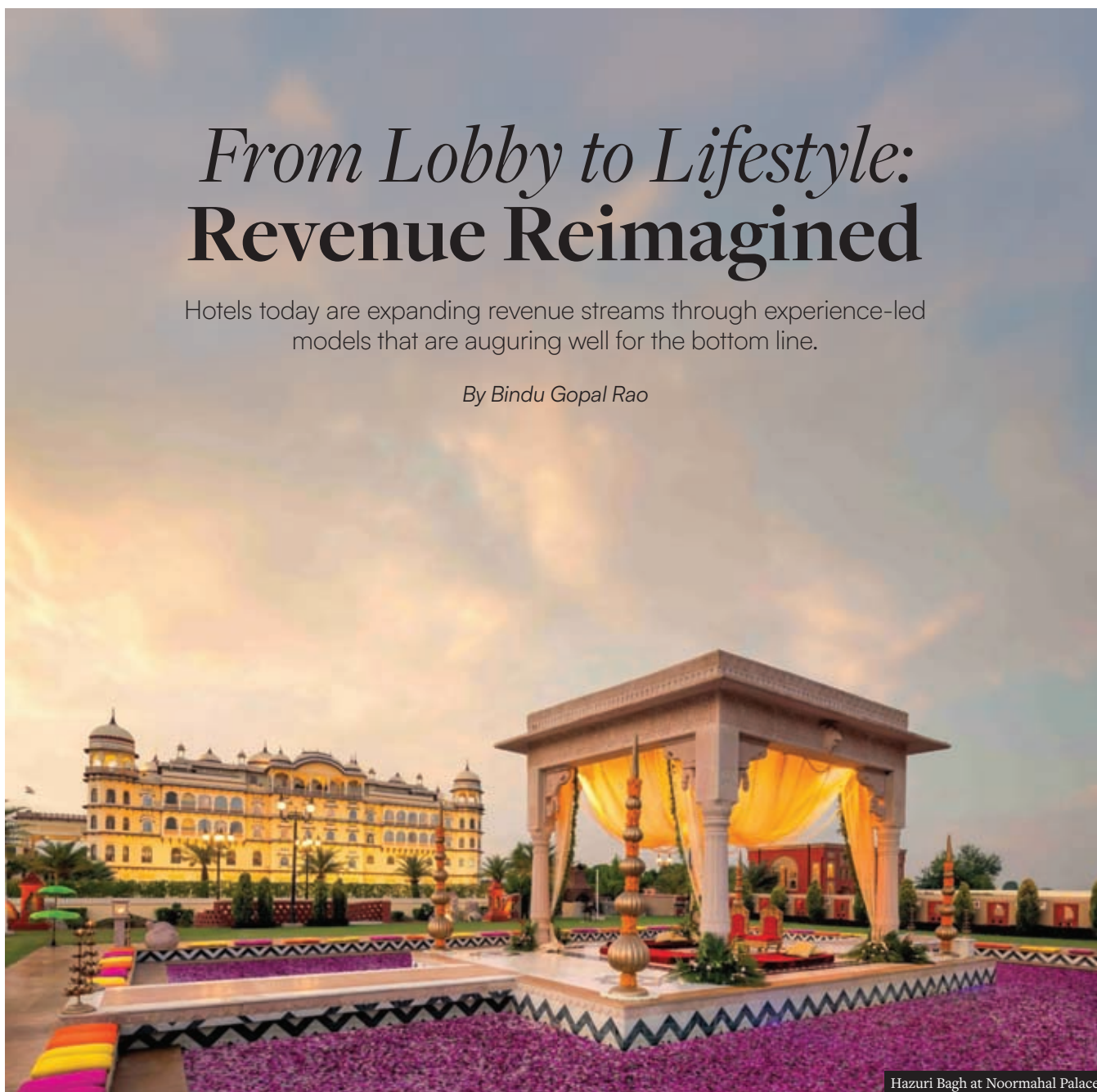


From Lobby to Lifestyle: Revenue Reimagined

Hotels today are expanding revenue streams through experience-led models that are auguring well for the bottom line.

By Bindu Gopal Rao



Hazuri Bagh at Noormahal Palace

In today's hospitality landscape, driving revenue beyond rooms requires a strategic, guest-centric approach, and hoteliers are walking the talk, literally.

Multiple avenues

Apart from rooms, there are many aspects that hotels drive their businesses from, especially around events, largely driven by weddings. Luxury hotels are monetising their pool areas by offering cabanas, day passes, or exclusive access, generating significant revenue as well.

"Outside of room bookings, additional revenue streams contribute close to 45%–50% of a hotel's earnings. Strategies often shift depending on guest profiles and seasonal trends. Restaurants, for example, drive local footfall through pop-up events, supported by food aggregators and consistent in-house marketing that keeps guests in the loop. When it comes to events,



C S Puri, Corporate General Manager, Noormahal Group



Vimal Verma, GM, Anantara Jaipur Jewel Bagh



Rahul Mallick, Director of Sales & Marketing, Pullman Chennai



Mehul Sharma, Founder and CEO, Signum Hotels & Resorts



Deepmala Chaudhary, GM - Corporate Revenue, The Lalit Suri Hospitality Group



Prashant Chadha, General Manager, Le Meridien, Ahmedabad

“Our venues function as destinations in themselves—from skyline dining to immersive pop-ups. Each touchpoint turns lifestyle aspiration into meaningful spend.”

- Rahul Mallick

a strong understanding of guest expectations and demand helps hotels plan effectively and unlock high-volume catering opportunities. Wellness is another key focus area here, knowing what guests are looking for, which allows hotels to offer experiences that convert well,” says Braj Kishore, Director of Revenue Optimisation, Shangri-La Eros New Delhi & Shangri-La Bengaluru.

Beyond rooms, hotels boost revenue by reimagining every venue as a must-visit destination. Rahul Mallick, Director of Sales & Marketing, Pullman Chennai, avers, “From Up North, our rooftop North Indian dining experience that combines cuisine with skyline views and live music, to Mercato, our deli-inspired marketplace that draws a diverse city crowd, our venues function as destinations in themselves. Soma, our exclusive lounge, offers a premium business-social crossover for informal meetings, pre-dinner cocktails, or quiet productivity. We also drive non-room revenue through high-impact banqueting, immersive pop-ups, wellness collaborations, and art-led brand storytelling. Each touchpoint is crafted not just to add to the stay but to convert lifestyle aspiration into meaningful spend.”



Interiors at the hotel_LMA



Pilibhit House, Haridwar - IHCL SeleQtions



Braj Kishore, Director of Revenue Optimisation, Shangri-La Eros New Delhi & Shangri-La Bengaluru



Vipul Mishra, Director of Sales & Marketing, Novotel Mumbai International Airport



Vikas Nagar, Hotel Manager, Pilibhit House, Haridwar-IHCL SeleQtions



Harish Gopalakrishnan, General Manager, The Westin Goa



AER at Four Seasons Mumbai - South Deck with Libart, Golden Hour



Nitesh Gandhi, General Manager, Four Seasons Hotel Mumbai

Data analytics

Data analytics is integral to uncovering patterns in guest preferences, booking behaviour, and seasonal demand. By analysing this data, hoteliers can identify opportunities to upsell relevant experiences, and it also helps in forecasting and inventory management for F&B and wellness interventions.

“Data analytics helps us understand guest behaviour, predict seasonal trends, and identify cross-selling opportunities. It guides menu designs, room upgrades, event planning, and targeted promotions, enabling smarter decisions that create new revenue avenues aligned with evolving preferences,” avers C S Puri, Corporate General Manager, Noormahal Group.

Gautam Munjal, Founder, Minimalist Hotel, adds, “Whether it’s promoting targeted food combos, timing event invites, or identifying peak demand for co-working spaces, data helps us act with precision. It shifts us from reactive to proactive revenue planning. When used strategically, analytics doesn’t just support operations; it unlocks smarter monetisation across every guest touchpoint, well beyond the room itself.”

Data analytics enables hotels to make smarter, revenue-driven decisions by leveraging guest behaviour, booking

“Additional revenue streams contribute close to 45%–50% of a hotel’s earnings. Strategies evolve with guest profiles, seasons, and demand.”

- Braj Kishore

patterns, and preferences. This drives personalised upselling, targeted offers, and curated experiences that increase per-guest spend.

“It also powers dynamic pricing, boosting RevPAR by 5%–10%, and identifies high-margin ancillary services. For brands like Signum, analytics ensures each property, whether a city hotel or extended-stay apartment, optimises pricing, operations, and guest engagement for sustainable revenue growth,” says Mehul Sharma, Founder and CEO, Signum Hotels & Resorts.

Deepmala Chaudhary, GM-Corporate Revenue, The Lalit Suri Hospitality Group, opines, “By studying guest behaviour, preferences, spend patterns and booking journeys we can predict demand, personalise experiences and proactively design packages

or services with higher uptake. For instance, understanding that a guest tends to order in-room dining late at night can help us upsell a personalised midnight menu during check-in.”

Integrated technology solutions

Integrated tech platforms connect sales, operations, events, and F&B teams in real-time. This ensures guest preferences, pricing insights, and availability data are shared seamlessly,



Subhankar Bose, General Manager, Sheraton Hyderabad Hotel



Abhishek Sachdev, General Manager, Courtyard by Marriott Mumbai International Airport



Mukesh Rakshit, General Manager, Sayaji Hotel Kolhapur



Vishal Wadhwa, Director, Shilton Hospitality

reducing silos, enhancing efficiency, and enabling more agile, revenue-focused decision-making.

Vimal Verma, General Manager, Anantara Jaipur Jewel Bagh, says, “Integration across departments, sales, marketing, revenue, and operations ensures we work as one cohesive unit. Our technology platforms allow seamless information sharing, from guest preferences to booking history and event requirements. This not only improves service delivery but also opens new upsell and cross-sell opportunities across the guest journey.”

There are several tools that come into play. “At present, we leverage PMS, POS, and RMS tools for real-time collaboration across departments. This ensures seamless billing, consistent inventory across OTAs, and data-driven rate adjustments. Our CRM and loyalty systems help track guest preferences and enhance repeat business, while BI dashboards support agile decision-making and operational efficiency,” says Prashant Chadha, General Manager, Le Meridien, Ahmedabad.

Vipul Mishra, Director of Sales & Marketing, Novotel Mumbai International Airport, avers, “Integrated technology systems have made cross-department collaboration easier, ensuring everyone from sales to operations works with the same information. This helps us deliver a seamless guest experience and implement revenue strategies more effectively.”

Market right

Personalised marketing enhances guest experiences, boosts engagement, and drives conversions by targeting the right customer with the right messages. It also drives direct bookings and reduces the dependency on OTAs.

Vikas Nagar, Hotel Manager, Pilibhit House, Haridwar-IHCL SeleQtions, adds, “Personalised marketing helps us connect with guests based on their preferences and past behaviour. Our communications, whether through email, WhatsApp, or during pre-arrival calls, are customised to suggest relevant offers, from Ganga aarti experiences to wellness therapies.”

Harish Gopalakrishnan, General Manager, The Westin Goa, adds, “Hotels are moving beyond just selling rooms by focusing on experiences, personalisation, and smart digital strategy. Personalised marketing helps us reach the right guest with the right offering, whether it’s a spa treatment, a dinner event, or a wellness package.”

Pricing cues

Dynamic pricing ensures optimal revenue generation while maintaining competitiveness. “Dynamic pricing maximises revenue by adjusting the demand in the market, and as per seasonality, it also helps in staying competitive by responding to the marketing fluctuation,” says Davinder Juj, General Manager, Eros Hotel New Delhi Nehru Place.



Sheraton Hyderabad, Feast



Courtyard By Marriott Mumbai International Airport - Lobby



Bhanu Ahluwalia, Resident Manager,
ITC Grand Goa Resort & Spa

“The future of hotel revenue is experiential. Guests are willing to pay more not for a product, but for meaning, emotion, and memory.”

- Bhanu Ahluwalia

Nitesh Gandhi, General Manager, Four Seasons Hotel Mumbai, says, “At Four Seasons Hotel Mumbai, we view every space as a potential experience. Our focus on high-performing outlets like AER, destination dining at Opus, and private experiences at Modernist are key revenue drivers. We’ve also expanded our banqueting capacities to host large events and weddings. With the addition of Four Seasons Private Residences, our offerings now span luxury living. The goal is to deepen engagement and extend the brand experience well beyond the room.”

Ancillary revenue strategy

The key lies in aligning the strategy with the brand’s ethos and guest profile. Digvijay Singh, General Manager, Conrad Bengaluru, adds, “Ancillary services such as airport transfers, wellness experiences, private dining, personalised amenities, and flexible check-in options not only elevate the guest experience but also contribute significantly to our overall revenue. Additionally, our events team plays a crucial role in delivering seamless, end-to-end solutions for corporate conferences, social events, and high-end weddings, further strengthening our revenue base while reflecting Conrad’s commitment to smart luxury.”

Implementing a successful ancillary revenue strategy starts by identifying services that align with guests’ preferences and adding those to the portfolio.

“At Sheraton Hyderabad Hotel, corporate lunch box delivery

and F&B pop-up events appeal to nearby businesses and locals, adding a new income stream. Long-stay packages at our apartments bundled with additional services from laundry and dining to spa sessions make extended stays more attractive and profitable,” says Subhankar Bose, General Manager, Sheraton Hyderabad Hotel.

Abhishek Sachdev, General Manager, Courtyard by Marriott Mumbai International Airport, adds, “To further enrich this strategy, we introduced ‘Menu for More Time’—a first-of-its-kind offering designed for our trailblazing guests who are always on the move. Whether they have 15, 30, 45, or 60 minutes between meetings, this curated menu recommends meaningful ways to spend that time at Courtyard, be it a quick wellness break, a power snack, a short workout, or catching up on emails in a focused work zone.”

In conclusion

Revenue beyond the room is no longer a supplement; it is a core part of the hotel business model. Mukesh Rakshit, General Manager, Sayaji Hotel Kolhapur, says, “The future of hospitality is firmly rooted in technology and AI-driven decision-making. As the industry evolves, it’s vital to upskill our workforce in these areas.”

“In our view, non-room revenue isn’t ‘ancillary’ - it’s essential. Hotels that evolve into experiential, lifestyle-centric spaces will lead the next chapter of hospitality. By delivering value beyond the room, we build stronger brand affinity and longer guest relationships,” adds Vishal Wadhwa, Director, Shilton Hospitality.

Continuous employee training programmes focused on digital tools, guest engagement, and data handling will be key to staying competitive and agile in the market.

Bhanu Ahluwalia, Resident Manager, ITC Grand Goa Resort & Spa, opines, “The future of hotel revenue is experiential. Guests are willing to pay more not for a product, but for meaning, emotion, and memory. Successful revenue strategies will lie in how well we personalise, humanise, and monetise the art of hospitality.” Looking ahead, hoteliers foresee even greater integration between guest feedback channels, AI-driven personalisation, and new experiential offerings as key growth levers. ■

