the recent investments in this sector are as follows:

- MakeMyTrip raised US\$ 330 million from Ctrip.com International Ltd, Naspers Ltd and few undisclosed investors, in a bid to withstand competition in the ticketing segment.
- MakeMyTrip has agreed to buy Ibibo Group's India travel business at a deal value of US\$ 720 million, thus creating India's largest online travel firm with a value of US\$ 1.8 billion, as estimated by Morgan Stanley.
- Chaudhary Group (CG) Hotels & Resorts aims to have 200 hotels operational by 2020.
- As per industry experts, mid-hotel segment in India is expected to receive investments of Rs 6,600 crore (US\$ 990 million) excluding land over next five years, with major hotel chains like Marriott, Carlson Rezidor and ITC planning to set up upscale, budget hotels in state capitals and tier-II cities.
- Hyatt Hotels Corporation has outlined plans of bringing its Hyatt Centric brand to India soon along with three new hotels in Kochi, Rameswaram and Hyderabad by 2017.
- AccorHotels, a French multinational hotel group, plans to expand its footprint in Guwahati and Kolkata by adding more 550 rooms to its portfolio of hotels in the next three years.

Source: IBEF

### GST implications on Hotel industry

The GST Council decided that the 28% tax would be imposed on hotel rooms with a tariff of Rs 7,500 above against the previous proposal of Rs 5,000 and above. Rooms with tariffs between Rs 2,500 and Rs 7,500 will attract 18% tax rate.

The GST on restaurants in five-star and luxury hotels has been brought down from 28 to 18%, bringing it at par with standalone air-conditioned restaurants. Food & beverages form 30-40% revenue for five-star hotels.

**Table 4: GST rates for Hotels and Restaurants (Applicable as of July 1, 2017)**

Services	Pre GST Regime		Post GST Regime
	Central Taxes	State Taxes	
A/c restaurant in 5 star or above rated hotel	15% on service component^^	12.5% for food bill 20.0% for alcohol bill	18.0%^
Accommodation in hotels, guest houses, etc. where room tariff is less than Rs 1,000 per day	-	-	-
Accommodation in hotels, guest houses, etc. room tariff Rs 1,000/- and Rs 2,500/- per day			12%^
Accommodation in hotels, guest houses, etc. room tariff Rs 2,500/- and Rs 7,500/- per day	9%	10%	18.0%^
Accommodation in hotels, guest houses, etc. where room tariff is above Rs 7,500/- per day	9%	10%	28.0%^

Note: ^ With full input tax credit

^^ Considered to be 40% of the bill amount + service charges.

Source: CBEC

- Under GST regime, the overall tariffs for premium hotels (four star and above) may see an increase, which may have some impact on the demand which had seen a pick-up in the last financial year.
- Further, the practice of bundling of meals with room tariffs may see a decline, especially for four star category hotels, as higher tariffs above the stipulated levels of Rs 7,500 per day may attract higher tax rates.
- Hotels having centralized registration will have to get registered in each state whether providing hotel services on own account or through agent (franchise)
- The biggest relaxation for the industry is the ease of compliance for the industry as there would be no different taxes for the different services provided by the industry.
- Also, GST would benefit the industry by the input credit system by reducing the overall tax flow for the industry, as earlier they did not have the option to set-off the taxes already paid on inputs of the industry.

**Outlook:**

- Going forward, CARE expects the industry to register an overall healthy growth on back of economic growth due to recovery in the global conditions resulting in higher movement in the MICE segment and consistently growing middle class along with increasing disposable income. There are various other key factors that drive the market, including India's attractiveness as a medical tourism destination; steadily growing Meetings, Incentives, Conferences and Exhibitions (MICE) segment; and, an increasing fondness among millennial to travel.
- On back of positive sentiments and expected pickup in demand, ***we expect the momentum to pick up and the industry to register a growth of about 7-9% in revenues for FY18. However, the rupee (INR) appreciation as compared to currencies of other countries, liquor ban in some states, etc would restrict the growth to some extent.***
- The expected future inventory in 11 major markets (across categories - only branded) is lower at around 57,000 rooms for the next 5 years (FY16 to FY21). Therefore, with increasing demand on back of improvement in economic activities and lower room additions, ***we expect the major markets in the industry to sustain the average room rates (ARRs) going forward and grow at an average of 3.5% per annum. Also, we expect the occupancy to inch up to an average of about 66% by the end of FY21 compared with 63.4% in FY16***
- ***Accordingly, the hotels industry is expected to see an increase in room revenue at the rate of about 11-13% CAGR over the next 5 years.***
- The sector also faces several challenges in terms of high taxation, complex regulatory environment and inadequate tourism infrastructure.
- Goods and Services Tax (GST) has been implemented from July 1, 2017, with the aim of replacing the indirect taxes on all goods and services. Initially, room tariff above Rs 5,000 was to attract the higher tax rate of 28%, however, this has been revised now and only tariff above Rs 7,500 would fall in the highest tax slab under the GST regime. Accordingly, we at CARE Ratings believe that the effective tax rate would not have any major impact on the Average room rates (ARRs) and Occupancy rates (ORs) of the hotels given GST players would be able to avail the input tax credit for both goods and services.

## Annexure

## Hotels - Star Category Classification

Criteria	1 & 2 Star	3 Star	4 Star	5 Star & 5-D	Comments
<b>General</b>					
24 hour lifts for buildings higher than ground plus two floors	N	N	N	N	Mandatory for all hotels. Local laws may require a relaxation of this condition. Easy access for differently abled guests
All floor surfaces clean and in good shape	N	N	N	N	Floor may be of any type
Parking facilities	D	N	N	N	Should be adequate in relation to the number of rooms & banquet / convention hall capacities. Exclusively earmarked accessible parking nearest to the entrance for differently abled guests
<b>Guest Room</b>					
Minimum size of bedroom excluding bathroom in sq. ft.	120	130	140	200	Single occupancy rooms may be 20 sq. ft. less. Rooms should not be less than the specified size.
Air-conditioning - % of Rooms	25%	50%	100%	100%	Air-conditioning / heating depends on climatic conditions & architecture. Room temp. Should be between 20c to 28c.
Suites	D	D	N	N	2% of room block with a minimum of 1 suite room
Minibar/Fridge	D	D	N	N	All 3 Star hotels shall have the facility of a mini fridge and all 4 Star, 5 Star and 5 Star deluxe shall have the facility of mini bar with effect from 1.4.2014. Contents must conform to local laws
Shelves/Drawer space	N	N	N	N	Necessary for hotels of 1, 2 & 3 Star category to have a wardrobe.
Wardrobe with minimum 4 clothes hangers per bedding	N	N	N	N	In 1 star or 2 star hotels this may be without doors
Sufficient lighting, 1 per bed	N	N	N	N	
A 5 amp earthed power socket	N	N	N	N	
A bedside table and drawer	N	N	N	N	1 per two twins and two for a double bed.
Opaque curtains or screening at all windows	N	N	N	N	All 4 Star, 5 Star and 5 Star deluxe hotels shall install blackout curtains by 1.4.2015

TV - cable if available		N	N	N	Mandatory for 3*, 4*, 5* and 5* Deluxe category and TV must have remote. Exception: For Eco and Nature Resort, TV Cable is not mandatory for 3*,4*,5*,5* Deluxe category. However, it is mandatory that they provide a Television with cable in lobby or other common area.
<b>Bathroom</b>					
Number of rooms with attached bathrooms	All	All	All	All	It will be mandatory w.e.f. 01.09.2010 for all 1 & 2 Star category hotels to have attached bathrooms. All bathrooms to have sanitary bin with lid
Minimum size of bathroom in sq ft	30	36	36	45	25% of bathroom in 1 & 2 Star hotels to have western style WC. No higher ceiling / cap on the maximum size
Guest toiletries to be provided - minimum 1 new soap per guest	N	N	N	N	Quality products depending on the star category
Bottled toiletry products to be provided	D	D	N	N	
Floors and walls to have non - porous surfaces	N	N	N	N	
All Star hotels shall provide water sprays or bidets or washlets or other modern water based post-toilet-paper hygiene facilities.	N	N	N	N	This condition shall be applicable to all new hotels that will start operating from 1.4.2016. For the hotels which have come into operation or will come into operation before 31.3.2016, these facilities will be mandatory from 1.4.2022.
Hot and cold running water available 24 hours	N	N	N	N	It will be mandatory w.e.f. 01.09.2010 for all 1 & 2 Star category hotels to provide hot & cold running water
<b>Public Area</b>					
Valet (Parking) services to be available	D	N	N	N	
Lounge or seating area in the lobby	N	N	N	N	Lobby shall have furniture and fixtures which shall include chairs /arm chairs, sofa, tables and fresh floral display.
<b>Food &amp; Beverage</b>					
1 Star & 2 Star category					1 & 2 Star categories should have minimum one dining room serving all meals. Room service not necessary

3 Star category					One Multi-cuisine Restaurant cum Coffee Shop open from 7 a.m. to 11 p.m. and 24 hr. Room Service
4 Star category (with alcohol service or with no alcohol service)					<p><i>Grade A cities:</i> One Multi Cuisine Restaurant cum coffee shop open from 7 a.m. to 11 p.m., one Specialty Restaurant and 24 hr. room service</p> <p><i>Other than A cities:</i> One Multi Cuisine Restaurant cum Coffee Shop open from 7 a.m. to 11 p.m. and 24 hours . Room Service</p>
5 Star category (with alcohol service or with no alcohol service)					<p><i>Grade A cities:</i> One 24 hours Multi Cuisine Restaurant cum Coffee Shop, one Specialty Restaurant and 24 hours. Room Service.</p> <p><i>Grade B cities:</i> One Multi Cuisine Restaurant cum Coffee Shop open from 7 a.m. to 11 p.m., and 24 hours. Room Service. One. Specialty Restaurant would be desirable</p> <p><i>Other than A &amp;B cities:</i> One Multi Cuisine Restaurant open from 7 a.m. to 11 p.m. and 24 hours Room Service.</p>
5 Star Deluxe category					<p><i>Grade A cities:</i> One 24 hours Multi Cuisine Restaurant cum Coffee Shop, one Specialty Restaurant and 24 hours. Room Service.</p> <p><i>Grade B cities:</i> One Multi Cuisine Restaurant cum Coffee Shop open from 7 a.m. to 11 p.m., and 24 hours. Room Service. One. Specialty Restaurant would be desirable</p> <p><i>Other than A &amp;B cities:</i> One Multi Cuisine Restaurant cum Coffee Shop open from 7 a.m. to 11 p.m. and 24 hours Room Service. One Specialty Restaurant would be desirable.</p>

<p>Grade A: Delhi,** Mumbai, Kolkata, Chennai, Bangalore, Pune, Hyderabad, Secunderabad                  Grade B: Cities in the rest of the country excluding Grade 'A' cities                  Grade C: Cities in the rest of the country</p>					<p>Note: The Ministry of Tourism may review and revise the cities falling under the Grade 'A' – Grande 'B' from the time to time.                  **Delhi would include the hotels falling in Gurgaon, Faridabad, Ghaziabad, NOIDA, and Greater NOIDA”</p>
<b>Kitchen/Food Production Area</b>					
Refrigerator with deep freezer	N	N	N	N	Capacity based on size of F & B service
Segregated storage of Meat, fish and vegetables	N	N	N	N	Meat, fish and vegetables in separate freezers
Drinking water	N	N	N	N	Water treated with UV + filtration
Garbage to be segregated - wet and dry	N	N	N	N	To encourage recycling
Wet garbage area to be air-conditioned	D	N	N	N	
<b>Guest Services</b>					
Iron and Iron Board facility	D	D	N	N	Iron and iron board to be made available on request in 1 to 3 Star category hotels on complimentary basis. For 4, 5, 5 Star Deluxe categories to be available in the room on complimentary basis.
Dry- cleaning /laundry	D	D	D	N	In house for 5 Star Deluxe hotels. For 5 Star category and below may be outsourced
Paid transportation on call	D	N	N	N	Guest should be able to travel from hotel
Acceptance of common credit cards and facility / infrastructure for accepting/ making payments by digital transactions.	N	N	N	N	
Wake - up call service on request	N	N	N	N	
Name Address and telephone numbers of doctors with front desk	N	N	N	N	
Newspapers available	D	D	N	N	This may be placed in the lounge for 1, 2 & 3 Star hotels
Stamps and mailing facilities	D	N	N	N	
Access to travel desk facilities	N	N	N	N	This need not be on the premise for 1, 2 & 3 Star categories
Health - Fitness facilities	D	D	D	N	Indian system of treatments should preferably be offered
Conference Facilities	D	D	D	N	
<b>Safety &amp; Security</b>					
CCTV Cameras at strategic locations	N	N	N	N	
Smoke Detectors	N	N	N	N	These can be battery Operated

Utility shop / kiosk	D	D	D	N	The presence of a utility kiosk/shop will not be a mandatory condition for classification under one to four Star categories. For 5 Star & 5 Star Deluxe categories one utility kiosk or shop will be a must. No separate book shop shall be necessary
Metal detectors (door frame or hand held)	D	N	N	N	
Security arrangements for all hotel entrances	N	N	N	N	
Communication Facilities					
Telephone facility within arm's reach of the toilet seat.	D	D	N	N	All hotels in the categories 4 Star, 5 Star & 5 Star Deluxe shall provide a telephone within an arm's reach of the toilet seat. This condition shall be applicable to all new hotels that will start operating from 1.4.2016.
A telephone for incoming & outgoing calls in the room.	N	N	N	N	4 star and above should have direct dialing and STD / ISD facilities. 1,2 and 3 Star category hotels may go through a telephone exchange
PC available for guest use with internet access	D	N	N	N	This can be a paid service. Up to 3 Star, PC can be in the executive offices, Internet subject to local access being available
Swimming Pool	D	D	D	N	This can be relaxed for hill destinations. Mandatory to have trained Life Guard. Board containing Do's & Don'ts, No Diving sign, pool depth etc. should be displayed at a strategic location in the pool area All 4 Star, 5 Star and 5 Star Deluxe hotels shall provide a luminous LED wall clock with numerals of three inches or more on display near their swimming pools. It will be desirable for all 5 Star Deluxe hotels to have air-conditioned porches and heated swimming pools.

Note: D – Desired, N - Necessary

Source: Ministry of Tourism