

News monitored for: Lemon Tree Hotels

**POWER LIST 2016**


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## RATTAN KESWANI

Chairman, Carnation Hotels Pvt Ltd  
& Deputy MD, The Lemon Tree Hotel Company


**W**ith over 32 years of experience in the hospitality industry, Rattan Keswani has been a keen observer of the market trends and conditions, and is known for his pragmatic take on the industry, which he says "Is continually faced with VUCA - due to the impact of global events/local economic conditions/lack of infrastructure and local laws. It is therefore imperative to broad base the demographics of the customer, focus on extensive growth in all mainstream geo-locations in India and have a mix of leisure and business locations. Greater supply creates a better risk hedge and better control on pricing. It has to be backed by value-based service levels the customer can identify with, growth of loyalty and customisation of experiences. Brands must endeavour to be the 'preferred choice'. Planning of debt is also critical to tide low and cyclical periods."

Revealing the expansion plan for the group, the seasoned hotelier adds, "We will grow both with owned hotels - through additional investments and acquisitions, along with our asset-light model in demand-dense cities and leisure locations. We are expanding in the East and Northeast of India and are in the process of opening an owned hotel in Kolkata, besides three managed hotels in Siliguri, Sikkim and Purulia. By 2019, our aim is to own and operate over 8,000 rooms in 60 hotels across 30 major cities of India." The group already has operational hotels, both owned and under development, along with managed properties in key cities of the country. Commenting on the industry, he says, "The demand cycle should see an upswing in the next few years as supply growth has slowed and the economic cycle is showing green shoots of improvement."



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