



Atliq Grands: Revenue & Occupancy Performance Analysis

Pricing vs Demand – Identifying Strategic Growth Levers

Why Was This Analysis Needed?



Uneven Occupancy

Significant variation across cities

Weekday Challenges

Consistent underperformance on weekdays

Management observed significant performance variation across our portfolio but lacked clarity on root causes. Were revenue gaps driven by pricing strategy, demand fluctuations, or operational inefficiency?

Market Concentration

Revenue clustered in select locations

What Did We Need to Understand?

01

Pricing vs Demand

Are revenue differences pricing-driven or demand-driven across markets?

02

Market Performance

Which cities underperform structurally and require intervention?

03

Asset Utilization

Where are high-capacity properties being underutilized?

04

Weekday Gap

Is weekday demand weakness a systemic issue or market-specific?

05

Service Impact

Does service quality significantly influence occupancy performance?

Data Sources & Analytical Framework

fact_bookings

Revenue performance and customer ratings data

fact_aggregated_bookings

Capacity utilization and booking volumes

dim_hotels

Property attributes including city and category segmentation

Revenue Decomposition Framework

Instead of analyzing revenue in isolation, we decomposed it into its fundamental components:

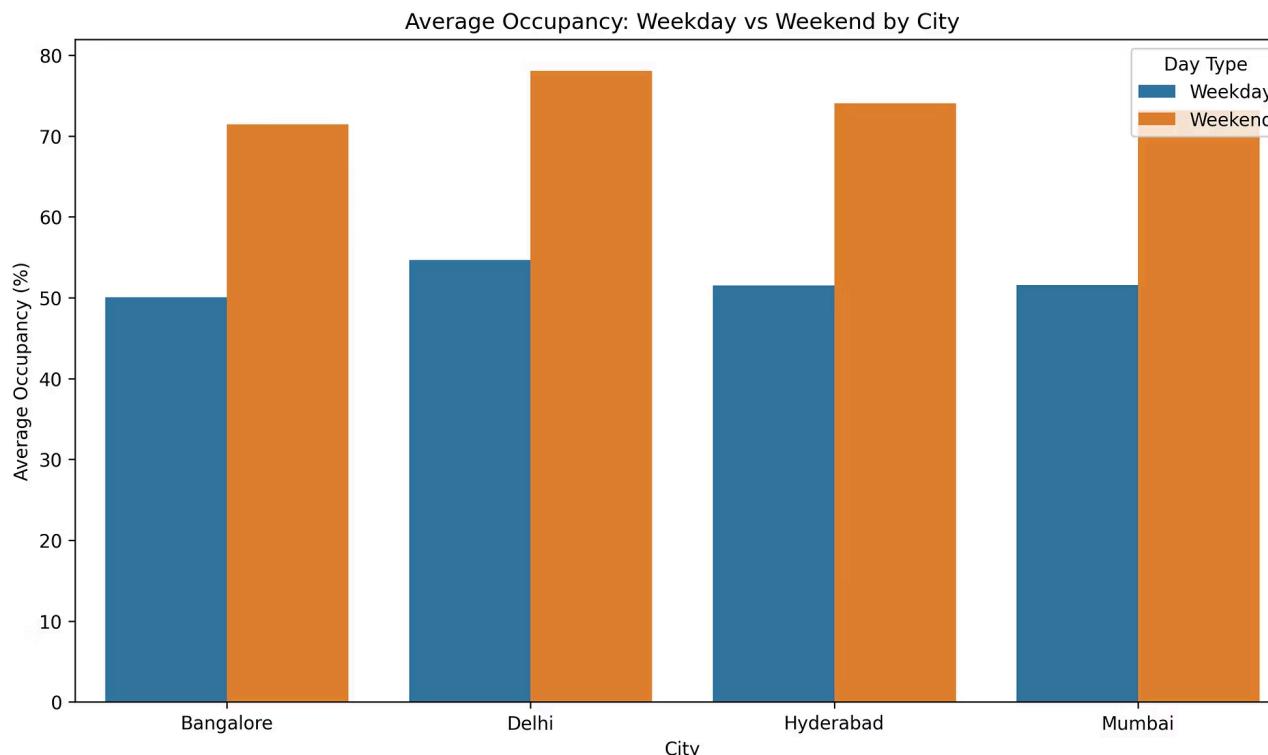
$$\text{Revenue} = \text{ADR} \times \text{Successful Bookings}$$

$$\text{Occupancy} = \frac{\text{Successful Bookings}}{\text{Capacity}}$$

This approach reveals whether performance gaps stem from pricing power or demand generation challenges.

Is the Demand Gap Structural?

Analysis of weekday versus weekend performance reveals a systemic pattern across all markets.



Key Finding

Weekend occupancy consistently exceeds weekday occupancy by 15-20 percentage points across all cities, indicating a systemic weekday demand gap rather than a city-specific anomaly.

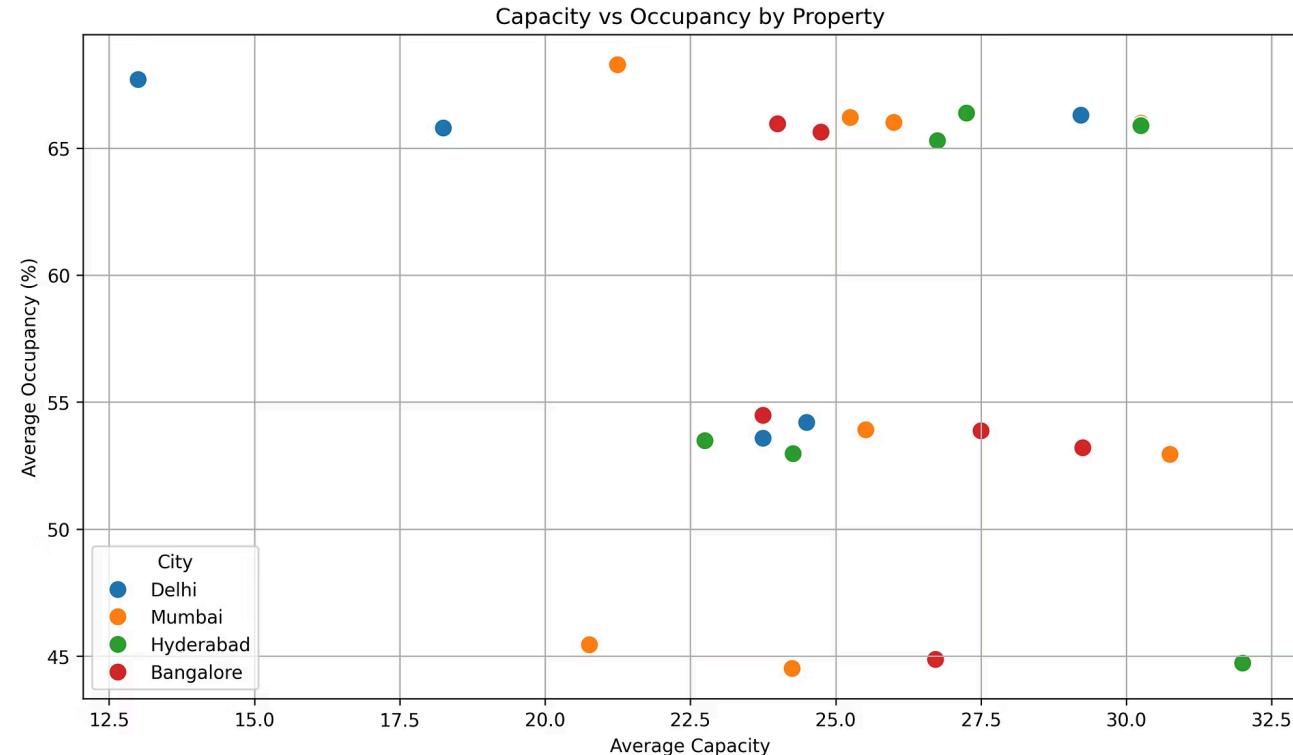
▢ Strategic Implication: This pattern suggests the need for corporate travel partnerships and weekday promotional strategies rather than market-by-market solutions.

Are High-Capacity Properties Being Fully Utilized?

Scatter analysis reveals significant asset efficiency gaps. Several high-capacity properties operate substantially below optimal occupancy levels, indicating fixed-cost underutilization and missed revenue opportunities.

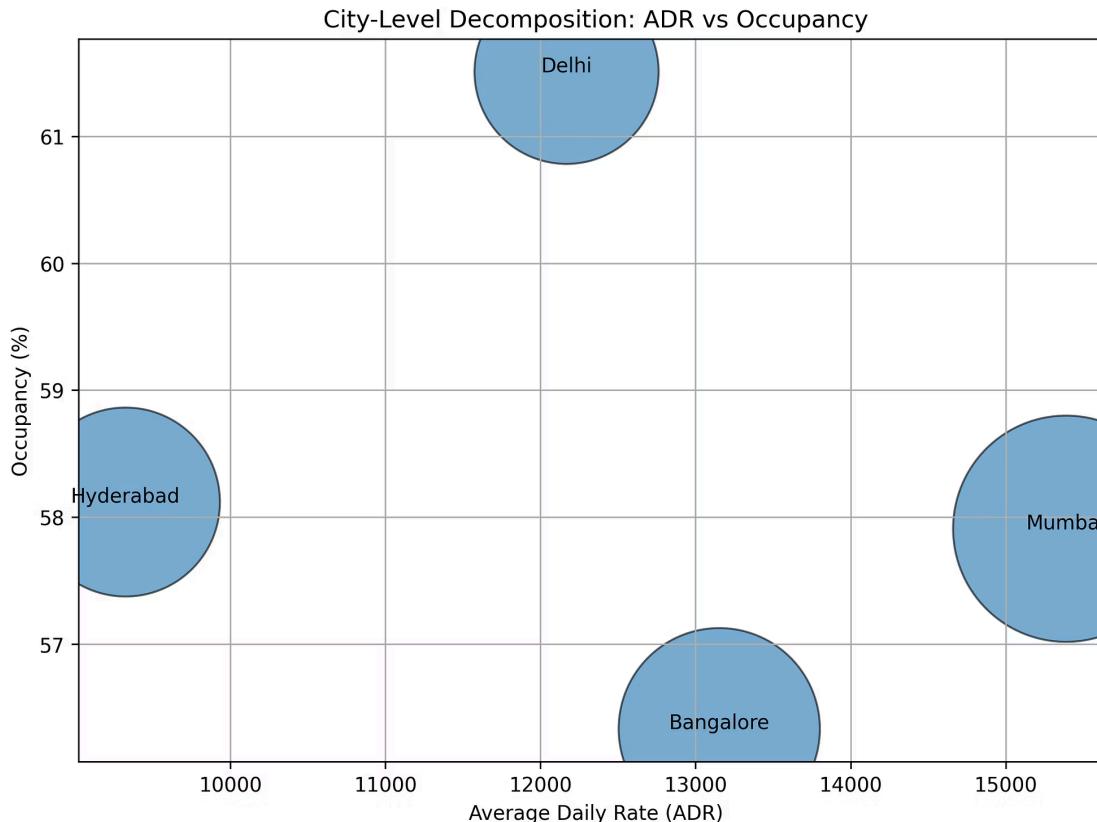
Critical Observations

- Properties with 200+ room capacity averaging only 55-60% occupancy
- Fixed costs remain constant regardless of utilization
- Marginal revenue opportunity from incremental bookings is high



This reveals untapped potential in our largest assets, where small occupancy improvements yield disproportionate revenue gains due to operational leverage.

What Drives Revenue Differences Across Cities?



Key Discovery: Revenue aligns more closely with ADR than occupancy. Cities with higher pricing power generate superior revenue even without achieving the highest occupancy rates. This fundamentally shifts our strategic focus.

City-Level Strategic Diagnosis

Each market requires a differentiated approach based on its unique pricing and demand profile.



Mumbai

Diagnosis: Strong pricing power with premium positioning

Action Focus: Protect premium positioning through service excellence and brand differentiation. Avoid discounting that erodes pricing power.



Delhi

Diagnosis: High demand with moderate ADR

Action Focus: Significant pricing optimization opportunity. Test rate increases during peak periods and enhance premium service offerings.



Bangalore

Diagnosis: High ADR but low occupancy

Action Focus: Demand stimulation required. Invest in corporate partnerships, digital marketing, and weekday business travel programs.

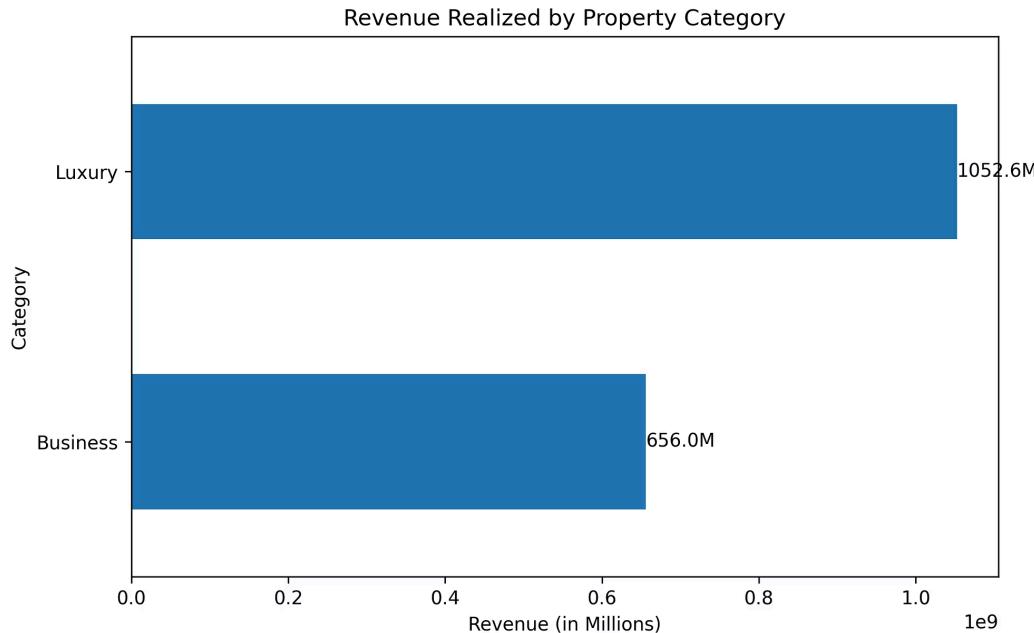


Hyderabad

Diagnosis: Price-sensitive market with competitive pressure

Action Focus: Maintain competitive pricing while improving operational efficiency to protect margins.

Revenue by Property Category



Luxury Drives Portfolio Performance

The luxury segment generates over 60% of total revenue, primarily through superior ADR rather than occupancy dominance. This validates our premium positioning strategy.

1.6x

Revenue Premium

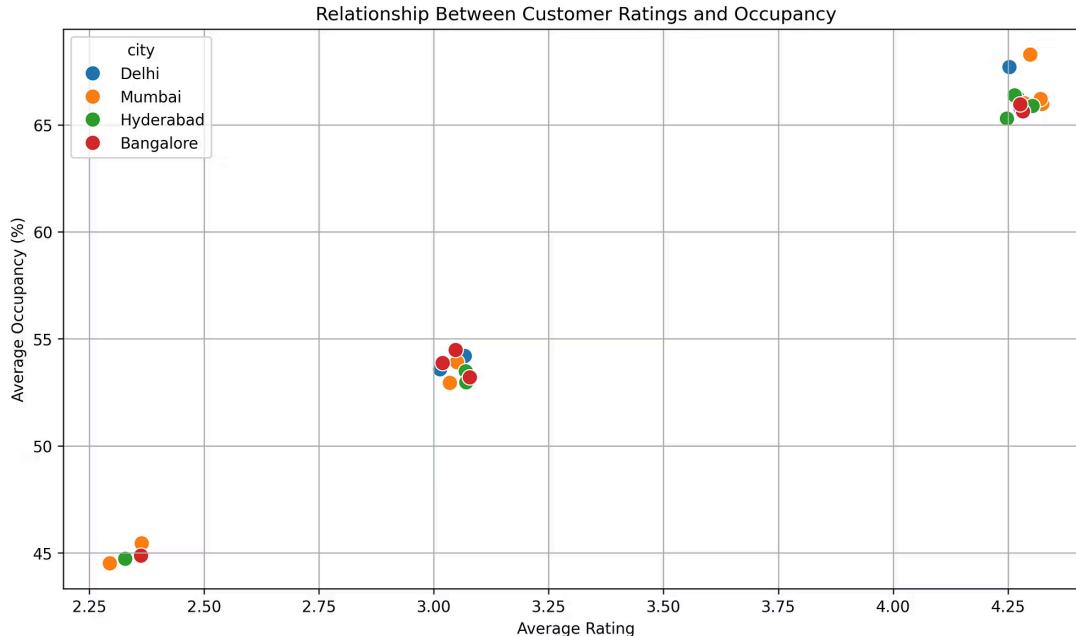
Luxury properties vs business category

65%

ADR Advantage

Higher pricing power in luxury tier

Service Quality Impact on Performance



Ratings vs Occupancy Relationship

Analysis reveals a moderate positive correlation between service quality ratings and occupancy performance. Properties with ratings above 4.2 consistently achieve 8-12% higher occupancy than those below 3.8.

Strategic Takeaway

While service improvements enhance demand and justify pricing, our analysis confirms that pricing strategy remains the primary revenue lever. Service excellence enables premium positioning but must be paired with appropriate pricing to maximize revenue.

1

Service Excellence

Supports demand

2

Premium Pricing

Drives revenue

3

Market Position

Sustained advantage

Strategic Recommendations

01

Pricing Optimization (Delhi)

- Controlled ADR increase
- Segmented pricing tests

03

Weekday Gap Reduction

- Business travel promotions
- Long-stay incentives

02

Demand Stimulation (Bangalore)

- Corporate weekday partnerships
- Mid-week bundled offers

04

Asset Utilization

- Event partnerships
- Conference marketing

Expected Business Impact

Revenue growth via targeted ADR optimization

Improved weekday utilization

Better asset productivity

Data-driven pricing decisions

Reduced reliance on intuition

By separating pricing from demand, management can take precise, city-specific actions instead of broad discounting strategies.