

IHCL

JEFFERIES INDIA CTO SUMMIT

TECHNOLOGY-LED INNOVATION IN HOSPITALITY

24 NOVEMBER 2021



SELEQTIONS

VIVANTA

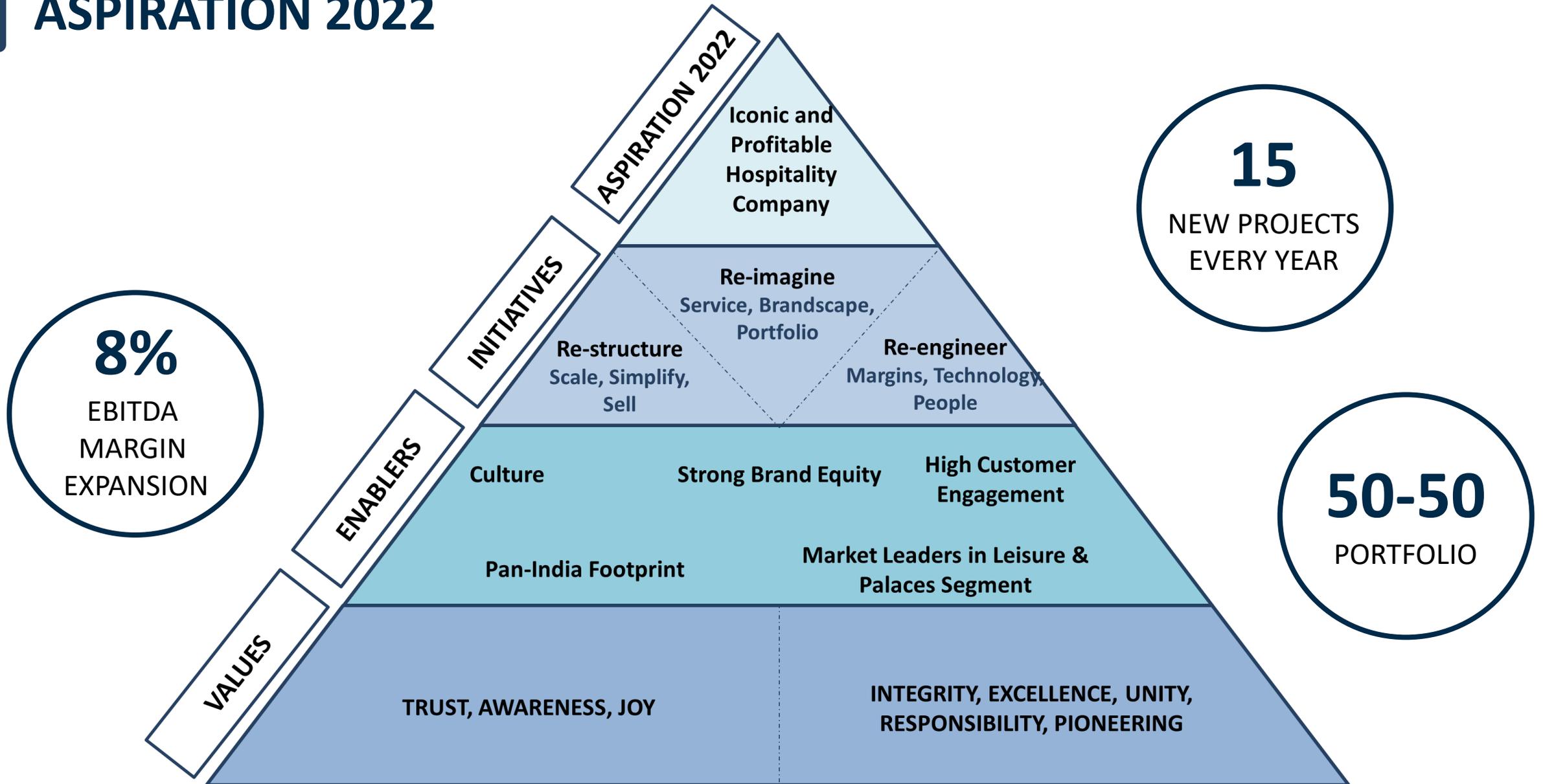
GINGER

amã
STAYS & TRAILS

Qmin
guaranteed quality cuisine



ASPIRATION 2022



WE PROMISED..

ICONIC

PROFITABLE

GROWTH

PORTFOLIO

BRANDSCAPE

Service, Excellence,
Stature

800 bps Margin
Expansion

15 New Signings
p.a.

50:50 Owned v/s
Managed

Hospitality
Ecosystem

.. AND DELIVERED ON ALL

COVID-19: AN UNPRECEDENTED CHALLENGE GLOBALLY

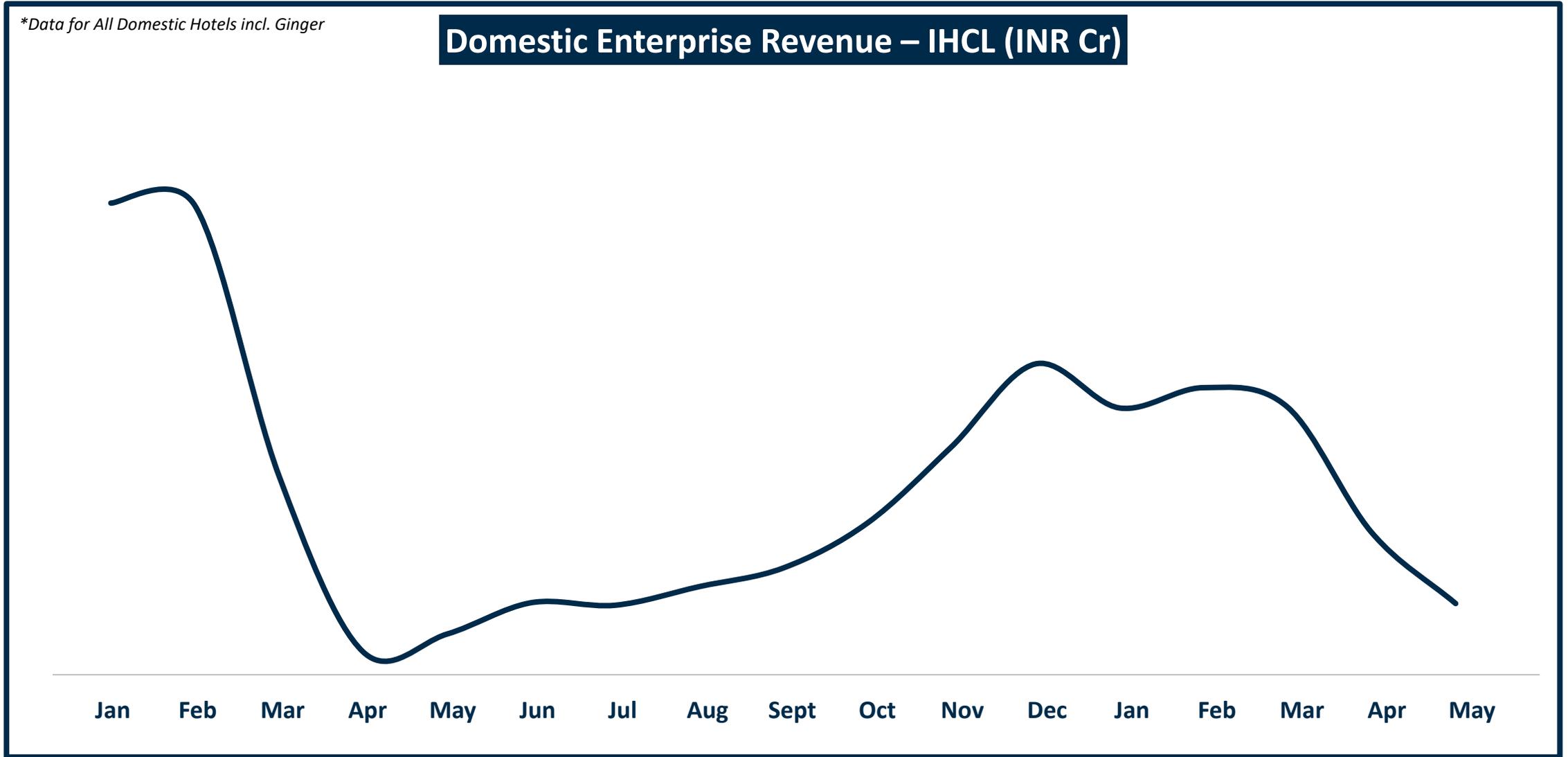


Source: World Travel & Tourism Council (WTTC)

THE PANDEMIC HAD A HUGE IMPACT ON OUR BUSINESS

*Data for All Domestic Hotels incl. Ginger

Domestic Enterprise Revenue – IHCL (INR Cr)



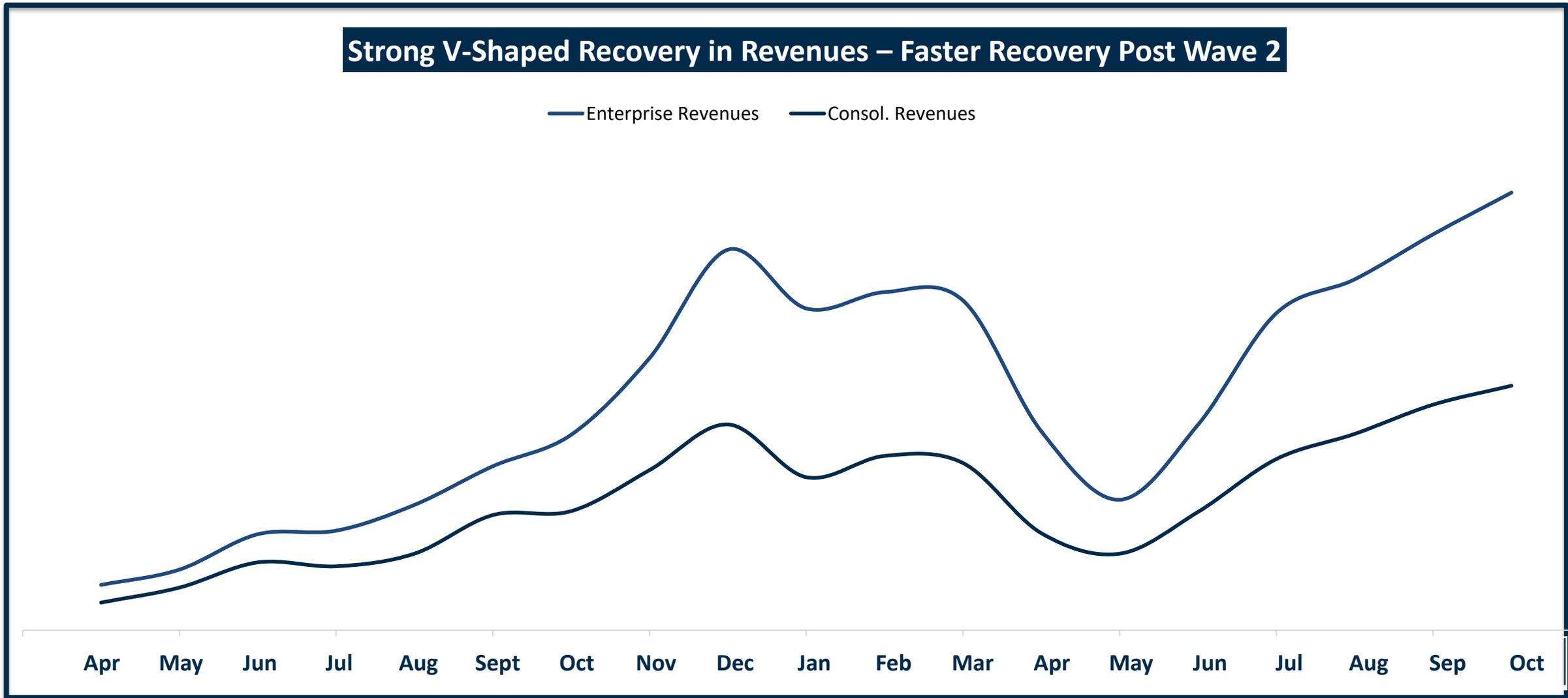
WE EMBRACED STRAGILITY AND LAUNCHED R.E.S.E.T 2020



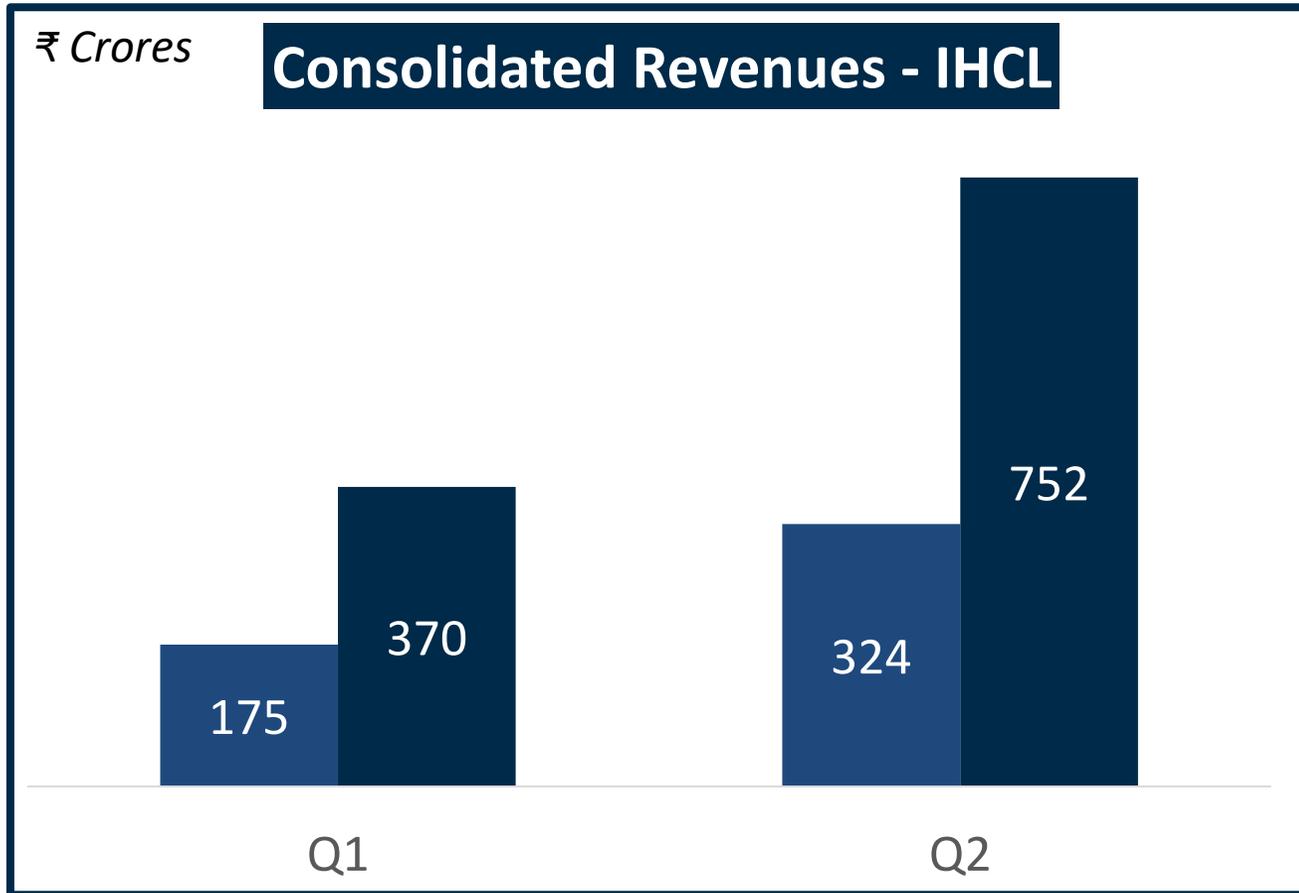
R.E.S.E.T 2020 HELPED IHCL NAVIGATE THROUGH THE CRISIS

Strong V-Shaped Recovery in Revenues – Faster Recovery Post Wave 2

— Enterprise Revenues — Consol. Revenues



STRONG REVENUE RECOVERY IN Q2 2021/22

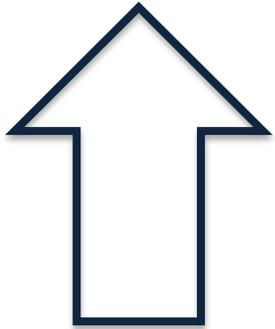


- ✓ +ve Consumer Sentiment for Travel
- ✓ Leisure Travel Driving Recovery
- ✓ The Rise of Right Here Right Now
- ✓ Resumption of Business Travel
- ✓ +ve Outlook: Weddings, MICE
- ✓ Trusted Brands Benefit More

▪ Above trend continues in Q3

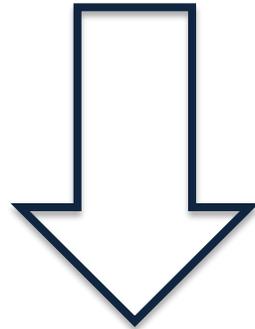
RESHAPING THE FINANCIALS

**HIGH MARGIN &
ASSET LIGHT
GROWTH**



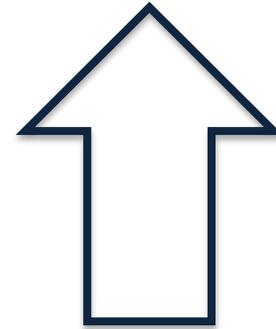
REVENUE

**OPTIMISATION OF
OPERATING
MODEL**



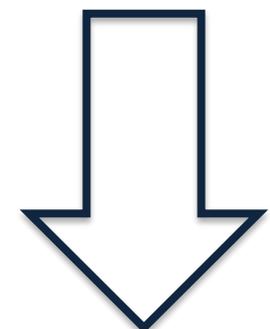
COSTS

PROFITABILITY



MARGINS

**BALANCE SHEET
SIZE**



**DEBT
REDUCTION,
MONETISATION**

KEY STRATEGIC IMPERATIVES FOR IHCL

REVENUE

- Revenue Recovery & Market Share
- Asset Light Growth
- Share of Direct To Customer
- Scaling up of New Businesses

COST

- Hotel Level Spend Optimization
- Enhanced Employee Productivity
- Effective Deployment of Resources
- Optimization of Corp. Overheads

EXCELLENCE

- Customer Centricity
- Employee Engagement
- 360° Stakeholder Management
- Governance & Compliances

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

REVENUE

- Revenue Recovery & Market Share
- Asset Light Growth
- Share of Direct To Customer
- Scaling up of New Businesses

DIGITAL INTERVENTIONS

- ✓ Digital First Businesses: Qmin
- ✓ Loyalty Collaboration: Tata SuperApp
- ✓ Strengthening Direct Channels
- ✓ Re-imagined Digital Models for New Businesses: amã
- ✓ Revenue Management & Dynamic Pricing
- ✓ Analytics

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

COST

- Hotel Level Spend Optimization
- Enhanced Employee Productivity
- Effective Deployment of Resources
- Optimization of Corp. Overheads

DIGITAL INTERVENTIONS

- ✓ Intelligent BOT
- ✓ Digital Reservation Transformation
- ✓ Fit-For-Purpose
- ✓ Cloud Adoption
- ✓ Rationalized IT Support Services

EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

EXCELLENCE

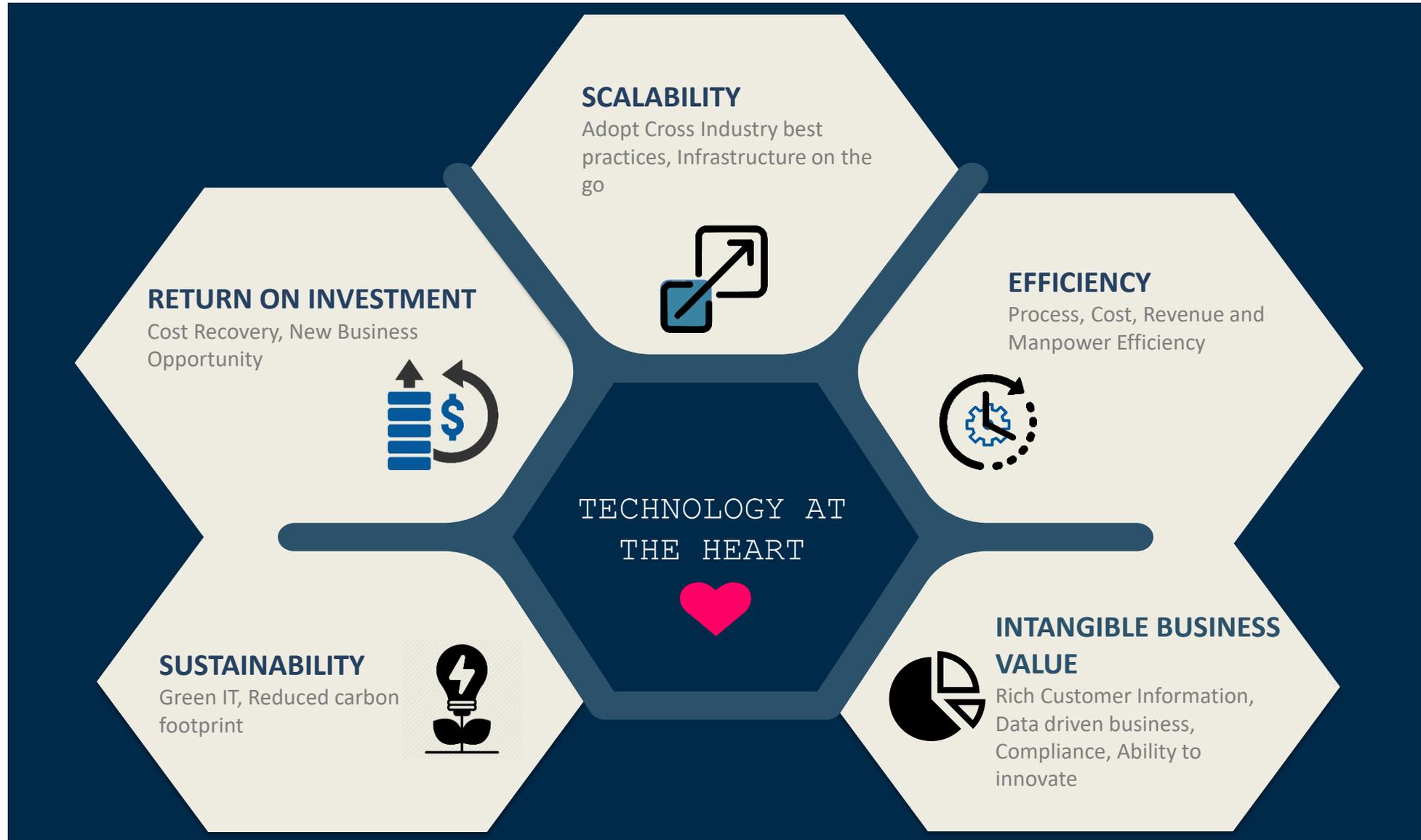
- Customer Centricity
- Employee Engagement
- 360° Stakeholder Management
- Governance & Compliances

DIGITAL INTERVENTIONS

- ✓ I-ZEST: Contact-less Service Experiences
- ✓ Employee Engagement through Employee App
- ✓ Technology driven process automation
- ✓ Data Security & Privacy measures

DIGITAL INTERVENTIONS

IHCL'S DIGITAL TRANSFORMATION PHILOSOPHY



EMBRACING DIGITAL TO DRIVE STRATEGIC IMPERATIVES

REVENUE

COST

EXCELLENCE

REVENUE



Qmin

Gourmet culinary and online food delivery

- **Digital native** end-to-end food delivery platform
- Expanding into **Qmin Trucks & Qmin Shop**
- Delivering in **20 cities from 80 restaurants**
- Enterprise Revenues **₹ 70 crores** in 18 months



Group Loyalty

Taj InnerCircle's coalition with Group Loyalty Program. Tata SuperApp

- Multi-brand **Digital marketplace** from Tata Group
- **Comprehensive Tech platform** with Loyalty, Personalization, Payments, Offers, Campaigns, etc
- Members reach expected at launch is **50 mn+**

REVENUE



IHCL App/Web

Digital customer interaction channels

- Revamp of Digital customer channels
- Localized In-Stay experience
- Super App of hospitality services by IHCL
- Launch planned for early next year



Amã

Branded HomeStays

- **Cloud-based Digital platform** to support scale, ease of operations
- Entire property IT setup, training in **2-3 weeks**
- **20+** Amã properties opened in **last 12 months**

REVENUE



Revenue Management

Pricing & Distribution

- Multi Channel Reservation Systems
- Partnership with third party sites
- Centralized Data Management, Pricing Insights



Analytics

Decisions fuelled by Data

- Integrated business reporting across key business & operations functions
- Key source for strategic decision making
- Cross Functional task force action quarterly forecasts, pricing strategy

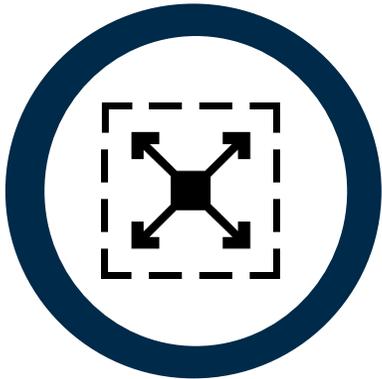
COST OPTIMIZATION



I-DOCS & IRA Bot

Omni Channel contact Centre and Intelligent conversation platform

- I-DOCS helps in **digitally transforming** entire reservation process
- IRA, serves as a digital partner for all guest needs, accessible via **website** and on **WhatsApp**
- Helped reduce rationalize and optimize agents



Fit for Purpose

Technology model for Managed properties

- A Lean, **cloud-based** model for **partner hotels**
- **Fit-for-purpose** achieved by selecting only the necessary and appropriate components in IT stack
- IT costs **reduced by 40%** compared to existing model

COST OPTIMIZATION



Cloud Adoption

- All new applications in **last 2 yrs** are **cloud native**
- Core IT systems like ERP, PMS would move to cloud by **mid of next year**
- Efficiency, scalability, access to tools, faster time to market



Support Services

- IT support services revamped and optimized during pandemic
- **Lean support** models introduced, and **Org structure changed** to create cluster roles
- All this resulted in **35%+ savings** in support costs

EXCELLENCE



I-ZEST

**Contactless Guest
Management Program**

- **Contactless** Front Desk Interactions
- **Digital:** Room Key, In-room ordering, payments
- Improved **guest satisfaction**, convenience
- Increased efficiency, optimized front office staff



myTAJ

**One stop HR self
service app**

- Employee App for end-to-end Lifecycle mgmt.
- Anytime, Anywhere access to employee services & privileges, HR Helpdesk
- Better employee productivity, efficiency, collaboration
- Improved HR:employee ratio

EXCELLENCE



Technology driven process automation

- Enabling shared Finance services across regions- Resources & System
- Automated GST e-Invoice filling for B2B and B2C
- Effective and optimized utilization of back-office staff



Data Security & Privacy measures

- State of the art security operations centre
- Stricter compliance to GDPR, privacy, consent management
- Adherence to latest Data Security protocols
- Periodic third-party audit and redressals

DIGITAL ROADMAP- WAY AHEAD

**In-stay
Experience**

**Smart
Restaurants &
Kitchens**

**Operations &
Planning**

**Advanced
Analytics**

**Ecosystem
Development**

**Supporting New
Businesses**

SUMMARY: DIGITAL TRANSFORMATION INITIATIVES

REVENUE	Revenue Mgmt & Dynamic Pricing	Digital First: Qmin	Direct to Customer Channels
	Data Analytics	Scale up: amã	Loyalty: Tata SuperApp
IRA	Cloud Adoption	Cluster Resources	COST
I-DOCS	Revamp Support Services	Vendor Optimization	
EXCELLENCE	I-ZEST	Process Automation	GDPR Compliance
	myTaj	Enabled Shared Services	Data Security

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