ITC HOTELS

ITC Hotels Business Performance Analysis

Submitted By:-Md Pravez Alam

ITC

- ITC was established on August 24, 1910

- Indian public conglomerate company headquartered in Kolkata, West Bengal, India

- ITC's annual turnover stood at $7 billion and market capitalization of over $34 billion

- The company is currently headed by Yogesh Chander Deveshwar (CEO)

- It employs over 29,000 people at more than 60 locations across India and is listed on Forbes 2000

- ITC Limited completed 100 years on 24th August 2010

ITC's extension in *Luxury* Hotels

BRANDING

- ITC Hotels presents the GREENEST LUXURY HOTEL CHAIN in the WORLD.

- Tagline – "RESPONSIBILITY LUXURY"

- ITC Hotels is an exemplar in sustainable hospitality with all its premium hotels being LEED® Platinum certified

- The group today operates under FOUR distinct brands:

    Luxury Collection Hotels

    Sheraton Hotels

    Fortune Hotels

    Welcome heritage hotel

Dashboard Focus: Financial Performance Overview

This dashboard exclusively analyzes the **financial performance of ITC Hotels** between **May 1, 2022 – July 31, 2022**, covering key metrics like revenue, growth rates, revenue by property and room class, and weekly trends.

ITC HOTELS
RESPONSIBLE LUXURY

Financial Analysis

Date

All

Day_Type
- ☐ Weekday
- ☐ Weekend

₹2bn
Total Revenue

₹1.71bn
Revenue_realized

50.44%
MOM_Growth

13.85
WOW_Growth

12.70K
ADR

7.35K
RevPAR

Revenue_realized by property_name

Bar chart showing Revenue_realized by property_name: ITC Exotica (~₹0.3bn), ITC Palace, ITC City, ITC Blu, ITC Bay, ITC Grands, ITC Seasons.

Total_Revenue by room_class

Bar chart showing Total_Revenue by room_class: Elite (~₹0.6bn), Premium, Presidential, Standard.

Revenue_realized by category

Donut chart: 38.39% Business (black), 61.61% Luxury (gold)

category
- ● Luxury
- ● Business

weeknum	Cumulative_Sum	Revenue_realized	Moving_avg
19	₹ 138,182,064.00	₹138,182,064.00	₹138,182,064.00
20	₹ 277,617,984.00	₹139,435,920.00	₹138,808,992.00
21	₹ 392,540,159.00	₹114,922,175.00	₹130,846,719.67
22	₹ 531,260,285.00	₹138,720,126.00	₹132,815,071.25
23	₹ 646,828,854.00	₹115,568,569.00	₹127,161,697.50
24	₹ 786,410,557.00	₹139,581,703.00	₹127,198,143.25
25	₹ 925,084,836.00	₹138,674,279.00	₹133,136,169.25
26	₹ 1,039,237,257.00	₹114,152,421.00	₹126,994,243.00
27	₹ 1,178,792,889.00	₹139,555,632.00	₹132,991,008.75
28	₹ 1,318,176,805.00	₹139,383,916.00	₹132,941,562.00
29	₹ 1,457,907,395.00	₹139,730,590.00	₹133,205,639.75
30	₹ 1,572,718,543.00	₹114,811,148.00	₹133,370,321.50
31	₹ 1,687,760,868.00	₹115,042,325.00	₹127,241,994.75
32	₹ 1,708,771,229.00	₹21,010,361.00	₹100,879,162.60
Total	₹ 1,708,771,229.00	₹1,708,771,229.00	₹100,879,162.60

Card	Value	Explanation
Total Revenue	₹2.01bn	Gross income generated from all bookings, regardless of cancellations or payment issues.
Revenue Realized	₹1.71bn	Actual cash inflow after accounting for cancellations, discounts, or pending payments.
MoM Growth	50.44%	Indicates a strong Month-over-Month increase in realized revenue.
WoW Growth	13.85	Reflects Week-over-Week growth; positive momentum in recent weeks.
ADR (Average Daily Rate)	₹12.70K	Average income per booked room per day – reflects pricing strategy strength.
RevPAR (Revenue per Available Room)	₹7.35K	Revenue per room (regardless of whether booked or not); lower than ADR, showing capacity for improving occupancy.

₹2bn
Total Revenue

₹1.71bn
Revenue_realized

50.44%
MOM_Growth

13.85
WOW_Growth

12.70K
ADR

7.35K
RevPAR

Revenue Realized by Property Name

What it shows: Financial contribution of each hotel property.
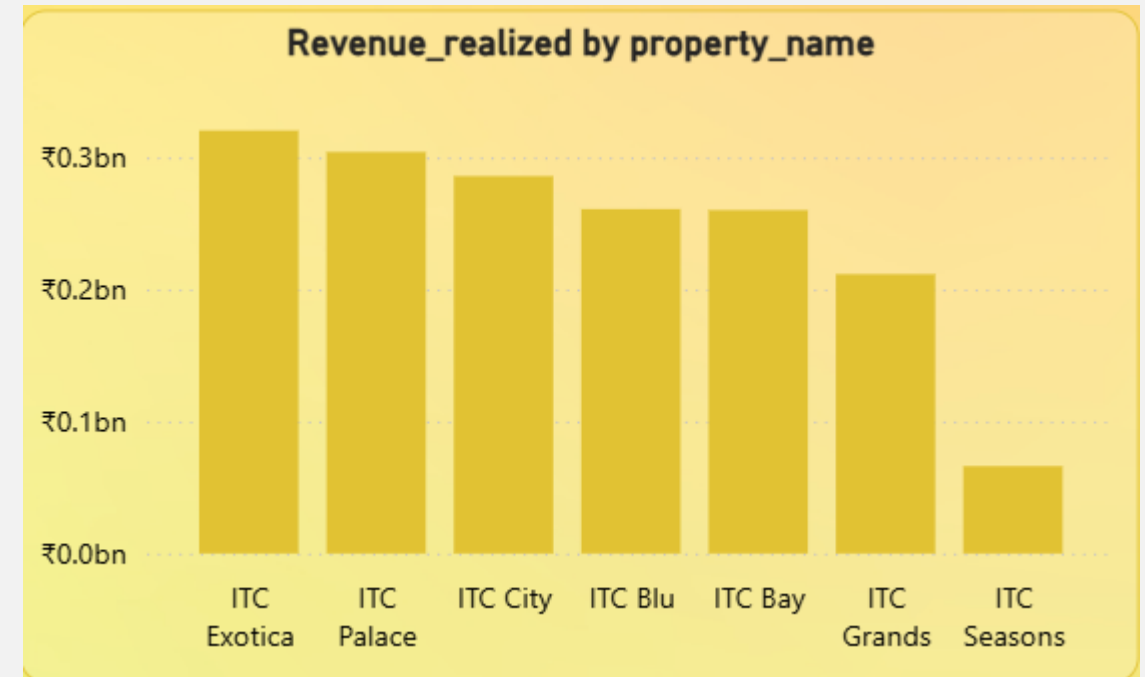**Top Performers:**
ITC Exotica
ITC Palace
ITC City
Lowest: ITC Seasons – significantly underperforming.
Actionable Insight:
Focus improvement efforts (pricing, marketing, operations) on ITC Seasons.
Learn from ITC Exotica's and Palace's strategies to replicate across weaker properties.

Revenue_realized by property_name

Total Revenue by Room Class

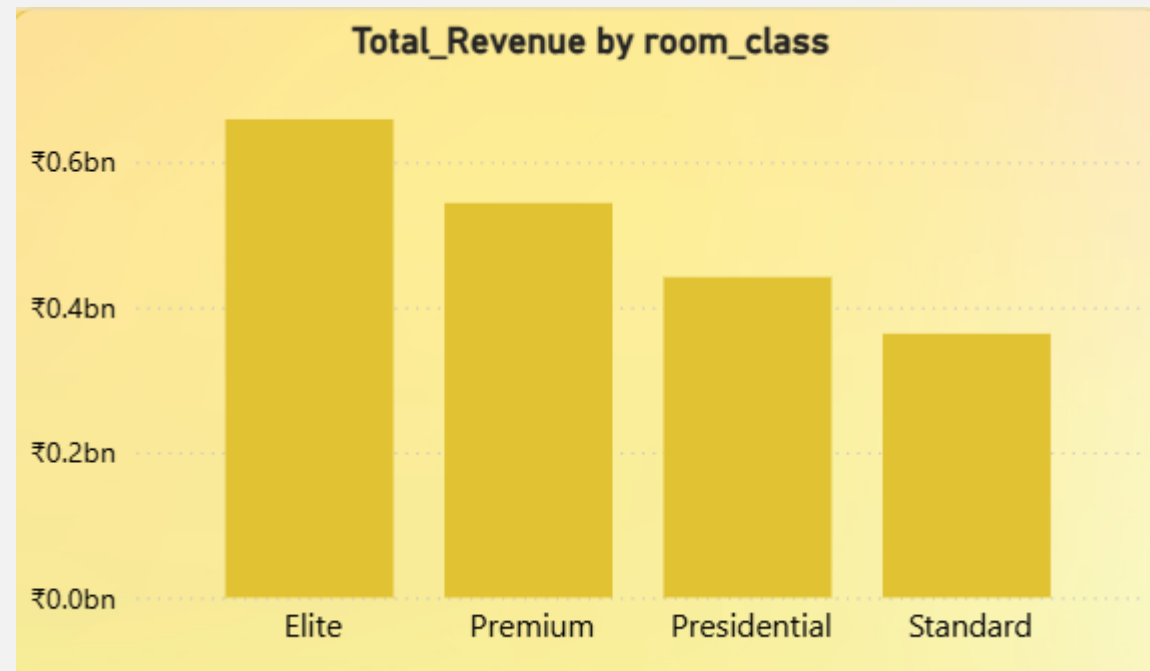**What it shows:** Financial contribution by room type.
Top Contributor: Elite class.
Lowest: Standard rooms.
Insight & Recommendation:
Elite and Premium classes drive luxury revenue; ensure continued high-quality service.
Consider rebranding or value-adding to Standard rooms to raise their revenue share.

Revenue Realized by Category (Luxury vs Business)

- **Luxury:** 61.61%

- **Business:** 38.39%

- **Insight:** ITC Hotels is clearly positioned toward the **luxury segment**, which dominates the revenue.

- **Recommendation**

- Maintain strong luxury branding and pricing.

- Explore potential in the Business category (e.g., corporate partnerships, events, long-stays).

Revenue_realized by category

38.39%

61.61%

category
- Luxury
- Business
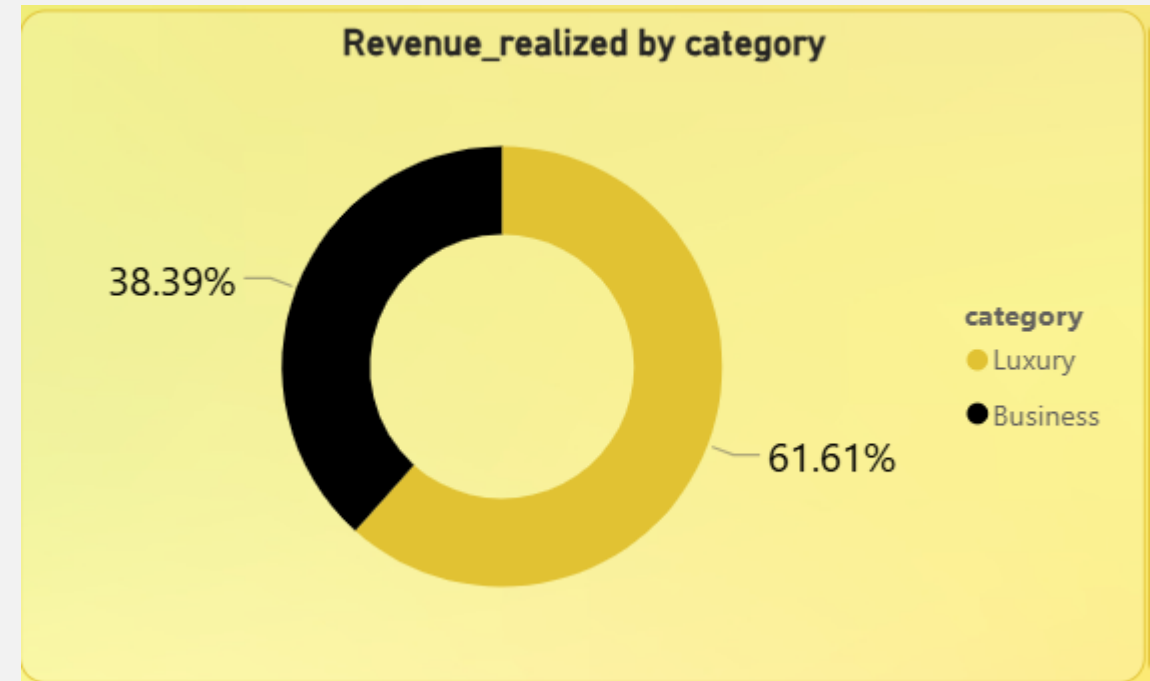
Column	Meaning
weeknum	Week number in the selected date range.
Cumulative_ Sum	Running total of realized revenue.
Revenue_rea lized	Revenue generated that week.
Moving_avg	Smoothed average across weeks – helps in trend detection.

weeknum	Cumulative_Sum	Revenue_realized	Moving_avg
19	₹ 138,182,064.00	₹138,182,064.00	₹138,182,064.00
20	₹ 277,617,984.00	₹139,435,920.00	₹138,808,992.00
21	₹ 392,540,159.00	₹114,922,175.00	₹130,846,719.67
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32	₹ 1,708,771,229.00	₹21,010,361.00	₹100,879,162.60
Total	**₹ 1,708,771,229.00**	**₹1,708,771,229.00**	**₹100,879,162.60**

🟧 Dashboard Focus: Occupancy Analysis

This dashboard provides a deep dive into the **occupancy performance** of ITC Hotels from **May to July 2022**. It highlights the occupancy rate trends across room classes, properties, dates, and day types. The goal is to help optimize room usage, improve operational efficiency, and maximize revenue per room.

Card	Metric	Explanation	
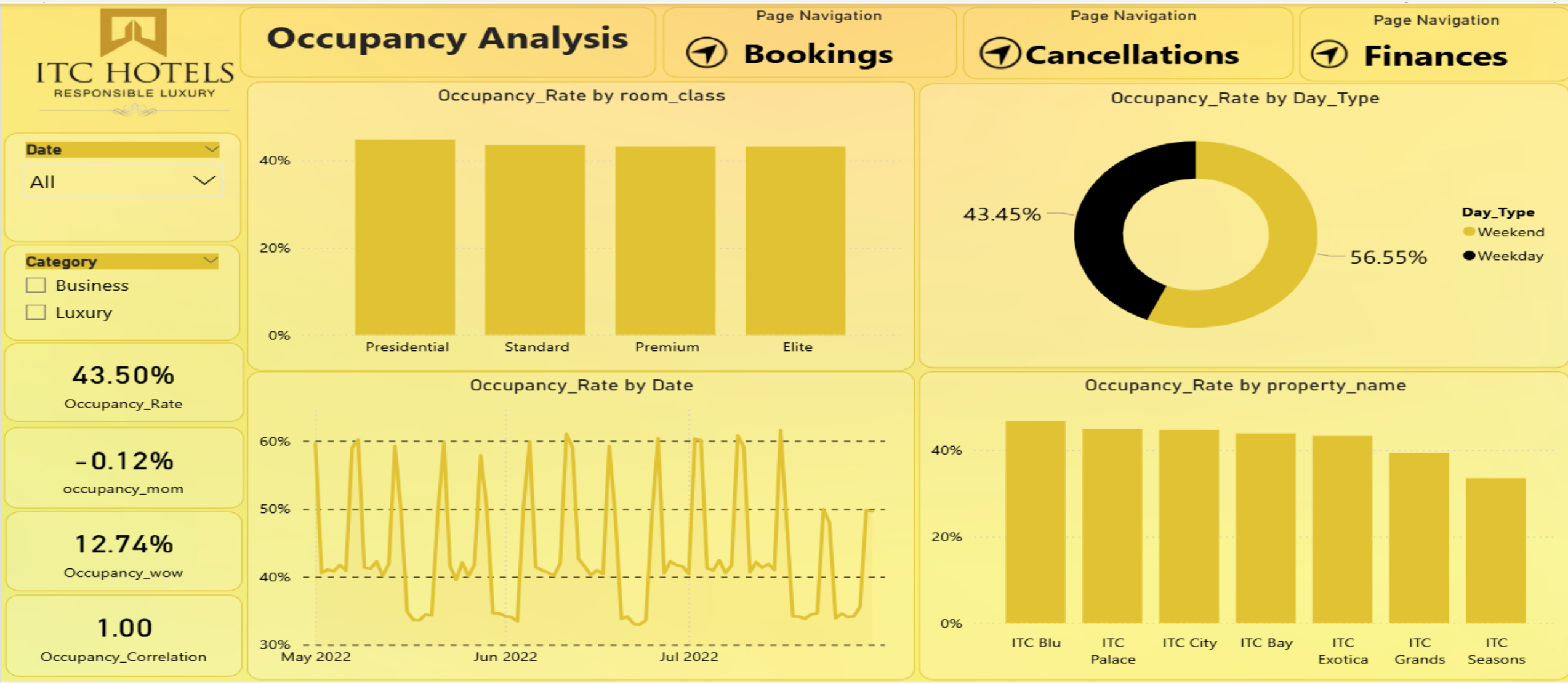
Card

Metric

Explanation

Occupancy Rate — 43.50%

Overall hotel occupancy across all properties and dates – this is low for a premium brand, room to improve.

43.50%
Occupancy_Rate

Occupancy MoM — -0.12%

Slight **decline** Month-over-Month indicates stagnation or missed opportunity.

-0.12%
occupancy_mom

Occupancy WoW — 12.74%

Positive weekly growth – showing short-term improvement.

12.74%
Occupancy_wow

Occupancy Correlation — 1.00

Perfect positive correlation between key factors and occupancy (e.g., pricing, seasonality) – indicates good model fit or strong influencing trends.

1.00
Occupancy_Correlation

# Occupancy Rate by Room Class

- **Insight:** All room classes (Presidential, Standard, Premium, Elite) have nearly **equal occupancy** around 43–44%.

- **Recommendation:**
  - Despite price differences, all room types are equally preferred – good sign.
  - Consider differential promotions to increase higher-margin room occupancy (Presidential & Elite).

Occupancy_Rate by room_class
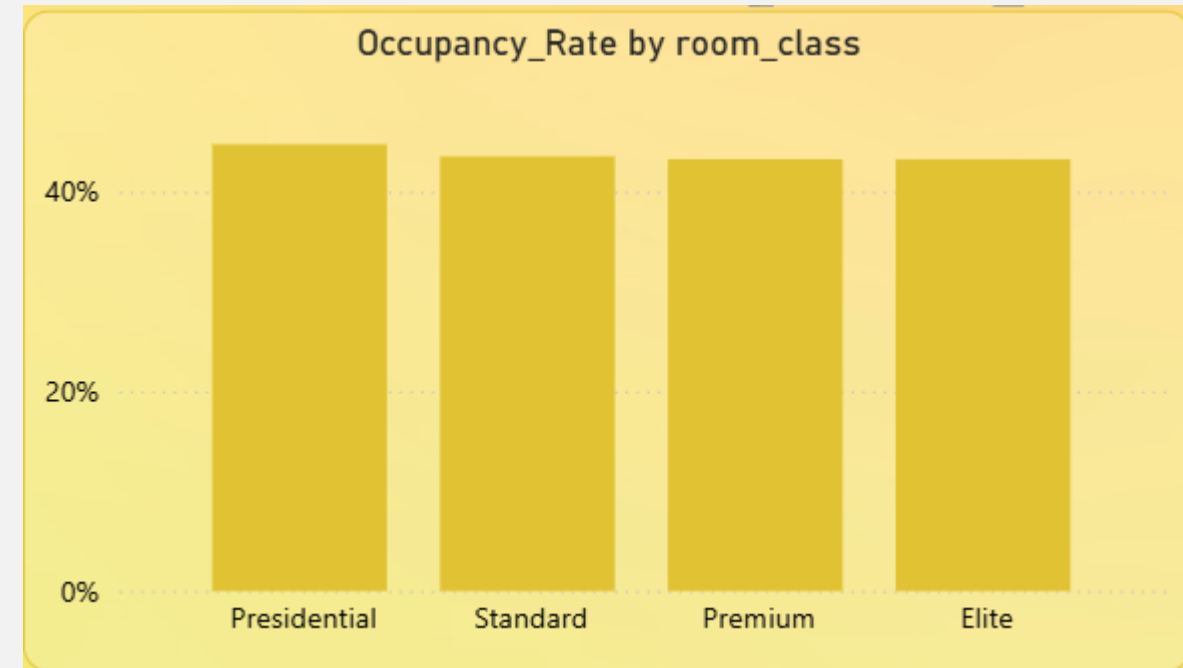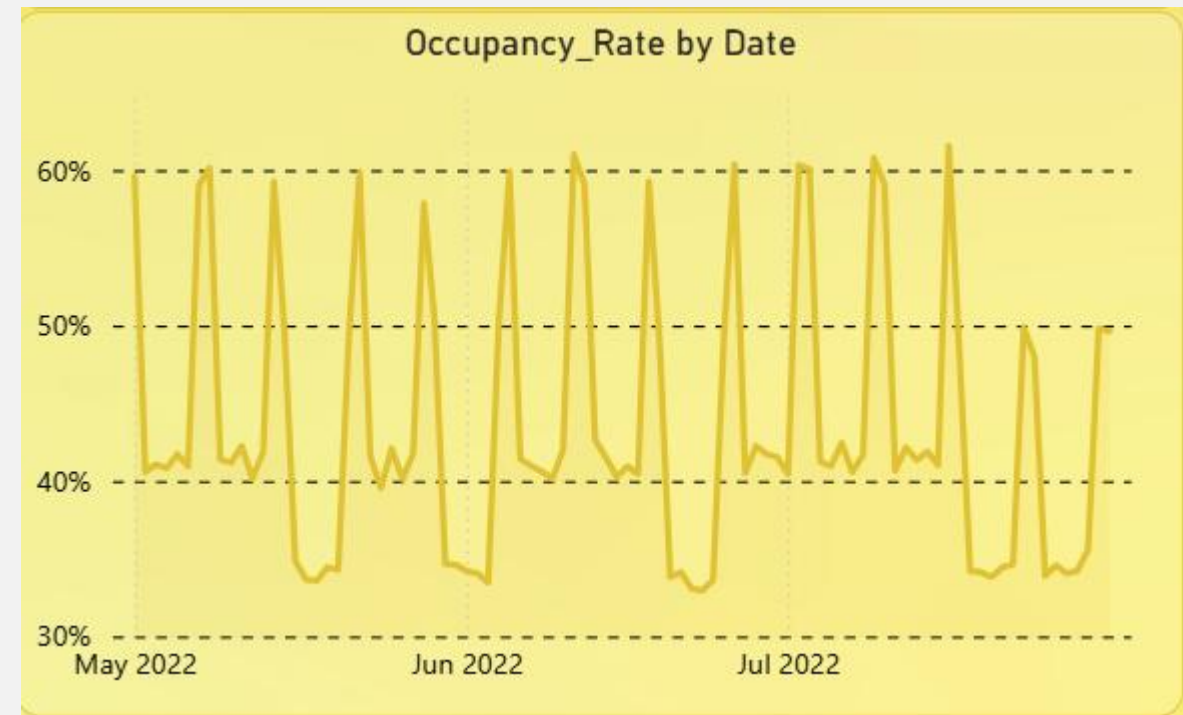
Occupancy Rate by Day Type

- **Weekdays (56.55%)** have **higher occupancy** than **Weekends (43.45%)**.

- **Insight:**
  - Indicates ITC Hotels may serve a **larger business clientele**.

- **Recommendation:**
  - Increase **weekend-focused offers/packages** (spa deals, staycations) to balance demand.
  - Target families and leisure travelers via weekend-specific campaigns.

Occupancy_Rate by Day_Type

43.45%

56.55%

Day_Type
- Weekend
- Weekday
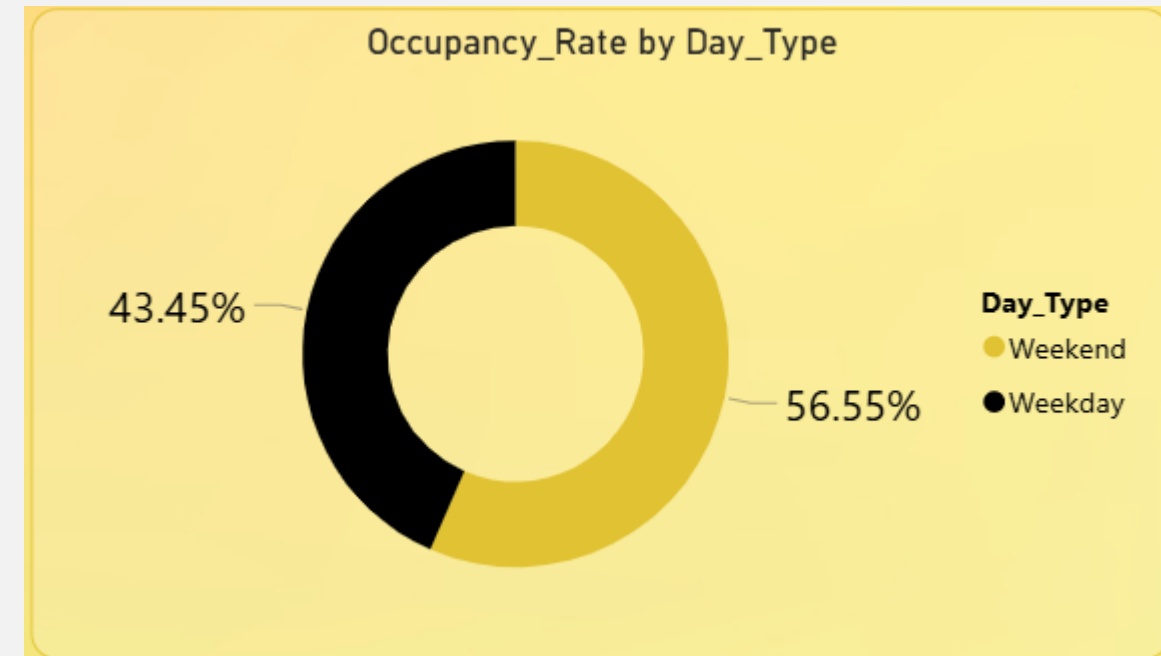
# Occupancy Rate by Date (Time Series)

- Shows **high daily volatility** – occupancy fluctuates between 30%–60%.

- **Insight:**
    - Regular peaks suggest weekend/weekday cycles.
    - Some weeks show sharp dips, possibly due to events, holidays, or operational issues.

- **Recommendation:**
    - Analyze low-performing dates to determine causes (cancellations, external events).
    - Use predictive modeling to anticipate dips and offer dynamic pricing.

Occupancy_Rate by Date

# Occupancy Rate by Property Name

- **Top Performers:**
  - ITC Blu, Palace, City – all above 45%.

- **Underperformers:**
  - ITC Grands and ITC Seasons (lowest).

- **Insight:**
  - Property-specific issues may exist (location, service, pricing).

- **Recommendation:**
  - Conduct audits for low-performing properties.
  - Use best practices from ITC Blu and City for replication.

Occupancy_Rate by property_name
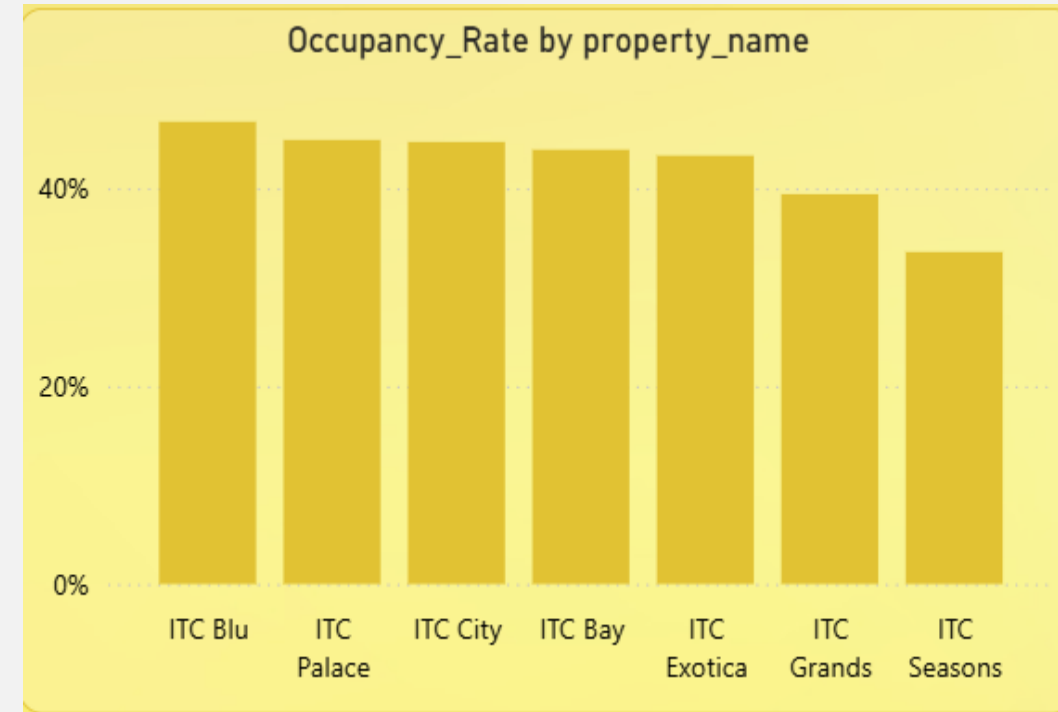
Dashboard Focus: Bookings Analysis

This dashboard analyzes **booking behavior and revenue patterns** at ITC Hotels. It emphasizes **when, how, and for how long guests book**, and how this impacts revenue. The focus is on **ALOS (Average Length of Stay), booking lead time**, and **revenue realized —** tracked across room categories, hotel properties, and guest behavior trends.
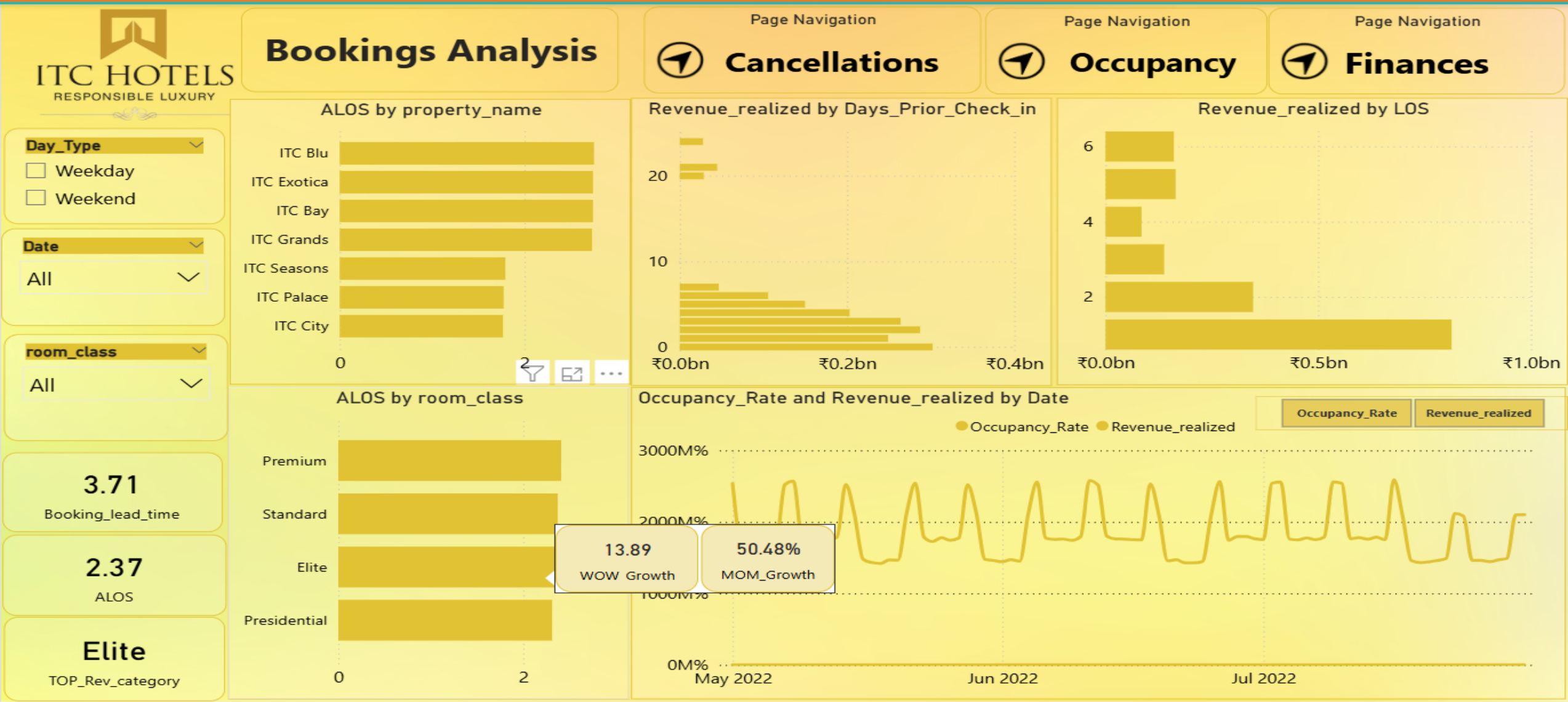
Metric	Value	Meaning
Booking Lead Time	3.71 days	Guests are typically booking 3–4 days before arrival, indicating **short-notice bookings**.
ALOS (Average Length of Stay)	2.37 days	Guests stay on average ~2.4 days — consistent with short-term business or weekend leisure stays.
Top Revenue Category	Elite	Bookings in **Elite rooms** generate the highest revenue. This segment is key for financial growth.

| Parameter	Value	Interpretation
WOW Growth (Week-over-Week ALOS)	13.65% ↑	Weekly length of stay is improving — a good sign of customer engagement or success of long-stay offers.
MOM Growth (Month-over-Month ALOS)	50.37% ↑	Monthly ALOS has grown significantly — this could be driven by peak season, extended stays, or corporate tie-ups.

✅ **Insight:** Hotel booking trends show **increasing stay durations**, which enhances revenue per guest.


ALOS by room_class

	13.65	50.37%
	WOW Growth	MOM_Growth

Premium
Standard
Elite
Presidential

0   2
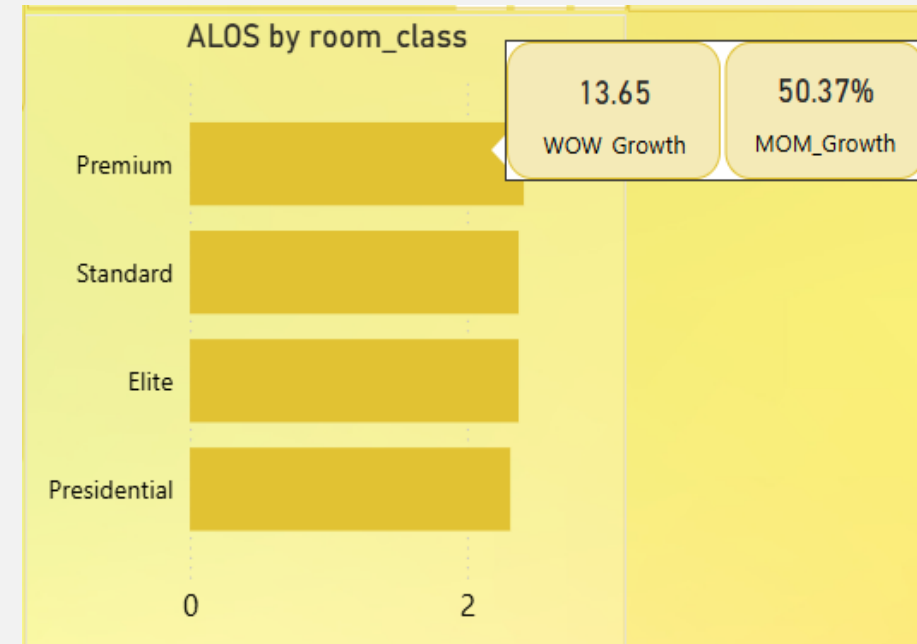
Premium rooms show highest average stay duration, followed by Standard, Elite, and Presidential.
**Insight:** Guests prefer staying longer in Premium rooms, possibly due to comfort and value balance.
Action: Promote long-stay offers with Premium and Standard rooms.

ALOS by room_class

	13.65	50.37%
	WOW Growth	MOM_Growth

Premium
Standard
Elite
Presidential

0   2
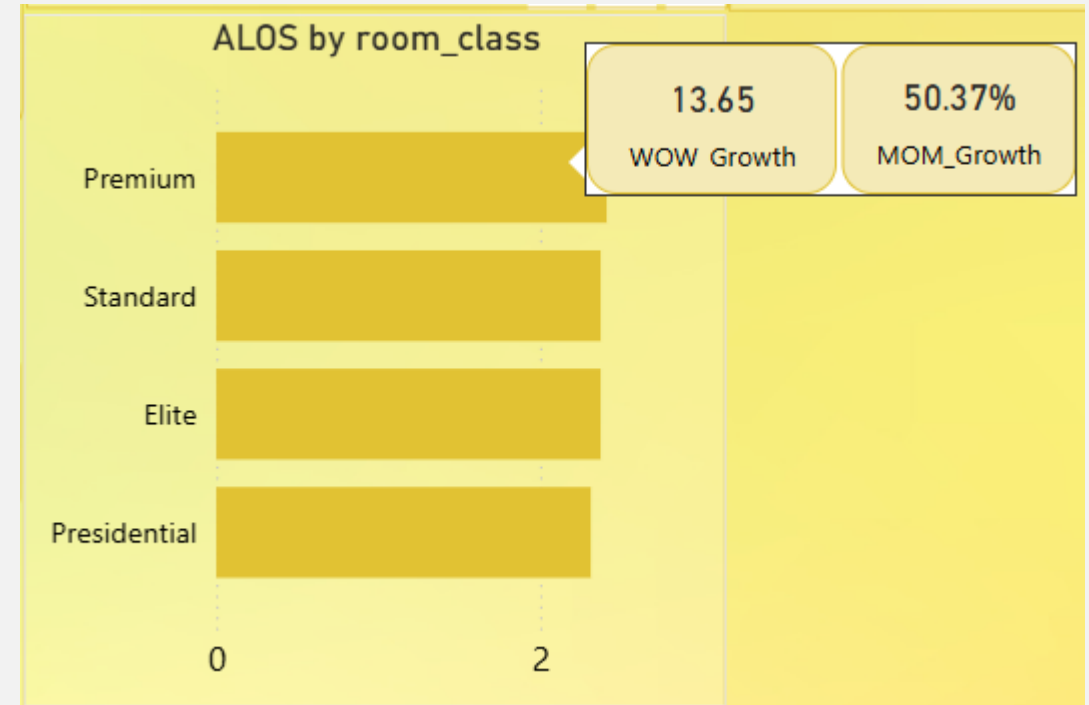
- ITC Blu, Exotica, and Bay lead in average guest stay duration.

- ITC City and Seasons show shorter stays.

- **Insight:** Properties with high ALOS likely serve business/leisure travelers with bundled services.

- **Action:** Analyze guest profiles at high-performing properties and replicate strategies at others.

ALOS by property_name
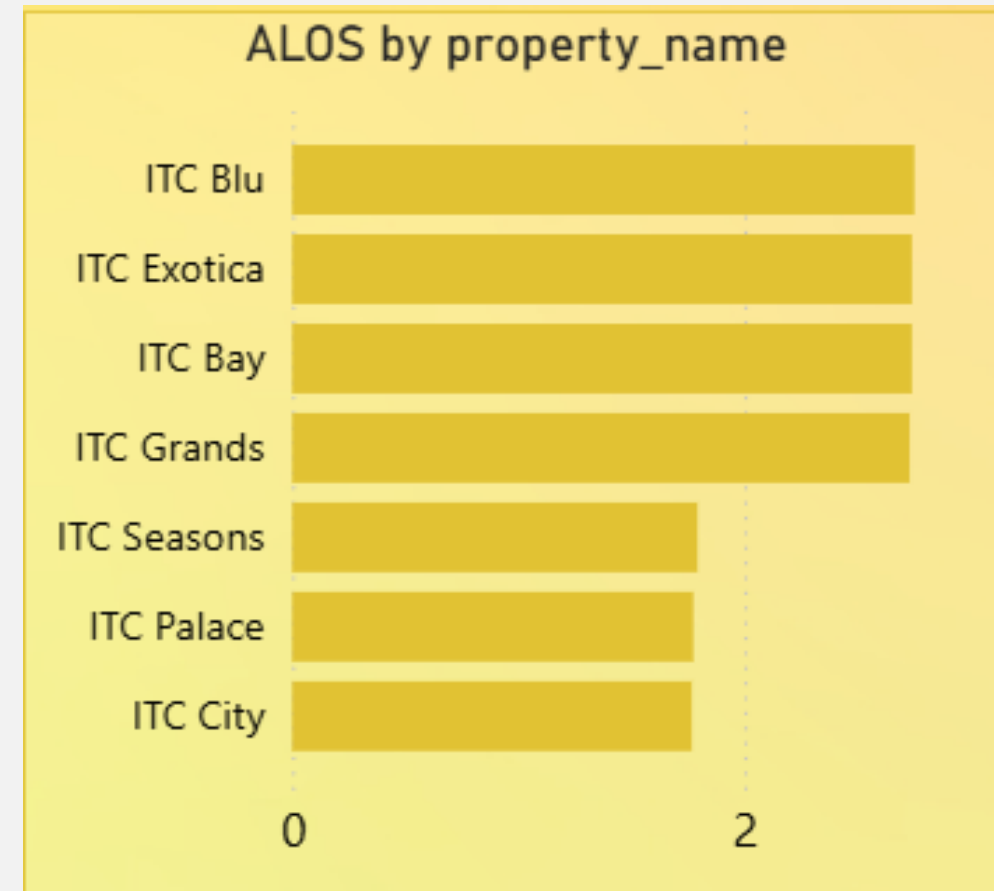
Revenue Realized by Days Prior to Check-in

- Most revenue is generated from bookings made **closer to the check-in date** (1–4 days prior).

- **Insight:** Last-minute bookings are a key behavior pattern.

- **Action:** Introduce "early bird" discounts to drive advance bookings and stabilize revenue forecast.

Revenue_realized by Days_Prior_Check_in
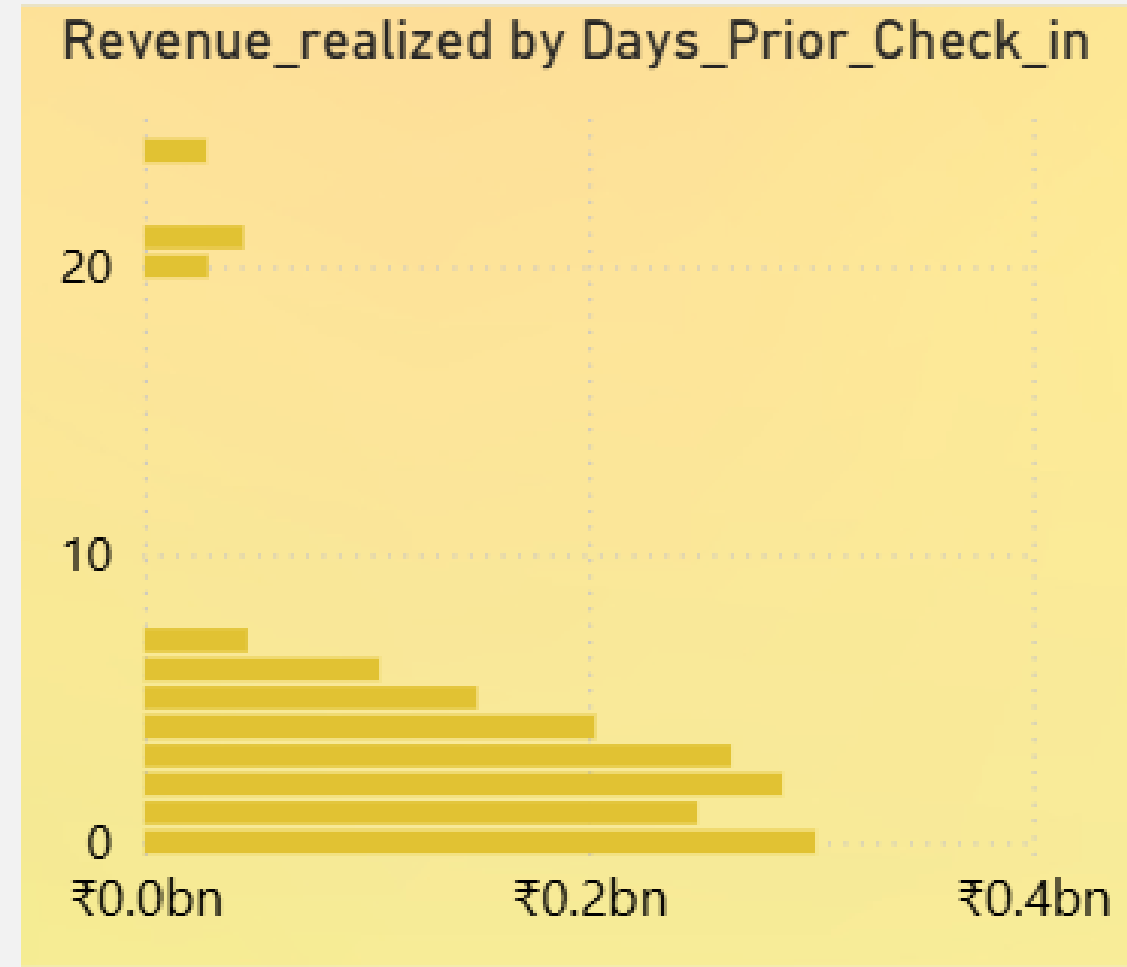
# Revenue Realized by LOS (Length of Stay)

- Highest revenue comes from guests staying **1–2 nights**.

- Steep drop in revenue for stays beyond 3 nights.

- **Insight:** Most guests prefer short stays.

- **Action:** Offer attractive pricing or loyalty incentives for 3+ night bookings to improve long-stay revenue

Revenue_realized by LOS
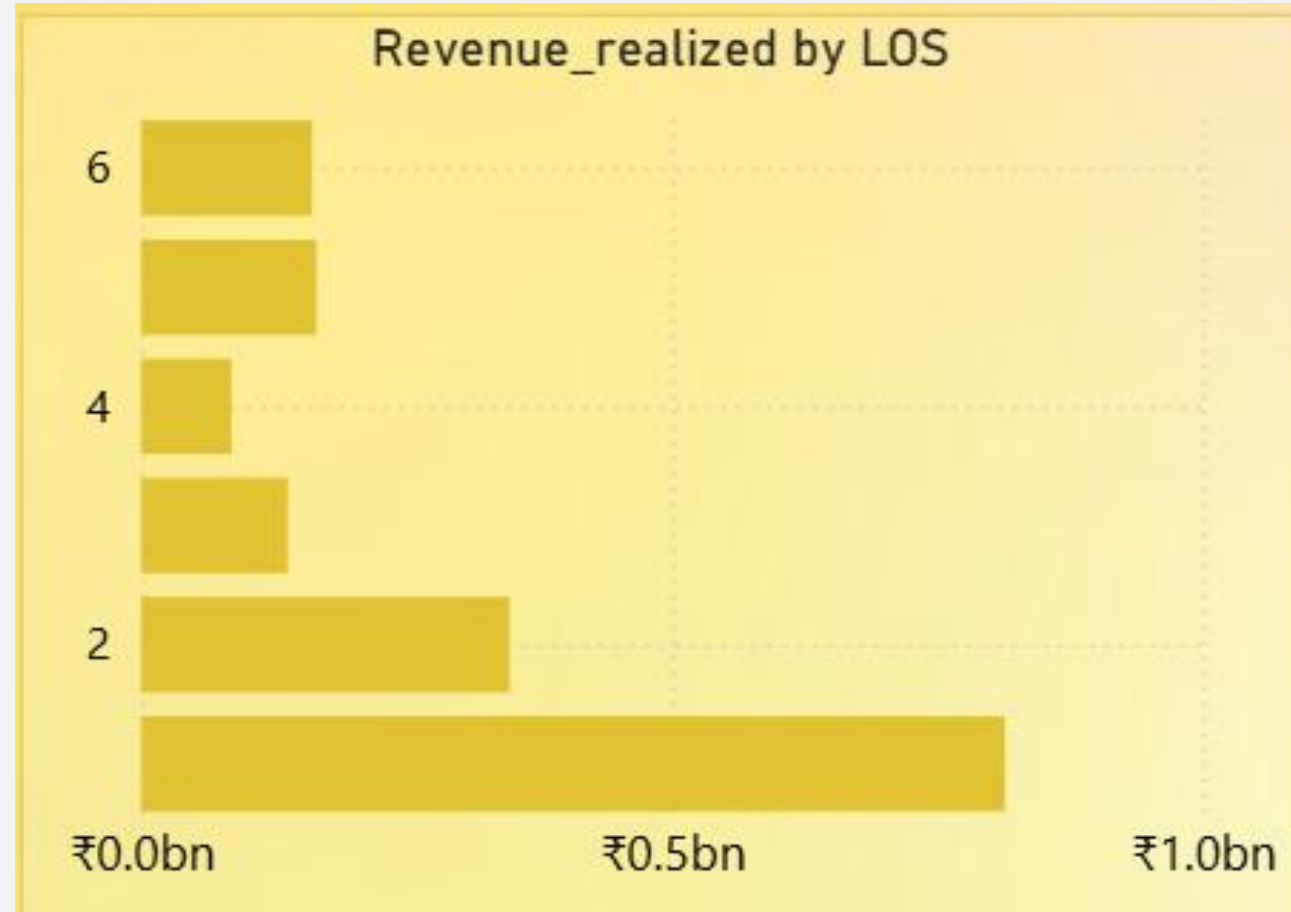
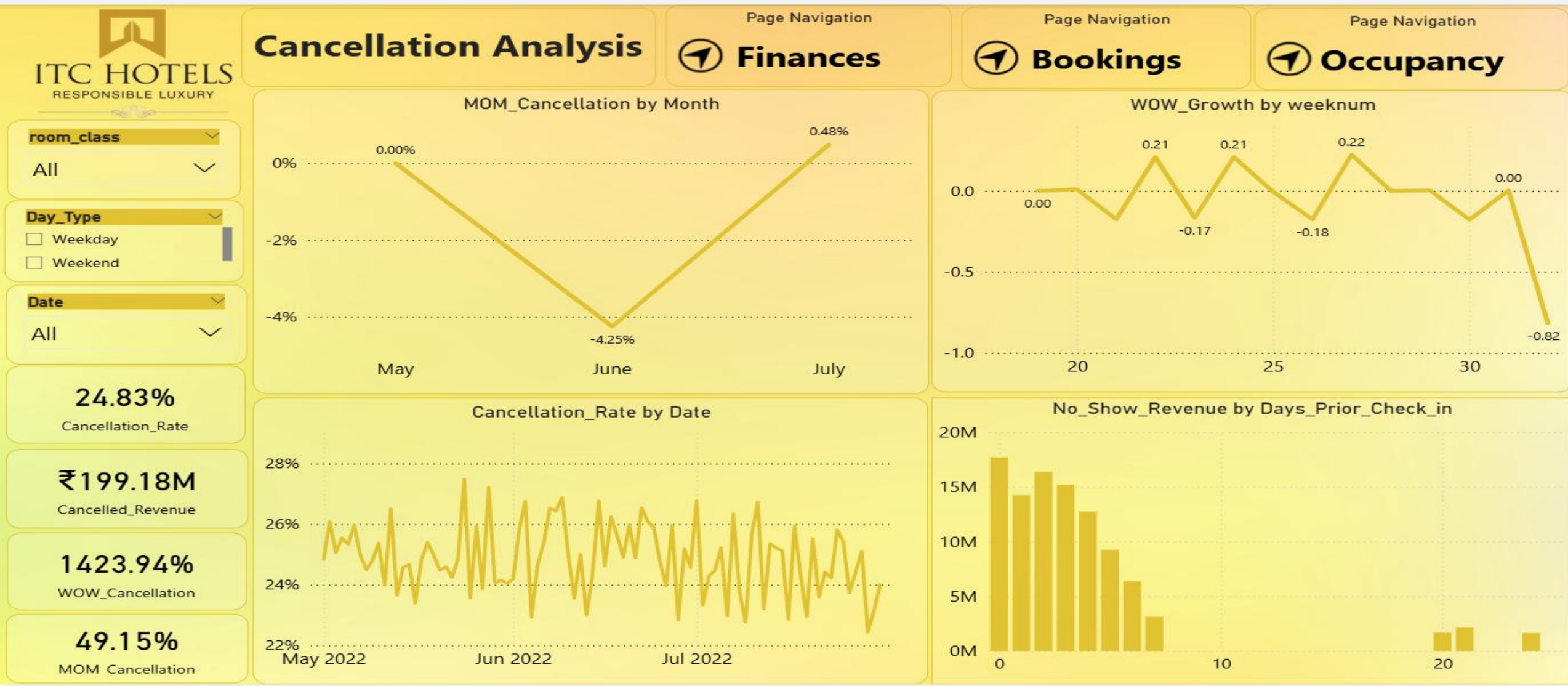# Time-Series: Occupancy Rate vs Revenue Realized

- Shows how booking patterns affect occupancy and earnings over time (May to July 2022).

- Regular spikes (likely weekends or special dates) show occupancy and revenue rising together.

- **Insight:** There's a strong correlation between booking trends and revenue cycles.

- **Action:** Plan promotions aligned with these peak cycles to maximize yield.
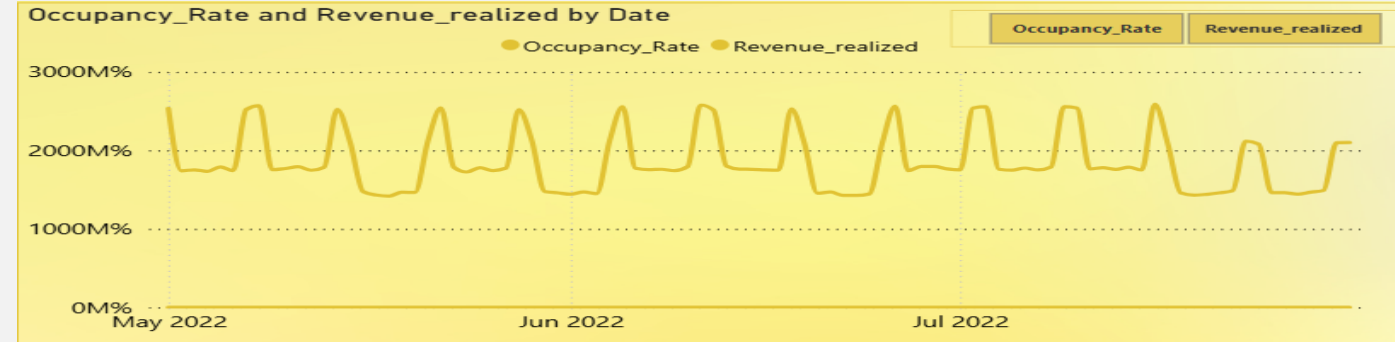
This dashboard examines **booking cancellations** at ITC Hotels, analyzing **trends, rates, financial impact, and guest behavior** around cancellations and no-shows.

ITC HOTELS
RESPONSIBLE LUXURY

Cancellation Analysis

Page Navigation

Finances

Page Navigation

Bookings

Page Navigation

Occupancy

room_class

All

Day_Type
☐ Weekday
☐ Weekend

Date

All

24.83%
Cancellation_Rate

₹199.18M
Cancelled_Revenue

1423.94%
WOW_Cancellation

49.15%
MOM_Cancellation

MOM_Cancellation by Month

- 0.00% (May)
- -4.25% (June)
- 0.48% (July)

WOW_Growth by weeknum

- 0.00
- 0.00
- 0.21
- -0.17
- 0.21
- -0.18
- 0.22
- 0.00
- -0.82

Cancellation_Rate by Date

(May 2022 – Jul 2022, ranging 22%–28%)

No_Show_Revenue by Days_Prior_Check_in

(0 to 20, values from ~18M down to ~2M)

Metric	Value	Insight
Cancellation Rate	24.83%	Nearly **1 in 4 bookings** gets canceled — this is **very high** and should be addressed.
Cancelled Revenue	₹199.18M	Loss of ₹199 million due to cancellations — a **massive financial impact**.
WOW_Cancellation	1423.94% ↑	Huge **spike in weekly cancellations**, possibly due to a policy change, seasonality, or external factors.
MOM_Cancellation	49.15% ↑	Cancellations also rose sharply month-over-month — shows a **trend**, not just a one-time spike.

24.83%
Cancellation_Rate

₹199.18M
Cancelled_Revenue

1423.94%
WOW_Cancellation

49.15%
MOM Cancellation

1. MOM_Cancellation by Month

- **June** saw the lowest cancellations (-4.25%), but **July spiked** again with +0.48%.

- **May was neutral**.

- **Insight:** Something in **July triggered more cancellations** — maybe weather, service issue, or pricing confusion.

- **Action:** Compare July's policies or marketing campaigns to identify anomalies.


MOM_Cancellation by Month
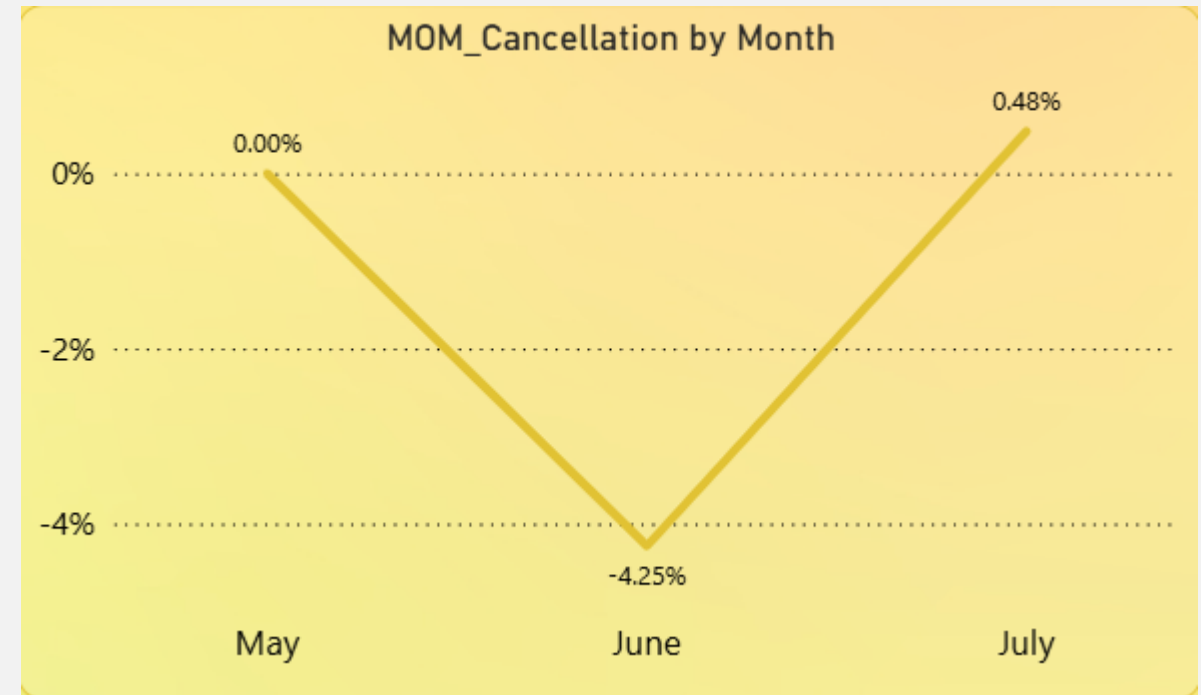
WOW_Growth by Week Number

- Weeks 21–26 show small positive growth (~0.2%), but by **week 31, cancellation growth plummets to -0.82**.

- **Insight:** After steady weeks, there's a **sudden drop**, likely due to a correction or policy update.

- **Action:** Maintain measures that led to decline after week 30.

WOW_Growth by weeknum
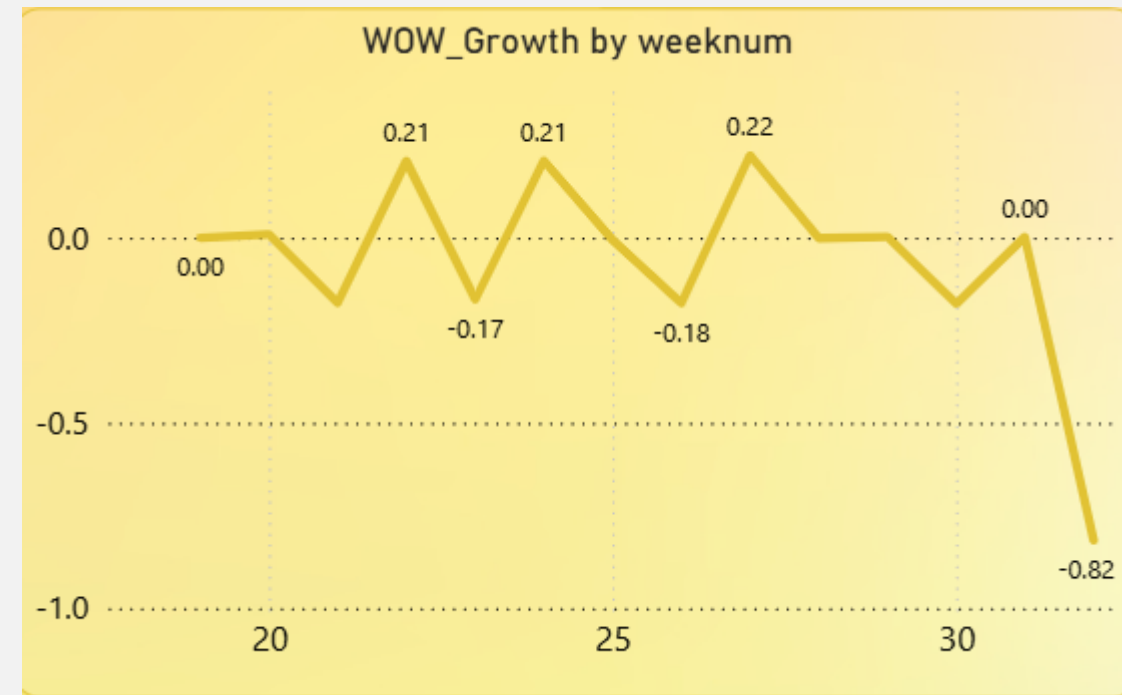
Cancellation Rate by Date (Time Series)

- Cancellation rate fluctuates **between 23% and 27% daily**.

- Slight increase mid-June and stable until end-July.

- **Insight:** The issue is **not random**; cancellations are a **daily occurrence**, not one-off spikes.

- **Action:** A deeper look into **daily booking sources** (e.g., OTAs, direct, travel agents) may reveal root causes.

Cancellation_Rate by Date
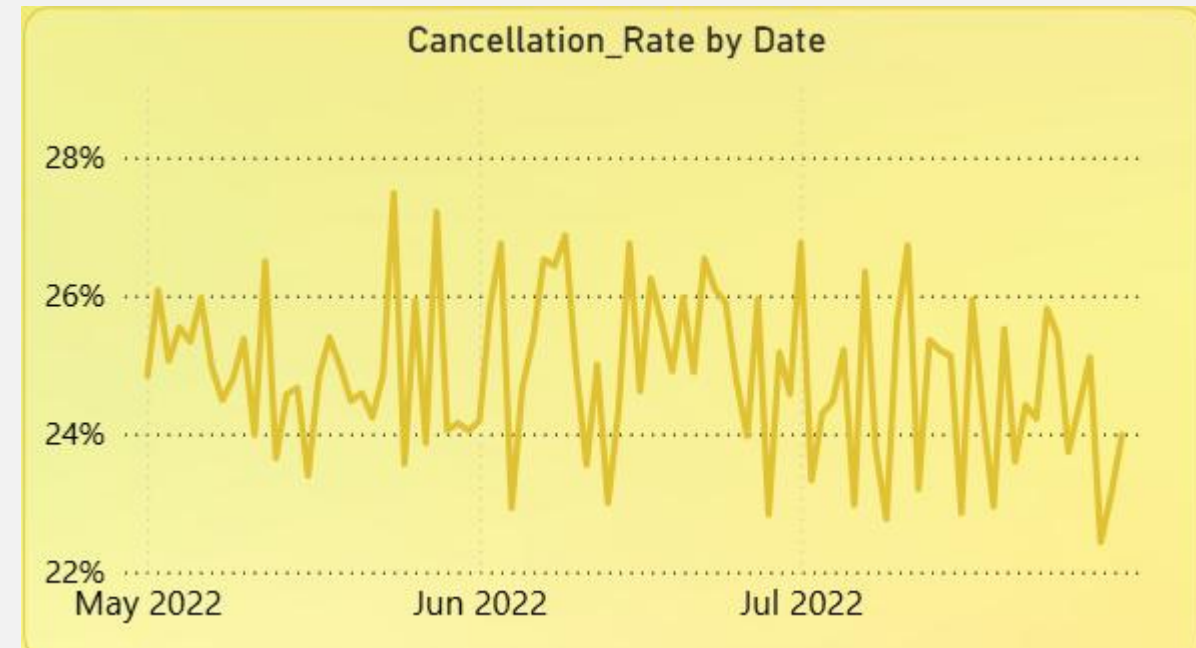
- Most **no-show losses** occur when guests book **0–5 days before check-in**.

- **Insight: Last-minute bookings** lead to **maximum revenue loss** due to no-shows.

- **Action:** Implement **stricter cancellation/no-show fees for short-window bookings**, or require deposits.

No_Show_Revenue by Days_Prior_Check_in
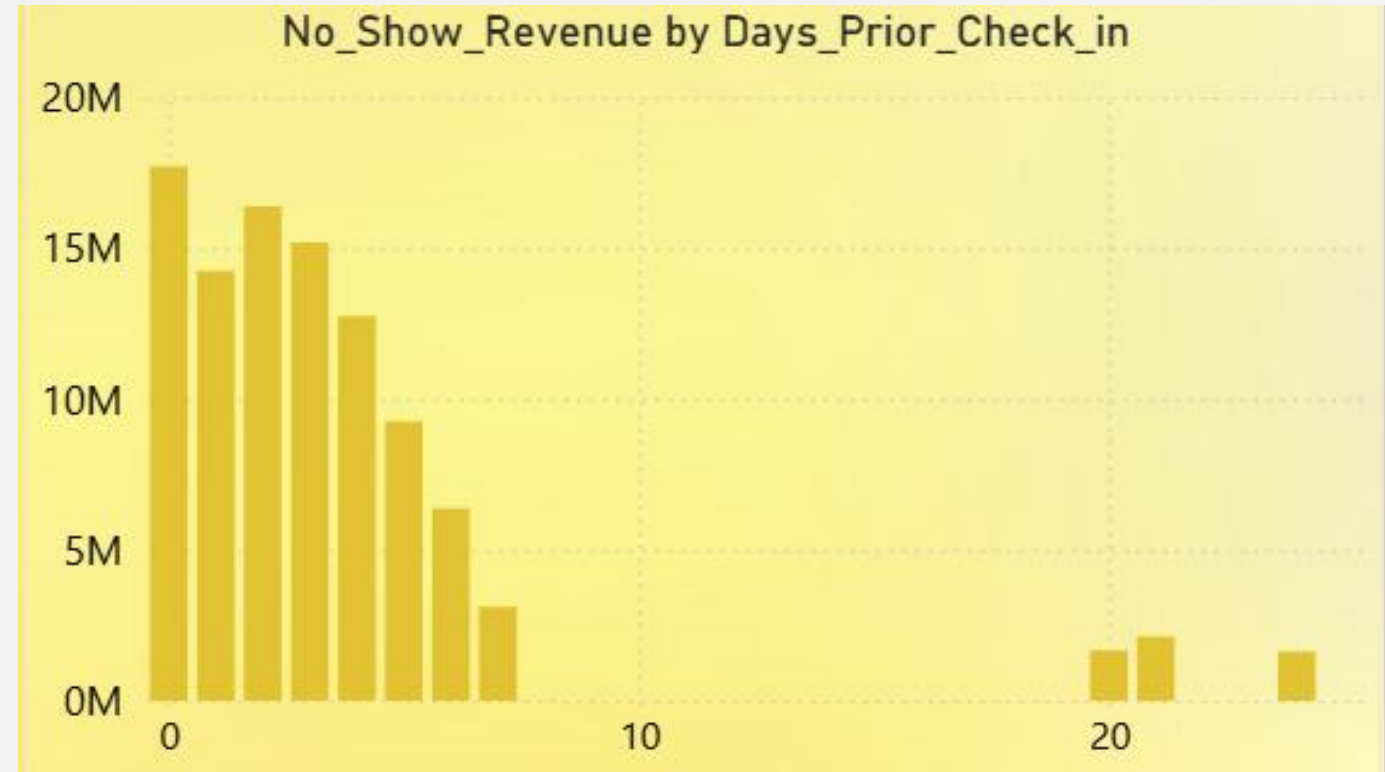
Place

Strategic Locations	Mumbai / Chennai
Metropolitan cities	Bengaluru / Hyderabad
Business hubs	Kolkata / Jaipur
Tourist places	Agra / Vadodara
Heritage areas	Aurangabad / Delhi

ITC is spread across various cities in India

PROMOTIONS

1 Loyalty Program for Customers	2 Tie up with Wills Lifestyle stores	3 Schemes based on Usage
CLUB ITC — ENRICHING REWARDING EXPERIENCES	WILLS LIFESTYLE	

- ITC has a reward program for its customers
- Members will earn loyalty points based on usage

- ITC has a tie up with Wills Lifestyle
- Members get rewarded with Loyalty points for their purchase

ITC offers various schemes to increase consumption (one night stay free in the hotel for spending Rs. 60,000 in its properties)

SEGMENTATION

"Grouping people according to their similarity related to a particular product category."

- Geographical – Urban Area

- Demographical – High Income people, based on age – 30+

- Psychographic – Life style

- FEEL GOOD – Hospitality and ambiance

TARGETING

- High Income Families.

- Couples both Indians and foreigners.

- Business travellers.

- Corporate – Meeting & Events

POSITIONING

Tag line – *"Responsibility Luxury"*

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