

# ITC HOTELS REVENUE OPTIMIZATION







ITC Grand Bharat Retreat,



ITC Royal Bengal, Kolkata



ITC Grand Chola, Chennai

ITC Hotels began in 1975 and has grown into India's third largest hotel chain, with over 100 properties across the country and renowned for its "Responsible Luxury" philosophy, offering LEED Platinum certified luxury and world-class Indian hospitality. Its brands cover the luxury (ITC Hotels), upper upscale (Welcomhotel), mid-market (Fortune), and heritage leisure (WelcomHeritage) segments.

ITC Hotels' USP:

Their unique selling proposition lies in five-star hotels deeply inspired by Indian heritage, opulent accommodation, award-winning cuisine, and a commitment to environmental sustainability under "Responsible Luxury". The chain stands out for indigenous experiences, signature culinary brands, and eco-friendly operations.

Competitors:

**Key competitors** of ITC Hotels include The Leela, Lemon Tree Hotels, the Indian Hotels Company (Taj), Oberoi, Hyatt, Marriott, and international chains like Four Seasons and Hilton, all competing in luxury and upscale hospitality segments across India

**FINANCIAL OVERVIEW** – Gives stakeholders a snapshot of the financial performance, including revenue, growth metrics, ADR, and RevPAR.



**OCCUPANCY & CAPACITY** – Provides insights into occupancy trends, helping understand hotel capacity utilization and its impact on revenue.

**ROOM CATEGORY PERFORMANCE & BOOKINGS** – Focuses on room-level insights, including revenue contribution, booking patterns, and length of stay.

**CANCELLATIONS & LOST REVENUE** – Examines cancellation trends and their financial impact, helping identify areas to reduce cancellations.

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# Agenda



With over 140+ hotels in 90+ destinations across six vibrant brands, ITC Hotels Limited integrates India's renowned tradition of hospitality and warmth, with globally benchmarked facilities & services.

## Distinctive, Distinguished Brands



ITC Hotels

| Mementos

| Welcomhotel

| Storii

| Fortune Hotels

| WelcomHeritage Hotels

### **Revenue Growth Analysis**

*ITC Hotels has demonstrated consistent growth, significantly outpacing pre-pandemic levels. While granular week-over-week (WoW) and month-over-month (MoM) data is not publicly available, quarterly and annual figures show a strong upward trend.*

- 1. Annual Growth:** *For the fiscal year ending March 2025, consolidated revenue from operations reached ₹3,560 crore. This follows a 15% year-over-year growth in FY24, which saw revenues of ₹3,103 crore.*
- 2. Quarterly Growth:** *In the first quarter of FY26 (ending June 2025), ITC Hotels reported a 20% year-over-year increase in revenue, highlighting sustained momentum.*
- 3. Profitability:** *Profit After Tax (PAT) for FY25 was ₹698 crore. In Q1 FY26, PAT grew 53% year-over-year to ₹134 crore.*

## FINANCE OVERVIEW & REVENUE OPTIMIZATION

FINANCE

ROOM

OCCUPANCY

CANCELLATION

week no

19

32

ITC BAY

ITC BLUE

ITC EXOTICA

ITC PALACE

ITC CITY

ITC GRANDS

ITC SEASONS

2bn

running total

8.63K

REVPAR

1390.83%

WOW growth

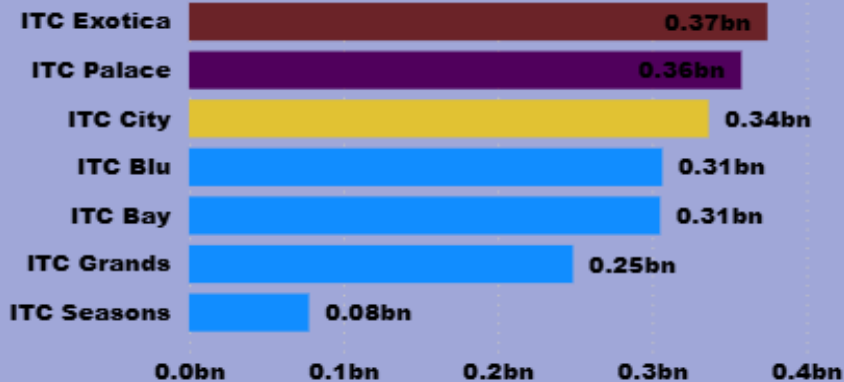
50.29%

MOM growth

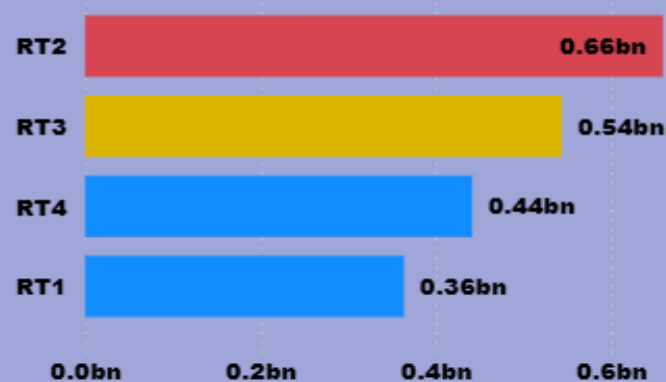
₹15.99K

ADR

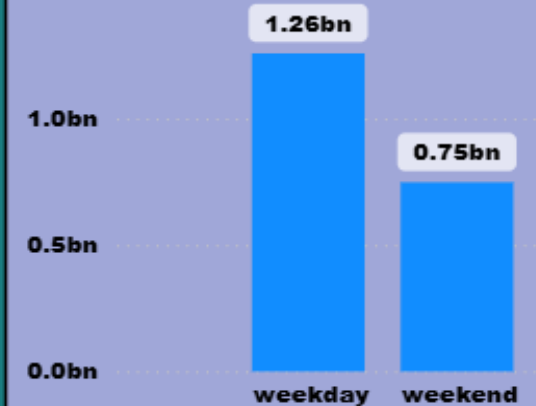
### TOTAL REVENUE / HOTEL NAMES



### TOTAL REVENUE/ ROOM CATEGORY



### total revenue by DAYTYPE



**Total Revenue:** ITC Hotels generated a running revenue total of 2bn for weeks 19 to 32, reflecting strong financial performance over the shown period.

**Growth Metrics:**

- Week-over-Week (WoW) Growth: **Exceptional at 1,390.83%**, signaling a dramatic and rapid increase in revenue momentum.
- Month-over-Month (MoM) Growth: 50.29%, pointing to sustained positive financial trends beyond short-term spikes.

**Key Revenue Drivers:**

- Top Hotels: ITC Exotica (0.37bn) and ITC Palace (0.36bn) are the main revenue contributors, highlighting their market leadership within the portfolio.
- Leading Room Category: RT2 generated 0.66bn, **outperforming other categories** and indicating guest preference or higher pricing power for this segment.

**Profitability Indicators:**

- **Average Daily Rate (ADR): ₹15.99K**, demonstrating premium positioning and pricing.
- Revenue per Available Room (RevPAR): 8.63K, underlining strong occupancy and rate management.

**Booking Pattern Insight:**

- Day type Revenue Split: Weekday revenue (1.26bn) is **significantly higher** than weekend revenue (0.75bn), suggesting greater demand or corporate/business travel during the week.



# OCCUPANCY & CAPACITY ANALYSIS

week no

19

32

**1214.3%**

WOW occupancy growth

**40.59%**

occupancy rate

**22K**

previous month cancellation

**154.21K**

previous month occupancy

## OCCUPANCY RATE/ DAY TYPE

weekend

**51.85%**

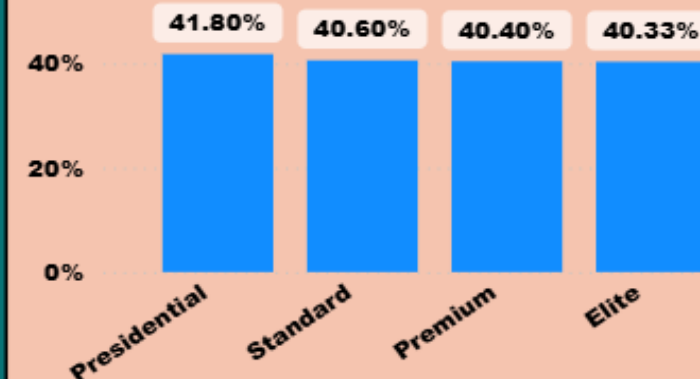
weekday

**35.92%**

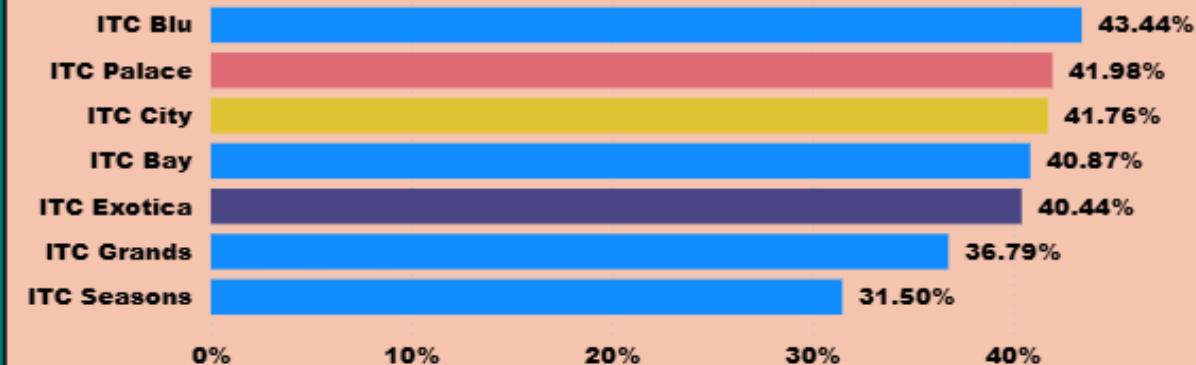
50%

0%

## occupancy rate by room\_class



## OCCUPANCY RATE / HOTEL NAME



## total revenue by Year, Quarter, Month and Day



### Occupancy Growth:

WoW Occupancy Growth is exceptionally high at 1214.3%, signaling a sharp recent increase in occupied rooms.

### Overall Occupancy Rate:

- The current occupancy rate stands at 40.59%, showing moderate utilization across the ITC Hotels portfolio.

### Previous Month Metrics:

- Cancellations: 22,000 bookings were canceled last month, indicating a potential area for revenue optimization.
- Previous Month Occupancy: 154,210 rooms were filled, serving as the baseline for current comparison and trend analysis.

### Occupancy Trends by Day Type:

- Weekend Occupancy: Higher at 51.85%, demonstrating stronger demand, possibly from leisure travelers.
- Weekday Occupancy: Lower at 35.92%, suggesting less business/corporate traffic or potential underutilization.

### Room Class Performance:

- Occupancy rates are fairly consistent across categories:
  - Presidential: 41.8%
  - Standard: 40.6%
  - Premium: 40.4%
  - Elite: 40.33%
- This points to balanced performance, with no single segment outperforming significantly.

### Hotel Name Performance:

- Top Performer: ITC Blu with an occupancy rate of 43.44%
- Other strong performers:
  - ITC Palace: 41.98%
  - ITC City: 41.76%
  - ITC Bay: 40.87%
- Lowest: ITC Seasons at 31.50%, showing potential for targeted improvement.

### Revenue Seasonality (from line chart):

- Noticeable peaks and troughs indicate strong weekly or monthly revenue seasonality, with recurring dips possibly tied to off-peak periods.

### Summary Insight:

Occupancy shows robust week-on-week growth, with weekends outperforming weekdays. Presidential and Standard rooms lead slightly in occupancy. ITC Blu and Palace are the strongest hotels by occupancy, while significant cancellations last month highlight a critical area for strategic intervention. Peaks and dips in total revenue suggest actionable seasonality patterns for marketing and pricing optimization.



ROOM CATEGORY PERFORMANCE & BOOKINGS

50.29%

month over month growth

1390.83%

WOW growth

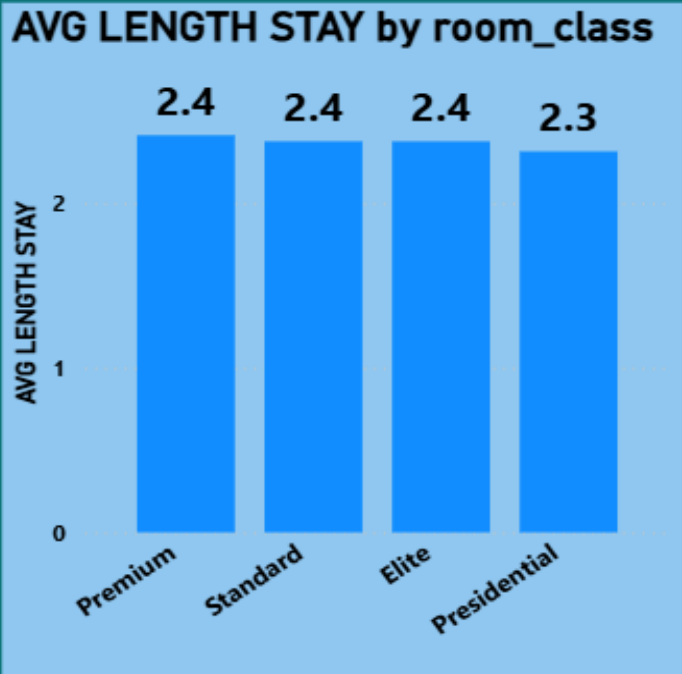
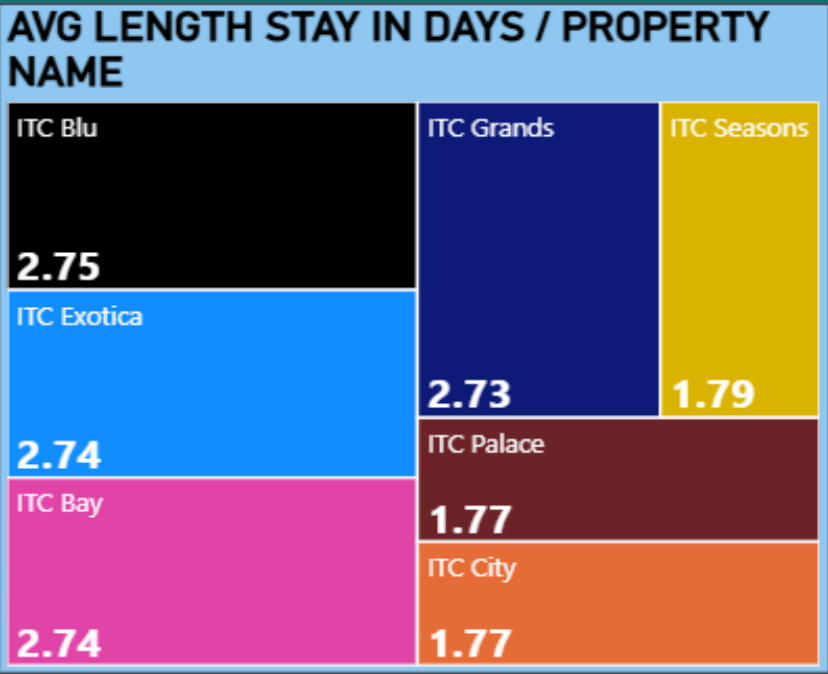
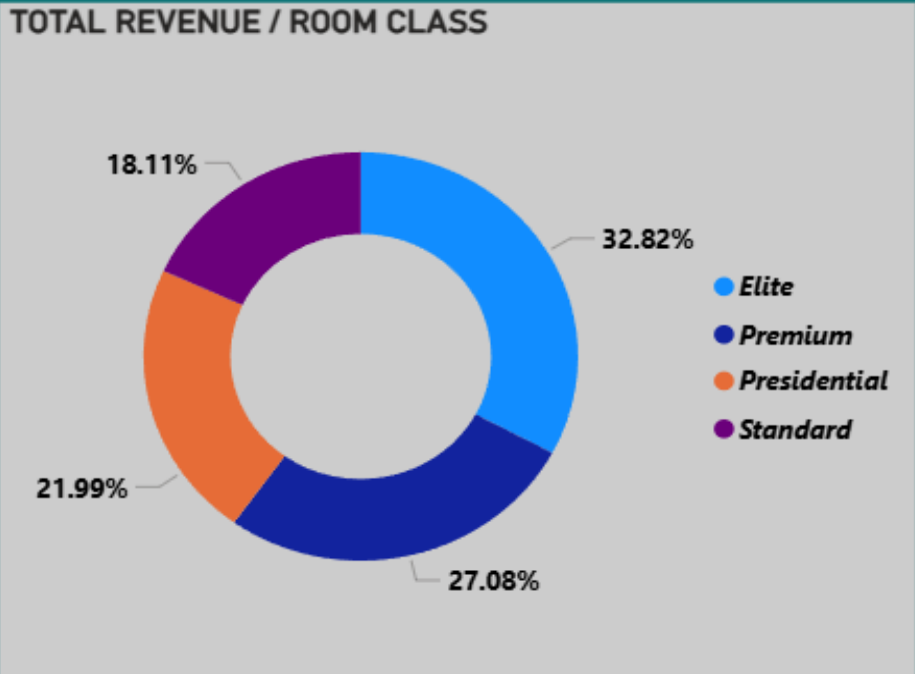
₹15.99K

ADR

WEEK NUMBER

19

32



## Room Revenue by Category:

- **Elite rooms** generate the highest share of revenue at 32.82%, followed by Premium (27.08%), Presidential (21.99%), and Standard (18.11%). This shows clear guest preference for higher-category rooms and effective premium segment monetization.

## Growth Metrics:

- Month-over-Month (MoM) Growth is robust at **50.29%** and Week-over-Week (WoW) Growth is exceptionally high at 1,390.83%, highlighting a sharp and sustained surge in bookings and revenue.

## Average Daily Rate (ADR):

- Stands at ₹15.99K, reflecting premium market positioning and strong pricing strategy in the current period.

## Average Length of Stay (ALOS):

- By hotel: **Highest at ITC Blu (2.75 days)**, with ITC Exotica and ITC Bay close behind (2.74 days each). ITC Palace and ITC City report **shorter stays (1.77 days)**, which may indicate differences in guest profiles or booking purposes.
- By room class: **Premium and Standard rooms** have the longest ALOS at 2.4 days, with Elite at 2.3 days and Presidential slightly lower, suggesting longer guest engagement for mid/high-tier rooms.

## Key Booking Patterns:

- Room class and hotel-specific ALOS provide actionable insights for upselling, promotions, and optimization of room inventory based on guest stay duration and preferences.

# CANCELLATION AND LOST REVENUE

## DAYTYPE

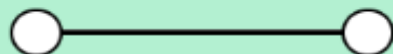
weekday

weekend

## WEEK NUMBER

19

32



5648

previous month cancellation

33K

previous week cancellation

182M

lost revenue

117.72%

MOM cancellation

24.48%

cancellation rate

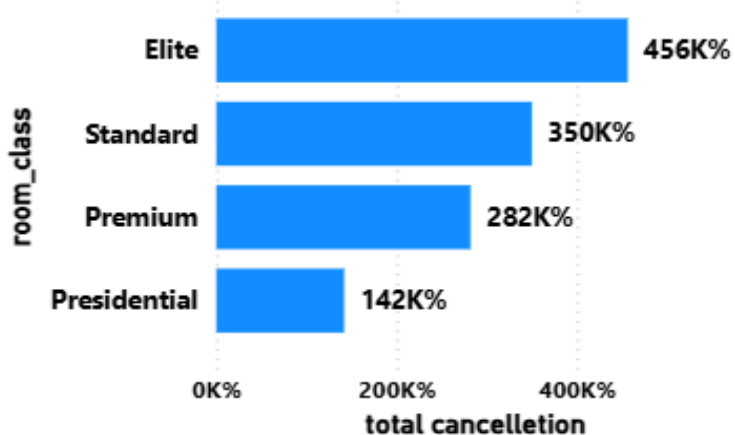
566M

revneue ceo no show

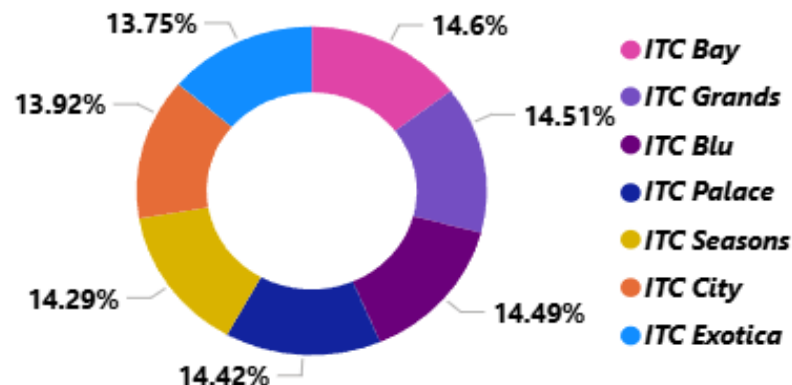
7.38K

Sum of refund %

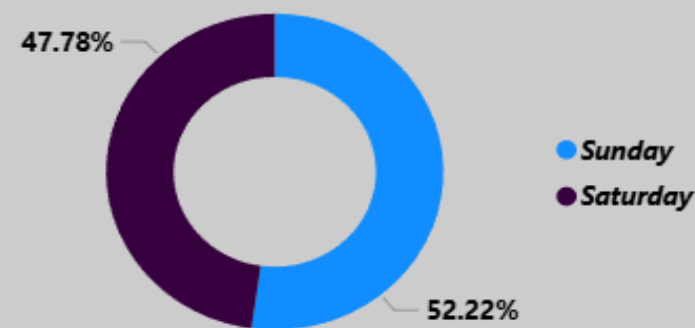
## total cancellation by room\_class



## cancellation rate by property\_name



## TOTAL CANCELLATION by DAYNAME



•**Cancellation Rate & Growth:**

- Cancellation rate is high at 24.48%, meaning nearly a quarter of bookings are being canceled and impacting overall occupancy and revenue.
- Month-over-Month (MoM) **cancellation growth is 117.72%**, indicating a sustained and sharp rise in cancellations, which requires immediate attention to prevent further lost revenue.

•**Lost Revenue & Refunds:**

- Lost revenue from cancellations **reached 182M**, showing a direct negative effect on financial health.
- Refunds sum up to 7.38K, reflecting the portion of canceled bookings refunded to customers, which adds to the financial impact.

•**No-show Impact:**

- Revenue ‘ceo no show’ stands at 566M, indicating additional revenue lost from guests who booked but did not show up, emphasizing the need for better guest commitment strategies.

•**Cancellation Distribution:**

- **By Room Class:**
  - **Elite: 456K cancellations (highest).**
  - Standard: 350K.
  - Premium: 282K.
  - **Presidential: 142K (lowest).**
  - Elite rooms suffer the highest number of cancellations, possibly due to their higher pricing or stricter booking conditions.
- **By Property:**
  - Cancellation rates are fairly balanced across properties, ranging from 13.75% (ITC City) to 14.6% (ITC Bay).
- **By Day:**
  - **Saturday accounts for 52.22% of cancellations,** more than Sunday with 47.78%, signaling weekend stays as the greater risk period for lost bookings.

•**Weekly/Monthly Trends:**

- Previous week cancellations: 33K.
- Previous month cancellations: 5,648.
- A sharp increase from previous month to the previous week, showing a worsening trend.





# HIGHLIGHTED TITLES AND SUMMARIES FOR EACH PAGE

## CONCLUSION

While ITC Hotels demonstrates powerful growth in revenue and guest engagement, effective management of cancellations and no-shows is now essential to sustain financial performance.



### Financial Performance & Revenue Growth

ITC Hotels recorded strong revenue of 2bn (weeks 19–32) with an ADR of ₹15.99K, led by ITC Exotica, Palace, and RT2 room category, alongside remarkable 1,390.83% WoW and 50.29% MoM revenue growth.



### Occupancy & Capacity Utilization

Overall occupancy surged to 40.59% (up 1,214.3% WoW), with weekends (51.85%) ahead of weekdays and ITC Blu leading among properties pinpointing high-demand periods and optimization opportunities.



### Room Category Performance & Guest Behavior

Elite rooms contributed 32.82% of total revenue, MoM bookings rose 50.29%, and longer stays were concentrated in ITC Blu and premium categories, revealing high-value guest segments



### Cancellations & Lost Revenue Risks

The elevated cancellation rate (24.48%) and 182M lost revenue—mainly from elite rooms and weekends—demand urgent policy improvements to mitigate further revenue.

PRESENTED BY MOHIT TANDALE



headquartered in Kolkata, ITC Limited