



# Startup Advice

**F R O M**

**Startup  
Mavens**

## *'Put the Right Culture in Place'*

**Patu Keswani, 55**

FOUNDER, LEMON TREE HOTELS

### **CLAIM TO FAME**

Keswani has pioneered the once-ignored mid-market and economy hotel segment, with his group owning and operating 26 hotels in 15 cities with 3,000 rooms

### **STARTUP MANTRA**

The entrepreneurial tripod consists of the idea (business

model), the capital and the talent at your disposal (people). What I have learnt is that over time your business model, if successful, will be copied, and with capital, will be commoditised.

But if you put the right culture in place, your execution through your people will remain the only differentiator and the key to your continuous success. Illustratively, hotels operate in a crony capitalist industry where there are always people who have easier access to capital (black money) and better or asymmetric access to influence (for approvals and land). So execution in service delivery is the only thing that drives Lemon Tree's success and growth, through happier customers and better return on capital.

