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ANALYZING PERFORMANCE OF SCALE HOTELS OF AHMEDABAD, INDIA

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Abstract

Purpose: Ahmadabad is not only one of the largest city and former capital city of Gujarat but also emerged as an important economic and industrial hub of North India. A latest study by <u>Association Chambers of Commerce of India (ASSOCHAM)</u> states that the percentage share of investments in hospitality sector in Gujarat has reduced from 29 percent for 2012- 13 to 14.5 percent as on June 2016. Henceforth, this paper tends to analyze the hotel's performance in Ahmadabad city in terms of Key Performance Indicators (KPIs), revenue generation, hotel's room demand and supply.

Methodology: The study is based on secondary data of Smith Travel Research, Global. It is a descriptive cum longitudinal study and its approach is deductive. Four reports of Smith Travel Research (STR) Global i.e. Trend report: Ahmedabad (Publication date August 16, 2017), Market pipeline report (STRG): Ahmedabad (Publication date August 16, 2017) Profitability report: Ahmedabad (Publication date August 16, 2017) and STR India hotel review report (Publication date August, 2017) have been used for this study. The data is further analyze by SPSS and AMOS Version 20.

Main Findings: The findings of this papers supports that there is a significant growth in the room revenue earnings of scale hotels in Ahmedabad from January 2010 to June 2017. Paper also reveals that the percentage change in Average daily rate, Revenue per available room, Occupancy percentage and demand of rooms is higher than pan India and central India scale hotels.

Implications: The findings of this paper may provide helpful information to the investors and hospitality professionals who want to invest, run or understand the behavior of the Ahmedabad hotel market.

Limitations: However the present study is confine to the secondary data of 55 different scale hotels of Ahmedabad.

Originality: Many statistical tool such as one way ANOVA, Tukey HSD, Kruskal- Wallis test and a Co variance model is used for the better inference of the study. A comparison of KPIs between Ahmedabad scale hotels versus pan and central India hotel is conducted to understand the potential of hotel market in Ahmedabad city.

Keywords: Scale hotels; Smith travel Research; Key Performance Indicators; MICE; Ahmedabad

INTRODUCTION

Gujarat is not one of the popular tourist destinations in the country but also a prominent industrial hub. A latest report of Gujarat Industrial and Technical Consultancy (GITCO) states that Gujarat's tourist inflow grew from 38.3 million in 2016 to 44.8 million in year 2017. Business remained the main purpose of visit at 55 % share of total tourist flow whereas spiritual tourists at 36% share. In recent years Ahmadabad has emerged as a prominent economical and industrial hub for this state. Rapid industrial growth of this city leads o development of many commercial hotels and also witnessed the number of international hotels. Tourist inflow in his city is mainly business tourist which is largely driven by Meeting, Incentives, Conferences and Exhibitions (MICE). This paper examines the performance of scale category hotels in this city hotel and also intends to seek the potential for the type of scale hotel in this market. Scale hotels includes those hotels which are categorized under Luxury chains, Upper Upscale chains, Upscale chains, Midscale chains, Economy chain, and Independent hotels.

The present study is conducted in order to full fill the following objectives:

- > To analyze change in room revenue earnings of scale category of hotels in Ahmedabad.
- To examine the demand and supply gap of hotel's room in Ahmedabad
- > To compare the performance of Ahmedabad hotel market from Pan India and central India hotel market.
- > To analyze the relation and impact of Average room rate and Revenue per available room on Room revenue generation of different scale hotels of Ahmedabad.

LITERATURE REVIEW

As per the recent report of <u>CARE</u> Ratings, Sept 2017 on Indian Hotel Industry – Structure and development, Indian hotel industry is expected to see a significant growth in room revenue at the rate of about 11-13 % compound annual growth ratio (CAGR) over the coming 5 years i.e. 2017-21. The report also states that the Indian Tourism and hospitality sector account 7.5% of the Gross Domestic Product (GDP) and its third largest foreign exchange for the country. Gujarat is one of the major

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Industrial hub of India and contributing a significant role in country's economy. As per the study of ASSOCHAM, in year 2016, Gujarat has attracted investments worth over Rs 13,500 crore of the total outstanding investments worth over Rs 93,400 crore attracted by the hotels and tourism industry in India. The study also state that the percentage share of total investments attracted by hospitality sector in Gujarat is reduced from 29 percent for 2012- 13 to 14.5 percent as on June 2016. Thus, the state has lost its number one position to neighbour Maharashtra which attracted 17 percent of the total rupees 93,400 crore wroth of outstanding investment till June 2016. Ahmedabad is a commercial capital and the major industrial centre of the state. The city has a strong industrial orientation in textiles, chemicals, plastics, automobiles and pharmaceuticals. The major category of tourist who visit Ahmedabad are business travellers. The paper tries to examine the current scenario of scale category of hotel in this market regarding its scope and revenue generation.

Understanding hotel market is one of the key factors for any hotelier for operating a hotel. Hotel operators around the world get the best strategy to set their prices for making profit because even a small percent increase in tariff would cause their customers to stop coming to their hotel and sent them to a competitor (Canina and Cathy, 2008). Therefore, it is important to understand the market and the role of key performance indicators in hotel business. KPIs are used heavily in hotel and tourism industry to monitor performance. (Failte, 2013). This mindset considers pricing as a strategic capability that is integral to a company's overall strategy. (Dutta et al., 2002). KPIs like Average Room Rate, Revenue Per Available Room, Occupancy Percentage, Average Daily rate, Total Revenue per Available Room etc. not only gives information about the present performance of a hotel business but also use in various forecasting techniques decision making models. As per Ransley and Ingram et al., 2004, forecasting hotel occupancy levels are customarily developed from a penetration analysis where a hotel is expected to capture a percentage of its fair share of lodging demand in various market segments like commercial, leisure etc. Anna, Marttila, John and Neill in 2003, examined the relationship between hotel room prices, occupancy percentage and guest satisfaction. They found that price was a significant predictor of overall guest satisfaction while occupancy percentage failed to be a significant predictor of guest satisfaction.

The review of literature shows the importance of hotel market and its analysis for running a successful hotel business. Hotel professionals are using various data and analyze them to understand their prevailing market conditions. But unfortunately there is very less work done on these matrixes in Ahmedabad. Thus, there lies a research gap. The study revolves around the recent report of <u>ASSOCHAM</u>, which state that the percentage share of total investments attracted by hospitality sector in Gujarat is reduced from 29 percent for 2012- 13 to 14.5 percent as on June 2016. The paper tries to examine the potential and scope of Ahmedabad city for the scale categories of hotels.

RESEARCH METHODOLOGY

The study is based on secondary data of <u>Smith Travel Research</u>, <u>Global</u>. It is a descriptive cum longitudinal study and its approach is deductive. As per the STR Census data base there are 55 hotels under different scale category which are consider for this study. These properties are from Ahmedabad and belong to different scale categories i.e., Luxury chains, Upper Upscale chains, upscale chains, Midscale chains, Economy chain, and Independent hotels. In this study we have considered four reports of <u>Smith Travel Research (STR) Global</u> i.e. Trend report: Ahmedabad (Publication date August 16, 2017), Market pipeline report (STRG): Ahmedabad (Publication date August 16, 2017) and STR India hotel review report (Publication date August, 2017). Table 1, shows month wise mean value of Revenue per available room, Average room rate, Room revenue and occupancy percentage of different scale hotels from January 2010 to July 2017. The data is further analyze by SPSS and AMOS Version 20.

Method of approach for first objective and interpretation:

First objective is to analyze change in room revenue earnings of scale category hotels in Ahmedabad market. For this objective we have used STR tend report of Ahmedabad market. From this report we have collected data of total room revenue generated by the hotels in each month from Jan 2010 to June 2017.

To achieve this objective we have formulated a null hypothesis i.e.

Ho = There is no significant change in the room revenue earnings of scale category hotels in Ahmedabad from last seven years.

Our data is continuous and not normally distributed. Fractional rank inverse transverse df transformation method (Templeton, Gary F 2011) is used to make our data normal. Graphical representation of data through Normal Q-Q plot, Histogram and the result of Kolmogorov Smirnov (Sig value .200) and Shapiro — wiki test, (Sig value 1.0) (Shapiro Wilk, 1965; Razali & Wah, 2011) shows that after the test data becomes normal. To test the homogeneity of variance we have conducted Levene test (Table 2). The P value is greater than .05 which shows that variance are equal among the groups.



Table 2: Test of Homogeneity of Variances

Room Revenue

Levene Statistic	df1	df2	Sig.
1.829	7	81	.093

Result of one way one way ANOVA (Table 3) test shows that the P value is less than .05 which means we are fail to accept our null hypothesis and hence there is significant change in the room revenue earnings of hotels in Ahmedabad from last seven years.

Table 3: One way ANOVA result

Normal Room Revenue

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3061190964511 83680.000	7	4373129949302 6240.000	13.834	.000
Within Groups	2560515931534 31456.000	81	3161130779671 993.500		
Total	5621706896046 15170.000	88			

Test of one way ANOVA revels that there is significant change in the room revenue generation of scale categories hotels in Ahmedabad but it fails to confirm where the difference occurred between the groups. The result of one way Anova is further analyzed by Tukey HSD post – hoc test at 0.05 significant level. The result of Tukey HSD test revels that the significant change in room revenue occurred in between year 2010-13, 2010-14, 2010-15, 2010-16, 2010-17, 2011-15, 2011-16, 2011-17, 2012-15, 2012-16, 2012-17, 2013-16, and 2013-17.

Method of approach for second objective and interpretation:

Second objective is to examine the demand and supply gap of hotel's room in Ahmedabad. For this objective STR trend and pipeline report of Ahmedabad market is used. Data of total number of rooms available (Supply) and rooms sold (Demand) is collected from Jan 2010 to June 2017.

To achieve this objective we have formulated two null hypothesis i.e.

H1 = There is no significant change in room available (Supply) of scale category hotels in Ahmedabad from January 2010 to June 2017.

H2= There is no significant change in room sold (Demand) of scale category hotels in Ahmedabad from January 2010 to June 2017.

Kruskal – Wallis test is use for analyzing the data as it is discrete and not normally distributed. Kruskal – Wallis is a nonparametric equivalent test of one way ANOVA. The assumption of this test is that distribution of data in each group should be similar. Thus, homogeneity of variance of nonparametric test is conducted and result shows that P value is .191 and .075 for supply and demand respectively. These values are more than .05 which shows there is homogeneity in variance each group. Result of Kruskal – Wallis test (Table 4 and Table 5) shows that the P value is less than .05 which means we fail to accept our null hypothesis. Thus, there is significant change in the room available (Supply) and room sold (Demand) of the scale category hotels in Ahmedabad from January 2010 to June 2017 year.

Table: 4
Test Statistics a,b

	Room Available (Supply)
Chi-Square	79.706
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Year

Table: 5
Test Statistics ^{a,b}

	Room Sold (Demand)
Chi-Square	64.550
df	7
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Year



In June 2010 total number of rooms available was 75510 which increase to 129120 in June 2017, showing a positive percentage change of 70.99%. Whereas, in June 2010 total demand of scale category of hotels was 40869 which further increases to 73287 in June 2017, showing a percentage increase in 79.32%.

Method of approach for third objective and interpretation:

Third objective is to compare the performance of Ahmedabad hotel market from Indian hotel market and central India hotel market. To achieve this objective we have used STR India hotel review report for the month of August 2017. From this report we have collected Year to date (YTD) data (August 2016 and August 2017) of occupnacy percentage, average daily rate, revenue per available room and their percentage change from YTD August 2016. From the report we have taken data of Ahmedabad, India and Central India plus hotel market. Further data is analyzed with the help of SPSS version 20.

Figure 1 shows the mean value of occupancy percentage (YTD August 2016 and YTD August 2017). The graph indicates that highest mean occupancy percentage is Central India plus i.e. 66.1~%. It also shows that mean value of occupacny percentage of overall INDIA is 64.0~% and Ahmedabad city is 59.1~%.

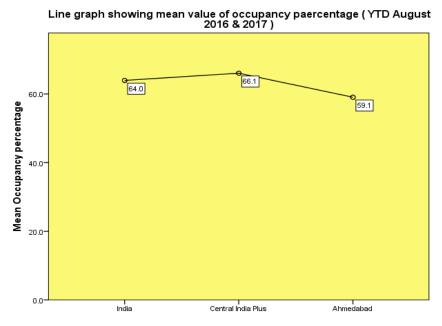


Figure 1: Mean occupancy percentage of India, Central India and Ahmedabad scale hotels (YTD Aug 2016 &17)

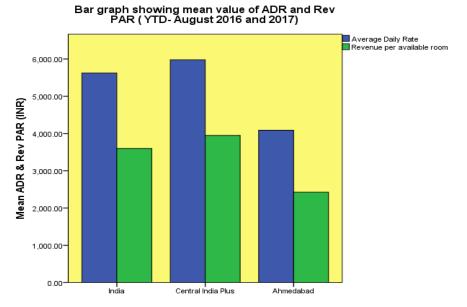


Figure 2: Mean ADR and Rev PAR of India, Central India and Ahmedabad scale hotels (YTD Aug 2016 &17)

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Figure 2, represents mean value of Average daily rate and Revenue per available room of YTD August 2016 and 2017. Blue bar show Average Daily Rate (ADR) and green graph shows Revenue Per Available Room (Rev PAR). In terms of mean ADR and Rev PAR Ahmadabad city is lagging behind India and Central India hotel market.

Figure 3, represents percentage change in Average daily rate, Revenue per available room from Year to date – August 2016. Blue bar shows percentage change in occupancy percentage, green bar percentage change in ADR, grey bar percentage change in Rev Par, violet bar percentage change in room revenue, yellow bar percentage change in supply and red bar percentage change in demand of rooms. It is clear from the graph that percentage change in the growth of occupancy percentage, average daily rate, Revenue per available room and Room sold is maximum in Ahmadabad i.e. 7.9 %, 20.6 %, 30.1%, 31.9 %, 1.3%, 9.3 % respectively which is highest as compare to India and central India hotel market. It is also clear from the graph that the percent change in room supply is minimum whereas percent change in room demand is maximum as compare to India and central India hotel market.

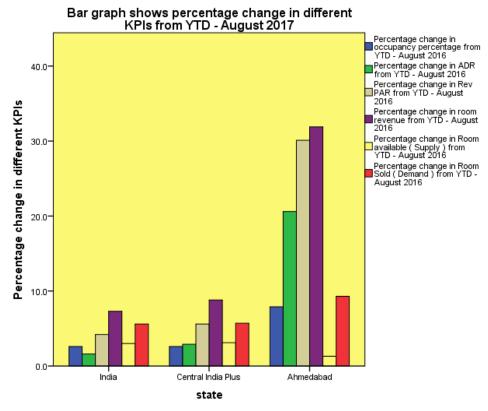


Figure 3: Percentage change in KPIs of India, Central India and Ahmedabad scale hotels (YTD Aug 2016 &17)

Method of approach for fourth objective and interpretation:

Fourth objective is to analyze the relation and impact of Average room rate and Revenue per available room on Room revenue generation of different scale hotels of Ahmedabad. Data is collected from STR tend report (Publication date August 16, 2017) of Ahmedabad market. A measurement model is proposed in which Room revenue is endogenous variable and Average room rate and Revenue per available room are exogenous variables. Model is a just identified model having degree of freedom 0.

Model (Figure 4) shows that Average room rate and Revenue per available room is explaining a variance of 60% of Room revenue. Factor loading of Rev PAR is more than ARR i.e. .44, which shows that Revenue per available room is having more impact than Average room rate on room revenue generation.



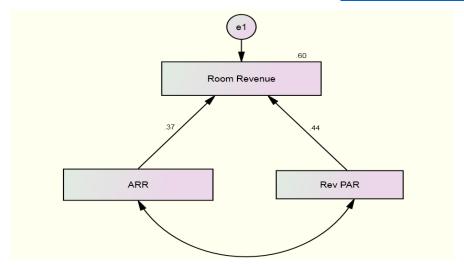


Figure 4: Co variance model showing impact of ARR and Rev PAR on Room Revenue.

CONCLUSION

As per the report of <u>Association Chambers of Commerce of India (ASSOCHAM)</u>, that the percentage share of investments in hospitality sector in Gujarat has reduced is not stands at least for the Ahmedabad hotel market. The findings of this papers supports that there is a significant growth in the room revenue earnings of hotels in Ahmedabad from January 2010 to June 2017 and its median value also increases continuously. Paper also reveals that there is a positive growth in the percentage change in Average daily rate, Revenue per available room, Occupancy percentage and demand of rooms from the financial year 2016-17. Although, the city is lagging behind India and Central India hotel market in terms of mean ADR, Rev PAR and occupancy percentage, but the difference between percentage change in demand and supply is maximum.

It is also clear from the co-variance measurement model that Revenue per available room is having more impact than Average room rate on room revenue generation. Ahmadabad continues to be a major upcoming location for continued investment in locations such as GIFT city and Sanand being the most notable. Whilst there are supply addition forecasted, Ahmadabad is expected to witness continued growth in the development and investment, keeping demand buoyant in the market. As per a study conducted by Singh, A.K, 2018 on the scale categories of hotels in New Delhi market, the capital of India is showing a diminishing trend in terms of KPIs and hotel market is shifted from Luxury and upper upscale category to the upscale and midscale category.

Thus, Ahmedabad could be one of the potential hotel market for the investors, as it is near to New Delhi and is also one of the prominent industrial hub. However the study is conducted on the secondary data provided by <u>Smith Travel Research</u> and by 55 different scale categories of hotels, the findings of this paper may provide helpful information to the investors and hospitality professionals who wants to invest, run or understand the behavior of the Ahmadabad hotel market.

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Table 1: Mean Rev PAR, ARR, Room Revenue and occupancy percentage of different scale categories of hotels in New Delhi (January 2010 to June 2017)

	REVPAR OCCUPANC				
Date	ARR (INR)	(INR)	ROOM REVENUE (INR)	PERCENTAGE	
Jan-10	4,128.19	2,977.34	21,71,76,309	72.1	
Jan-11	4,660.79	3,250.94	25,68,85,663	69.8	
Jan-12	3,863.18	2,660.61	21,35,37,552	68.9	
Jan-13	4,546.37	2,983.22	30,48,13,809	65.6	
Jan-14	4,045.62	2,173.66	26,27,95,272	53.7	
Jan-15	5,327.21	3,707.03	46,76,01,664	69.6	
Jan-16	3,950.54	2,641.06	34,72,23,393	66.9	
Jan-17	6,353.65	4,780.03	63,77,70,811	75.2	
Feb-10	4,230.83	2,698.81	19,02,01,214	63.8	
Feb-11	4,397.62	3,436.25	24,52,51,788	78.1	
Feb-12	4,034.32	2,977.17	21,57,37,516	73.8	
Feb-13	3,999.41	2,457.87	22,68,31,964	61.5	
Feb-14	4,222.29	2,757.60	30,11,30,357	65.3	
Feb-15	5,415.77	3,892.40	44,34,69,102	71.9	
Feb-16	4,000.66	2,761.20	33,27,57,437	69.0	
Feb-17	4,166.87	2,943.73	35,47,54,389	70.6	
Mar-10	4,046.31	2,493.78	19,45,82,298	61.6	
Mar-11	3,960.81	2,466.15	19,48,72,996	62.3	
Mar-12	3,945.89	2,317.05	18,58,92,393	58.7	
Mar-13	3,794.54	1,796.09	18,55,22,025	47.3	
Mar-14	4,065.95	1,801.91	21,96,94,176	44.3	
Mar-15	3,817.07	1,801.98	22,73,00,205	47.2	
Mar-16	3,746.27	2,018.65	26,93,35,709	53.9	
Mar-17	3,872.81	2,261.21	30,16,99,212	58.4	
Apr-10	3,808.16	2,007.49	15,15,85,415	52.7	
Apr-11	3,848.69	2,059.45	15,74,86,385	53.5	
Apr-12	3,832.93	2,152.75	16,71,39,162	56.2	
Apr-13	3,759.80	1,906.52	19,05,75,464	50.7	
Apr-14	3,743.71	1,725.33	20,35,72,059	46.1	
Apr-15	3,815.50	1,981.37	25,43,48,614	51.9	
Apr-16	3,647.88	1,937.78	25,02,05,655	53.1	
Apr-17	3,834.70	2,161.98	27,91,55,084	56.4	
May-10	3,662.63	1,854.68	14,47,14,980	50.6	
May-11	3,759.19	1,956.46	16,00,56,020	52.0	
May-12	3,840.35	1,987.95	15,94,89,103	51.8	
May-13	3,678.04	1,569.88	17,32,51,856	42.7	
May-14	3,538.51	1,524.80	18,59,08,566	43.1	
May-15	3,531.72	1,663.69	22,06,86,931	47.1	
May-16	3,614.31	1,811.18	24,16,54,398	50.1	
May-17	5,542.90	3,142.99	41,93,50,284	56.7	
Jun-10	3,741.83	2,025.24	15,29,26,182	54.1	
Jun-11	3,699.60	1,852.31	14,66,47,699	50.1	
Jun-12	3,693.49	2,136.68	16,58,91,881	57.8	

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Jun-13	3,552.57	1,543.14	16,48,07,181	43.4
Jun-14	3,523.21	1,516.44	17,60,58,827	43.0
Jun-15	3,619.17	1,749.27	22,45,53,356	48.3
Jun-16	3,492.72	1,753.18	22,63,70,637	50.2
Jun-17	3,990.02	2,264.68	29,24,15,927	56.8
Jul-10	3,604.59	1,898.18	14,81,09,637	52.7
Jul-11	3,629.10	1,909.77	15,56,44,741	52.6
Jul-12	3,657.14	2.094.65	16,83,09,300	57.3
Jul-12	3,487.30	1,494.53	16,49,36,834	42.9
Jul-14	3,494.24	1,585.65	19,02,30,327	45.4
Jul-15	3,540.92	1,811.94	24,03,51,497	51.2
Jul-16	3,537.06	2,020.43	26,36,23,144	57.1
Aug-10	3,624.65	1,812.12	14,13,94,000	50.0
Aug-11	3,602.40	1,892.54	15,42,40,075	52.5
Aug-11	3,586.63	1,996.31	16,04,07,364	55.7
Aug-12	3,689.40	1,552.14	17,12,93,937	42.1
Aug-13	3,555.40	1,704.05	20,44,34,622	47.9
Aug-14 Aug-15	3,397.53	1,588.49	21,07,12,145	46.8
Aug-15 Aug-16	3,540.60	1,955.04	26,08,49,185	55.2
Sep-10	3,624.33	1,822.86	13,93,94,260	50.3
Sep-10	3,678.42	2,128.99	16,79,13,601	57.9
Sep-11 Sep-12	3,715.54	1,800.23	15,73,22,360	48.5
Sep-12 Sep-13	3,518.31	1,786.56	19,08,04,949	50.8
Sep-13	3,612.68	1,989.11	23,09,35,852	55.1
Sep-14 Sep-15	3,464.40	1,727.30	22,17,33,298	49.9
Sep-15	3,615.67	2,299.98	29,69,73,623	63.6
Oct-10	3,917.40	2,367.57	18,70,82,975	60.4
Oct-10	3,817.49	1,824.84	14,87,22,933	47.8
Oct-11	3,984.24	2,081.01	19,64,36,546	52.2
Oct-12	3,674.50	1,806.14	19,93,25,364	49.2
Oct-13	3,666.35	1,686.50	20,23,29,869	46.0
Oct-15	3,569.56	1,970.56	26,13,92,435	55.2
Oct-16	3,663.28	2,302.81	30,72,49,776	62.9
Nov-10	3,957.34	2,235.18	17,09,23,845	56.5
Nov-11	4,027.81	2,945.52	22,87,78,442	73.1
Nov-12	4,129.04	2,141.60	20,67,50,463	51.9
Nov-13	4,093.82	2,275.76	24,30,51,688	55.6
Nov-14	3,801.60	2,338.34	28,54,41,667	61.5
Nov-15	3,641.41	1,805.04	23,17,12,910	49.6
Nov-16	3,986.66	2,621.64	33,85,06,665	65.8
Dec-10	3,966.95	2,620.38	20,70,59,780	66.1
Dec-11	3,895.77	2,633.28	21,13,44,077	67.6
Dec-12	4,025.21	2,472.23	25,15,29,117	61.4
Dec-13	4,298.69	2,625.45	31,74,16,390	61.1
Dec-14	4,040.10	2,507.46	31,62,88,116	62.1
Dec-15	4,008.18	2,807.35	37,32,62,345	70.0
Dec-16	3,998.86	2,949.61	39,35,48,904	73.8
200 10	3,770.00	2,212.01	37,33,10,701	73.0

(Source: Smith Travel Research, Trend report Ahmedabad, Trend # 905446_SADIM August 16, 2017).

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