



MARKET INTELLIGENCE & STRATEGIC REVIEW

# ***The Great Festive Shift: 2025 Hotel F&B Benchmark Report***

*Bengaluru Market Intelligence for Christmas & New Year – Insights, Shifts & Roadmap  
A Strategic Guide for General Managers, F&B Leaders, Owners & Revenue Teams*

**Date:** December 8, 2025

**CONFIDENTIAL**

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## MARKET TRANSFORMATION & EMERGING FESTIVE DYNAMICS

### 1.1 The Market Pivot

The 2024 festive season in Bangalore marked a definitive structural shift in consumer behavior. The historical dominance of the "Christmas Eve Gala" has eroded, replaced by a surge in demand for experiential, high-value "Christmas Day Brunches."

Furthermore, New Year's Eve (NYE) demonstrated significant price elasticity. The market largely rejected ultra-premium pricing strategies in traditional sectors (Indian/Banquet) in favor of volume-driven, mid-tier party experiences, though Asian cuisine remained resilient to price hikes.

### 1.2 Key Performance Indicators (YoY)

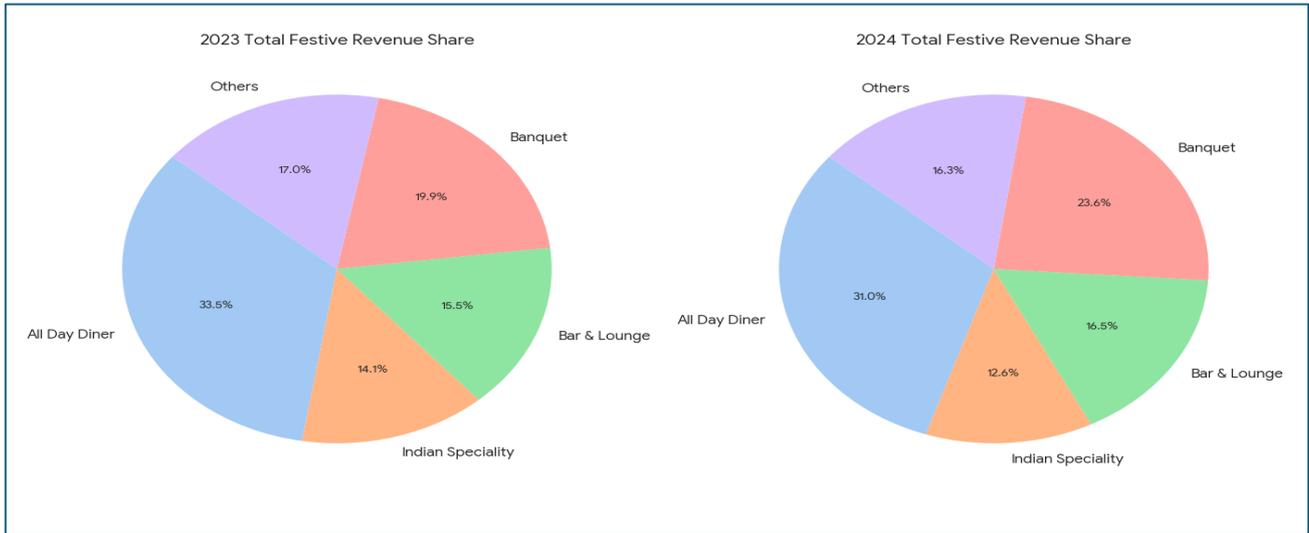
The following table summarizes the aggregate performance of the competitive set across all three major events (Christmas Eve, Christmas Day, and NYE).



Metric	2023 Actuals	2024 Actuals	Variance %	Status
Total Revenue	₹58.2 Lakhs	₹62.6 Lakhs	+7.5%	🟡 Stable Growth
Total Covers	2,648	2,574	-2.8%	🔴 Volume Softening
Average Per Cover (APC)	₹2,198	₹2,432	+10.6%	🟢 Strong Yield

### 1.3 Critical Insights

- Christmas Eve Contraction:** Revenue contracted by **21.3%** and volume plummeted by **25.5%**. This is not an operational failure but a market-wide trend. Guests are shifting wallet share to private gatherings or saving for Christmas Day.
- Christmas Day Explosion:** This was the standout performer, delivering **34.5% Revenue Growth**. Crucially, this growth was "healthy," driven by both Volume (+11%) and Rate (+21%).
- The NYE "Price Wall":** While NYE revenue grew by 9%, Speciality Restaurants that priced above ₹6,000 saw volume declines. Growth was driven almost entirely by Banquets and Bars operating in the ₹4,500–₹5,500 "Sweet Spot."



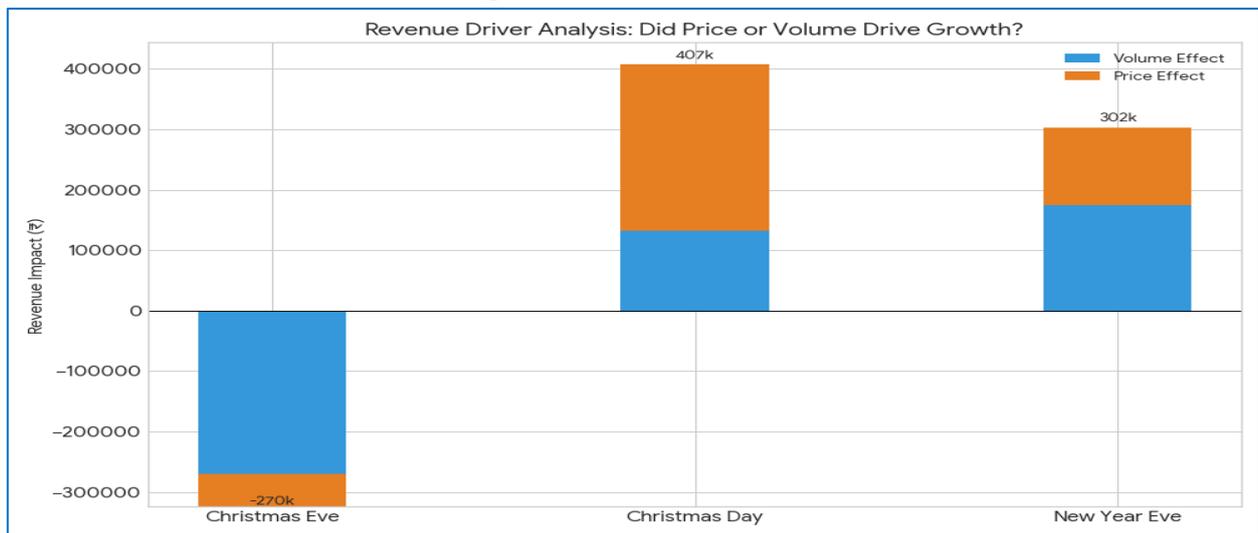
### Strategic Verdict for 2025:

We must move from a "Blanket Strategy" (treating all events equally) to a "Targeted Strategy." We need to defend NYE volume with competitive pricing, attack Christmas Day with aggressive inventory expansion, and reimagine Christmas Eve as a private, low-overhead event.

## EVENT-WISE PERFORMANCE & STRATEGIC IMPLICATIONS

### 2.1 Visual Performance Overview

Full Day/Average Hotel Performance	2023			2024		
	Covers	Revenue	APC	Covers	Revenue	APC
Christmas Eve	726	₹12.7 Lakhs	₹1,751	541	₹10.0 Lakhs	₹1,850
Christmas Day	706	₹11.8 Lakhs	₹1,673	785	₹15.9 Lakhs	₹2,023
New Years Eve	1217	₹33.7 Lakhs	₹2,769	1280	₹36.7 Lakhs	₹2,869



### 2.2 Revenue Mix Evolution

Event	2023 Revenue Mix	2024 Revenue Mix	Insight
Christmas Eve	22%	16%	Losing relevance.
Christmas Day	20%	25%	Gaining share.
New Year's Eve	58%	59%	Remains the anchor.

## MARKET DYNAMICS

### 3.1 Macro Trends

- **The "Daytime" Economy:** Post-pandemic, there is a clear preference for daytime celebrations (Brunches) over late-night formal dinners for family occasions like Christmas.
- **Corporate Spending:** Corporate "End of Year" parties have shifted earlier in December, leaving Christmas Eve exposed as a purely retail/social date. The lack of corporate buyouts on Dec 24th significantly impacted Banquet revenue.
- **Experience Over Food:** For NYE, guests prioritized "Vibe" (DJ, Drinks, Crowd) over "Culinary Excellence." This explains why the Bar & Lounge outperformed the Asian Speciality restaurant.

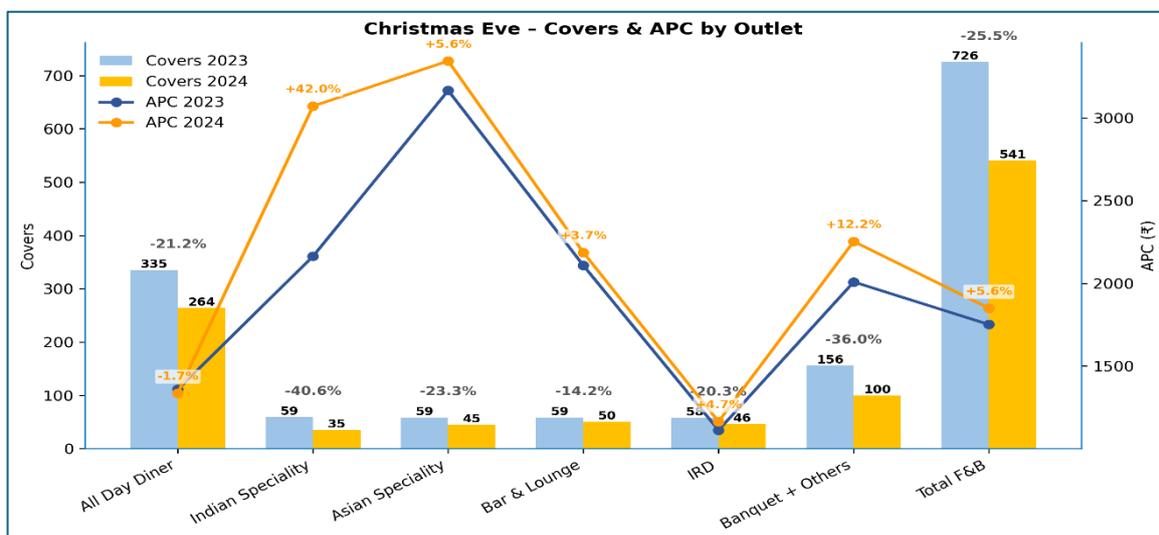
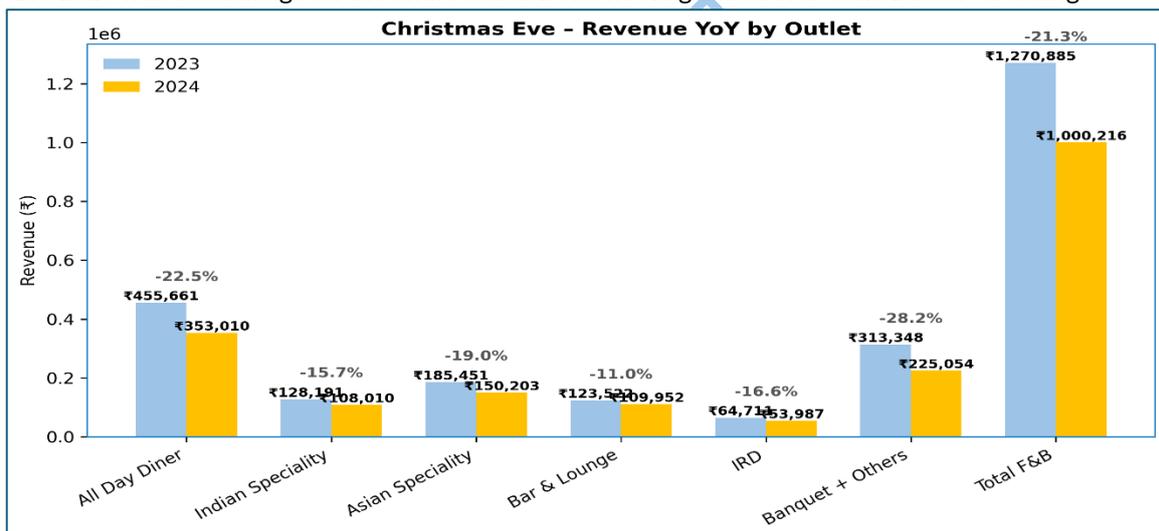
### 3.2 Methodology

- **Data Source:** Confirmed actuals from Upper Upscale & Luxury hotels in Bangalore.
- **Metrics:**
  - **Covers:** Paid covers only.
  - **APC:** Net Revenue / Paid Covers.
  - **FBO Mix:** Split of Food vs. Beverage vs. Other revenue.

## DEEP DIVE - CHRISTMAS EVE

### 4.1 The Structural Decline

Christmas Eve 2024 was a challenge for the entire market. The nostalgic idea of a "Gala Dinner" is fading.



### Performance Snapshot:

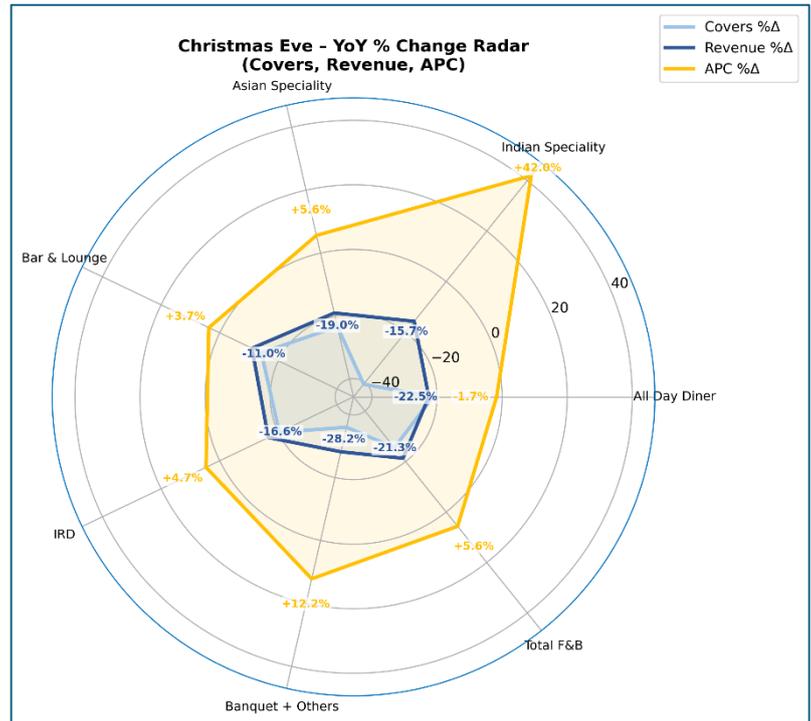
- **Total Revenue:** ▼ -21.3% (₹12.7L → ₹10.0L)
- **Total Covers:** ▼ -25.5% (726 → 541)

### 4.2 Outlet Analysis

- **All Day Diner:** Revenue dropped **22.5%**. Families stayed home. The buffet proposition at ~₹2,500 APC was not compelling enough to draw crowds on a working Tuesday.
- **Speciality Restaurants:** The **Indian Speciality** outlet attempted a premium pricing strategy (APC ₹3,018, up 39%). The result was a disaster in volume: covers dropped to near zero in some segments.
- **Banquets:** Revenue fell **28%**. The absence of large group bookings was the primary driver.

### 4.3 2025 Recommendation

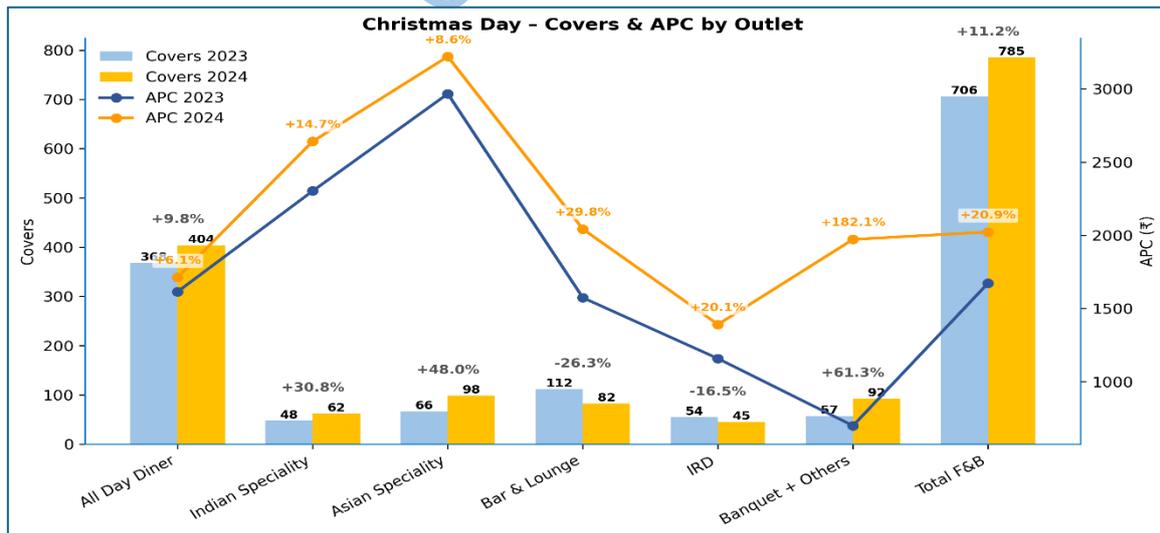
**"The Private Pivot":** Do not market Christmas Eve as a major public event. Instead, the Sales team should target 3-4 large corporate or social groups to buy out the Speciality Restaurants. This guarantees revenue and reduces food waste.

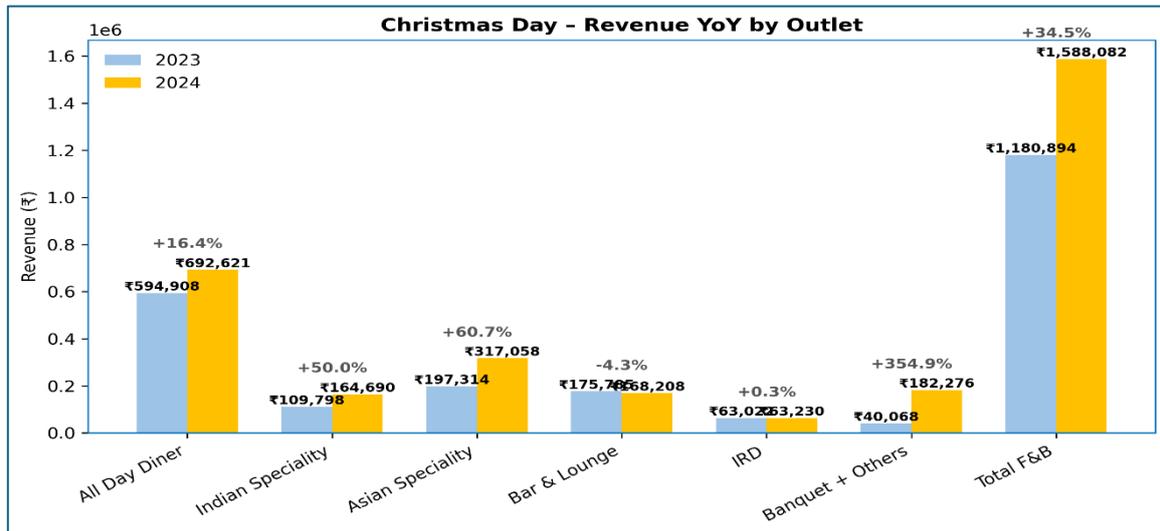


## DEEP DIVE - CHRISTMAS DAY

### 5.1 The Growth Engine

Christmas Day has emerged as the new "Super Peak" date. It is no longer a secondary event; it is a primary revenue driver.



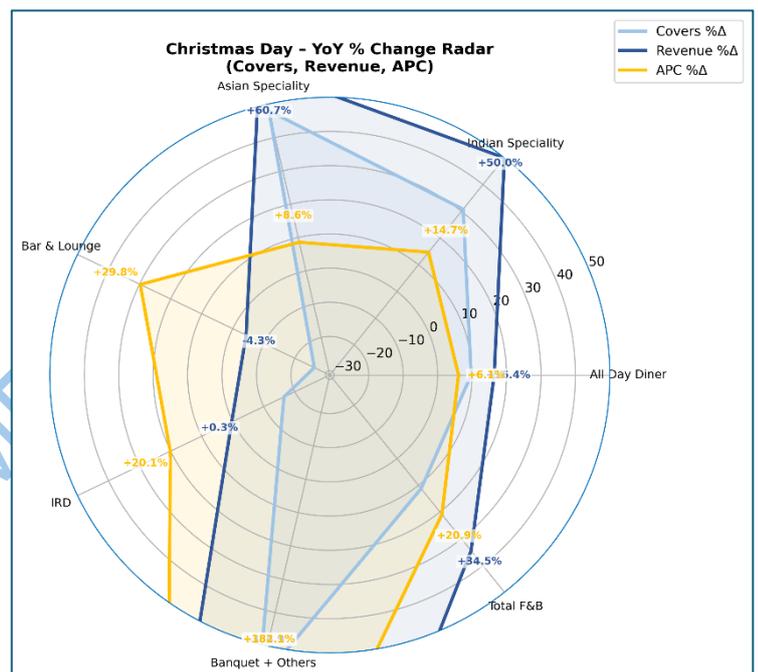


### Performance Snapshot:

- **Total Revenue:** +34.5% (₹11.8L → ₹15.9L)
- **Total Covers:** +11.2% (706 → 785)
- **APC:** +20.9% (₹1,673 → ₹2,023)

### 5.2 Outlet Analysis

- **Indian Speciality:** The standout success story. Revenue grew **50%**. Families are willing to pay premium prices (~₹2,642 APC) for a high-quality, served lunch experience.
- **Banquet:** Revenue exploded by **354%**. This indicates that the hotel successfully used Banquet spaces to handle overflow from the restaurants, effectively monetizing every available seat.
- **Bar & Lounge:** Revenue fell slightly, indicating that Christmas Day is primarily a "Food" event, not a "Drinking" event.

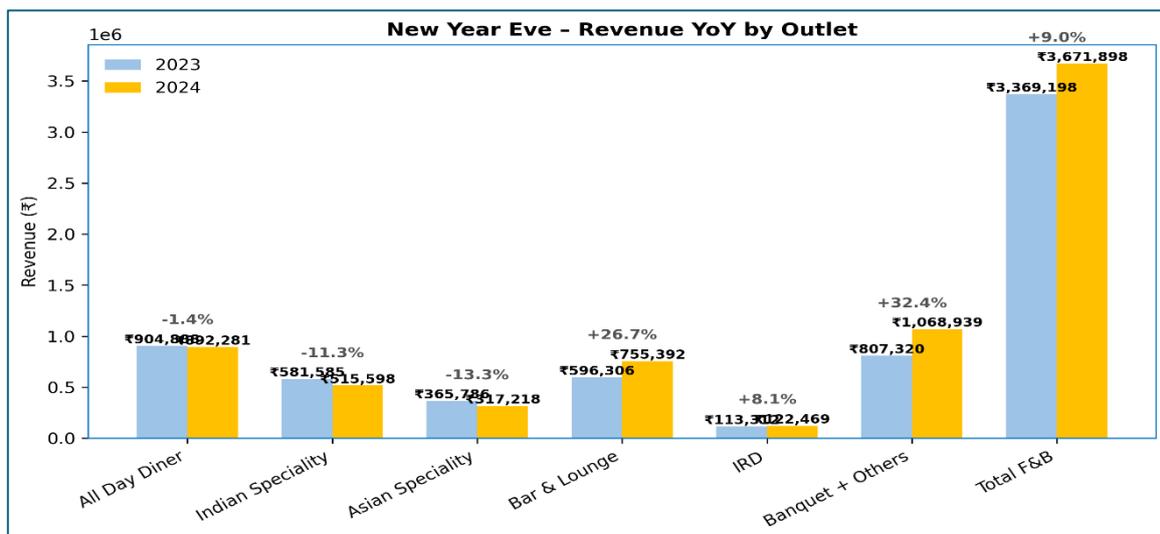
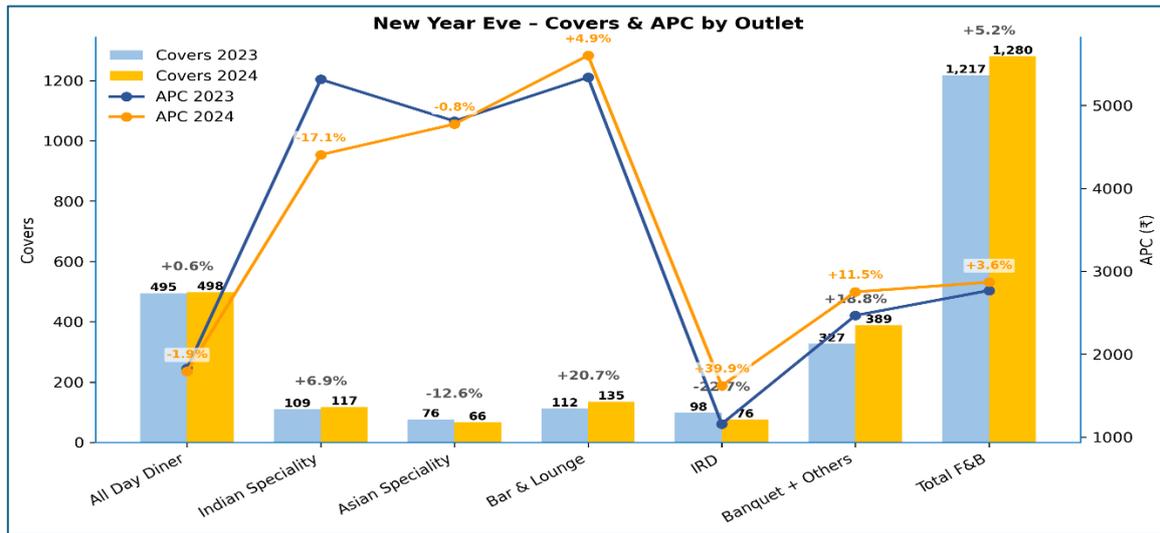


## DEEP DIVE - NEW YEAR'S EVE

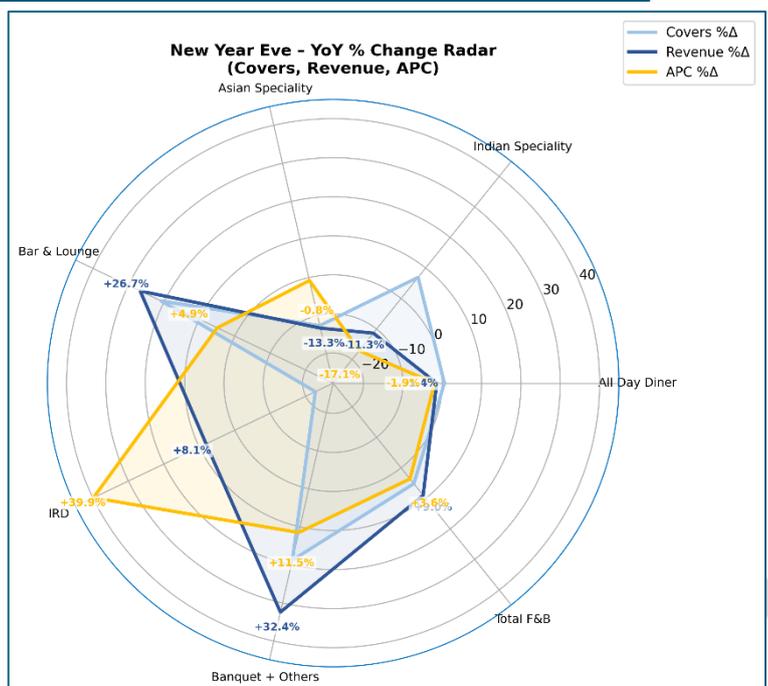
### 6.1 Volume vs. Yield

New Year's Eve remains the biggest cash generator, but it is becoming harder to navigate. The market is saturated, and guests are price sensitive.

### Performance Snapshot:



- **Total Revenue:** +9.0% (₹33.7L → ₹36.7L)
- **Total Covers:** +5.2% (1,217 → 1,280)



## 6.2 The "Price Wall"

- **The Winner (Banquets):** Operated at an APC of ~₹2,750 (Net). Revenue grew **32%**.
- **The Winner (Bar):** Operated at an APC of ~₹5,600. Revenue grew **27%**.
- **The Loser (Indian Speciality):** Priced at ~₹4,400 (down from ₹5,300 last year). Even with the price drop, revenue contracted by **11%**.

**Insight:** The "Dinner Only" concept for NYE is dying. Guests want a "Party." They will pay ₹5,000 for a Bar package with DJ, but they hesitate to pay ₹5,000 for a sit-down dinner.

## OUTLET PERFORMANCE REVIEW

### 7.0 All Day Diner: The "Market Bellwether"

The All Day Diner (ADD) serves as the primary barometer for mass-market sentiment. The 2024 data reveals a fascinating divergence: while Christmas Eve demand for buffets collapsed market-wide, Christmas Day demand surged to new historic highs.

#### 7.1 CHRISTMAS EVE: THE "BEVERAGE" EVAPORATION

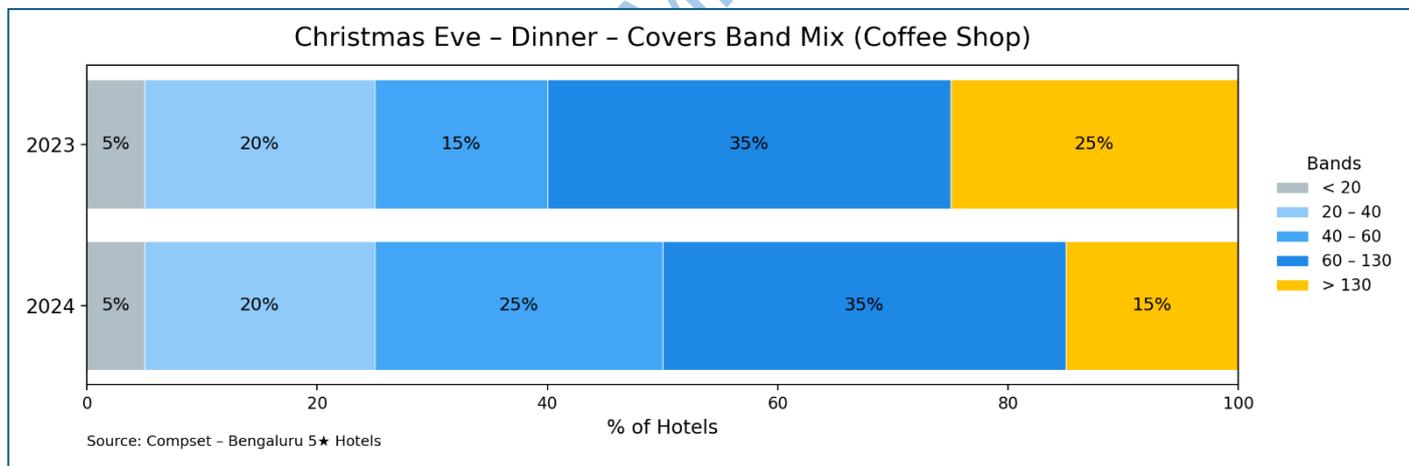
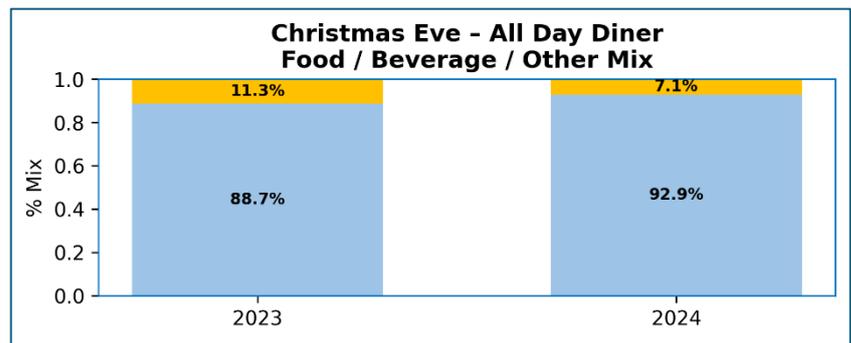
**The Strategic Issue:** As noted in the executive summary, Christmas Eve revenue contracted. The market data below proves this was a structural shift in *how* guests consume, not just *how much* they buy.

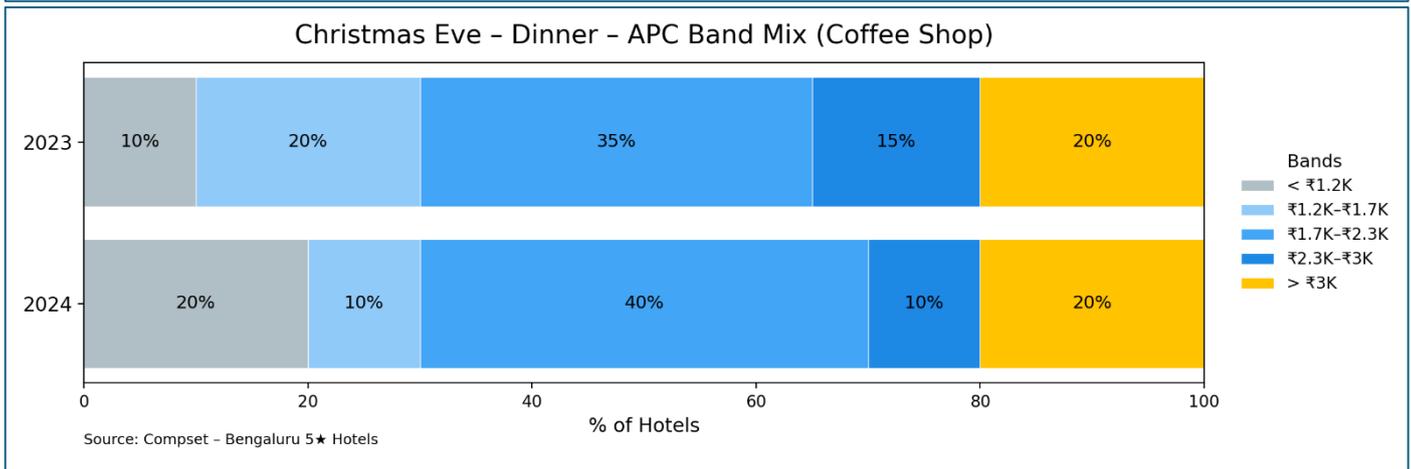
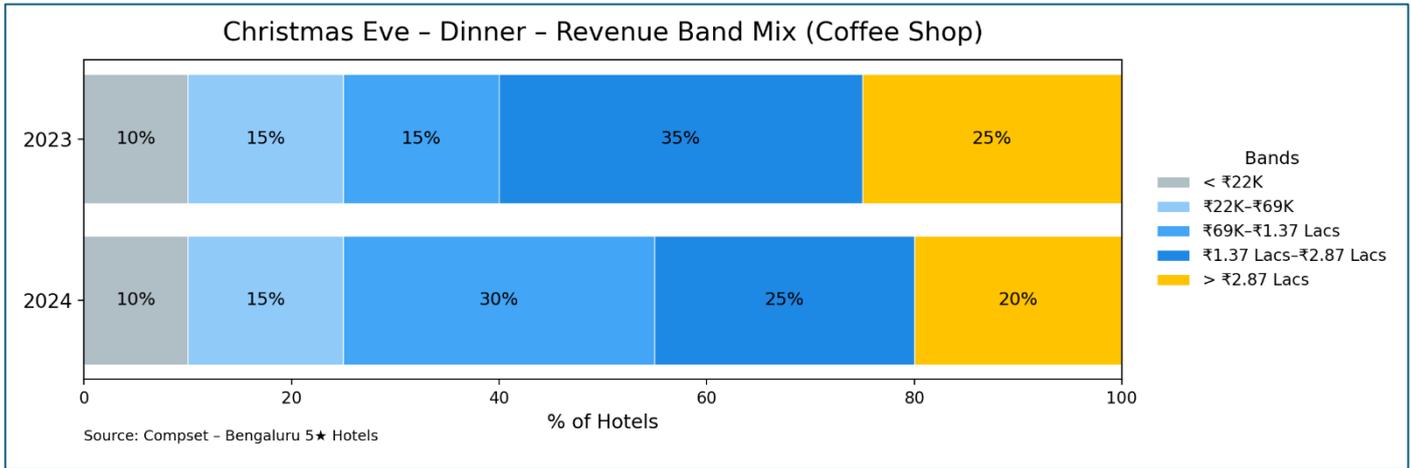
Market Evidence:

The competitive set saw a "Down-Trading" phenomenon. In 2023, only 5% of compset hotels did fewer than 20 covers. In 2024, that number stayed low, but the "middle market" (20–40 covers) thinned out. More importantly, the composition of the check changed drastically.

**Analyst Note:** Look at the chart above. In 2023, Beverage contributed **11.3%** of the revenue mix. In 2024, it dropped to **7.1%**.

- **Interpretation:** Christmas Eve in the ADD has transitioned from a "Celebration" (where guests buy wine and cocktails) to a "Convenience Meal" (where guests eat food and leave).
- **Action:** For 2025, remove the "Gala" up-sell on beverages. Include a simple glass of wine in the buffet price to perceive value, as guests are no longer buying it à la carte.



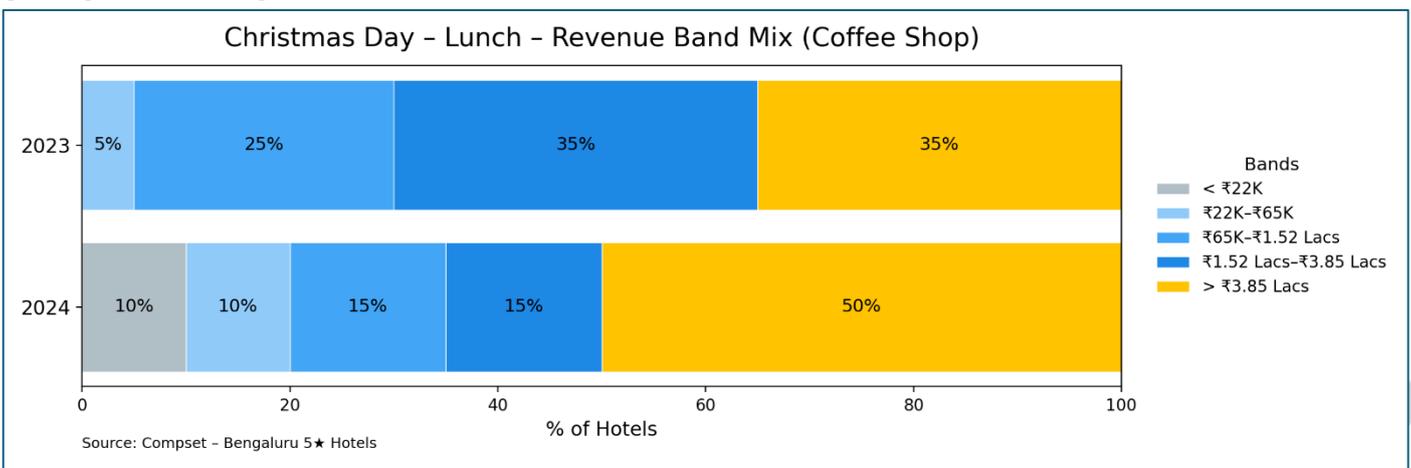


**The Revenue Ceiling:**

The market reality is harsh. The chart above shows that the "High Revenue" band (>₹2.87 Lacs) shrank from 25% of the market in 2023 to 20% in 2024. The market is contracting. We should not budget for growth here in 2025; we should budget for retention.

## 7.2 CHRISTMAS DAY: THE "SUPER-PEAK" OPPORTUNITY

**The Strategic Opportunity:** Conversely, Christmas Day Lunch is experiencing a "Gold Rush." The market is not just growing; it is becoming denser.

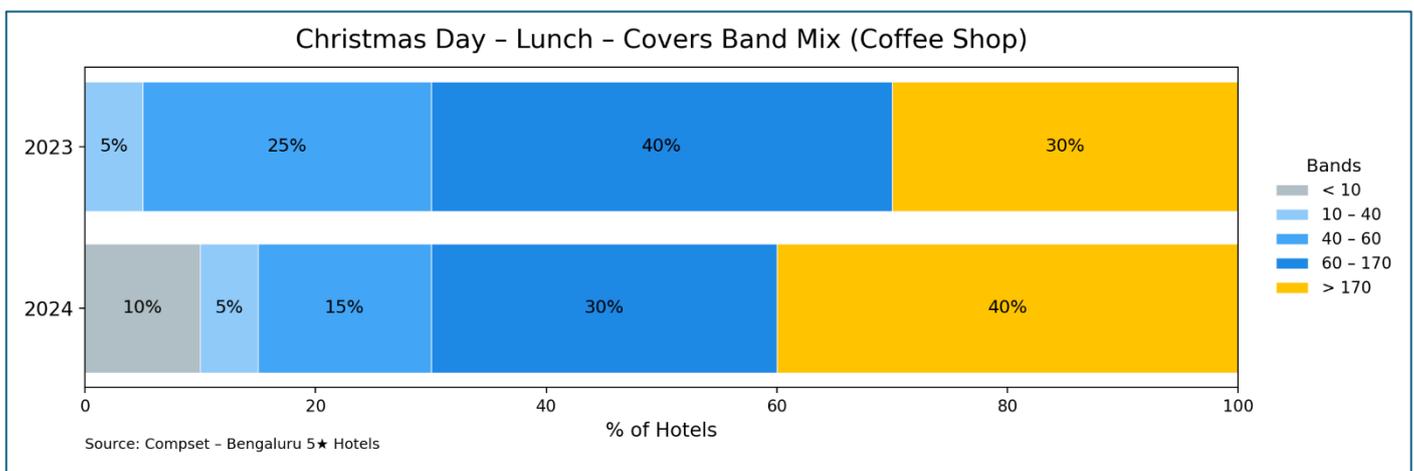
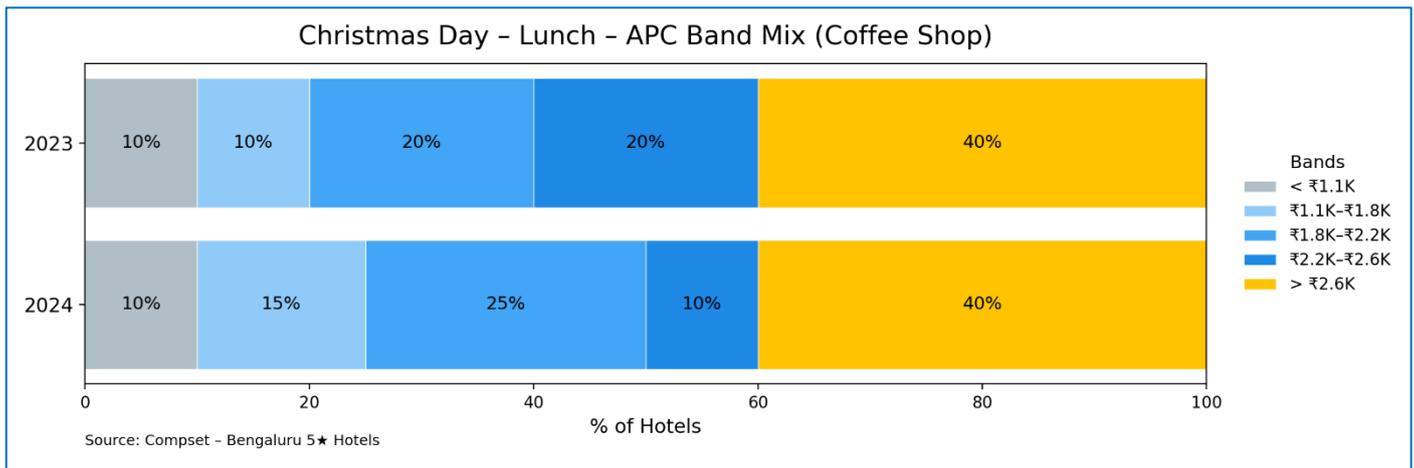


**The "Top 50%" Benchmark:**

Please observe the Yellow Band (>₹3.85 Lacs) in the chart above.

- **2023:** Only **35%** of 5-star hotels achieved this revenue bracket.

- **2024: 50%** of the market achieved this bracket.
- **Insight:** Generating ₹4.0 Lakhs+ on Christmas Day Lunch is no longer "exceptional"; it is the new "standard" for half the market. If your ADD is not in this yellow band, you are under-indexing against the compset.



Volume is the Driver:

The revenue growth is being fueled by volume, not just price. The chart above shows that 40% of hotels (up from 30%) are now serving >170 covers.

- **2025 Recommendation:** The constraint on Christmas Day is not demand; it is *capacity*. We must optimize table layouts in the ADD to squeeze in maximum covers. Every empty chair is lost revenue that the market was ready to give us.

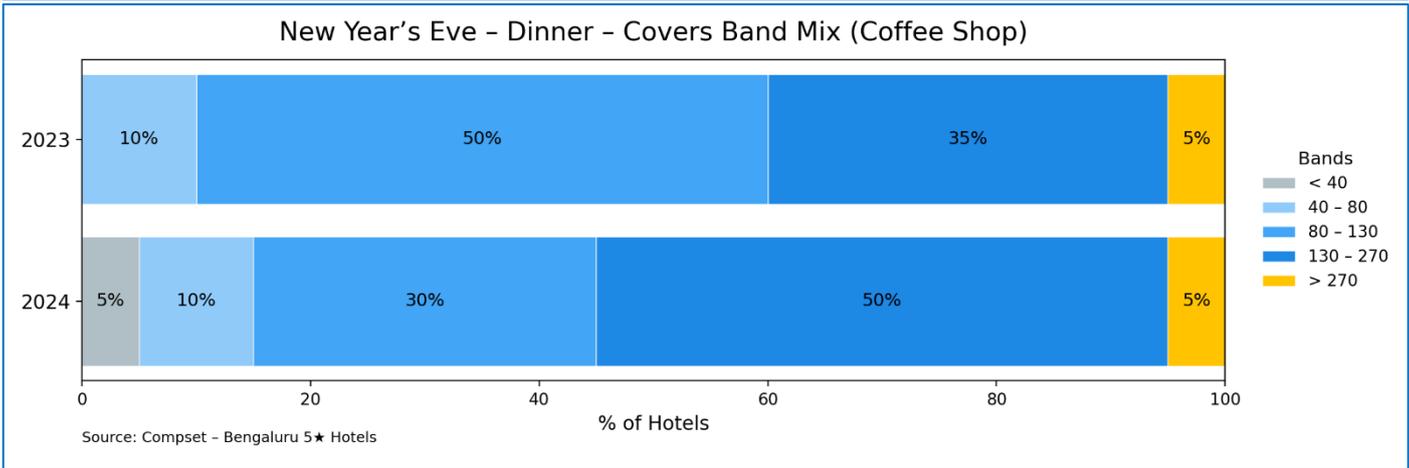
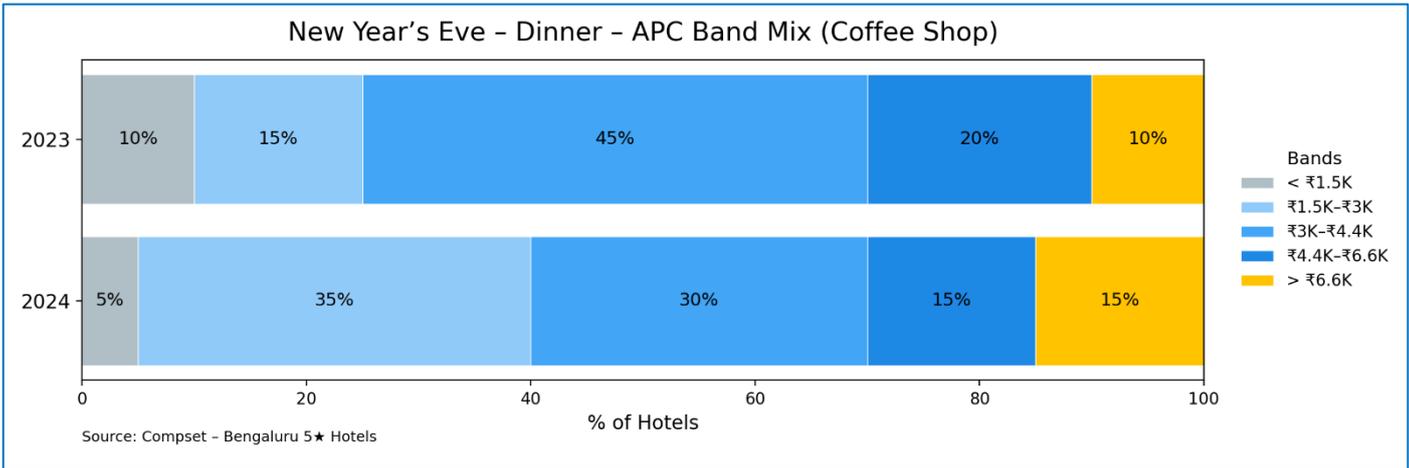
### 7.3 NEW YEAR'S EVE: THE "MIDDLE-CLASS" SQUEEZE

**The Strategic Issue:** NYE in the Coffee Shop is becoming a "Safety Net" option for guests who find Speciality Restaurants too expensive but still want a 5-star experience.

The Pricing Reality Check:

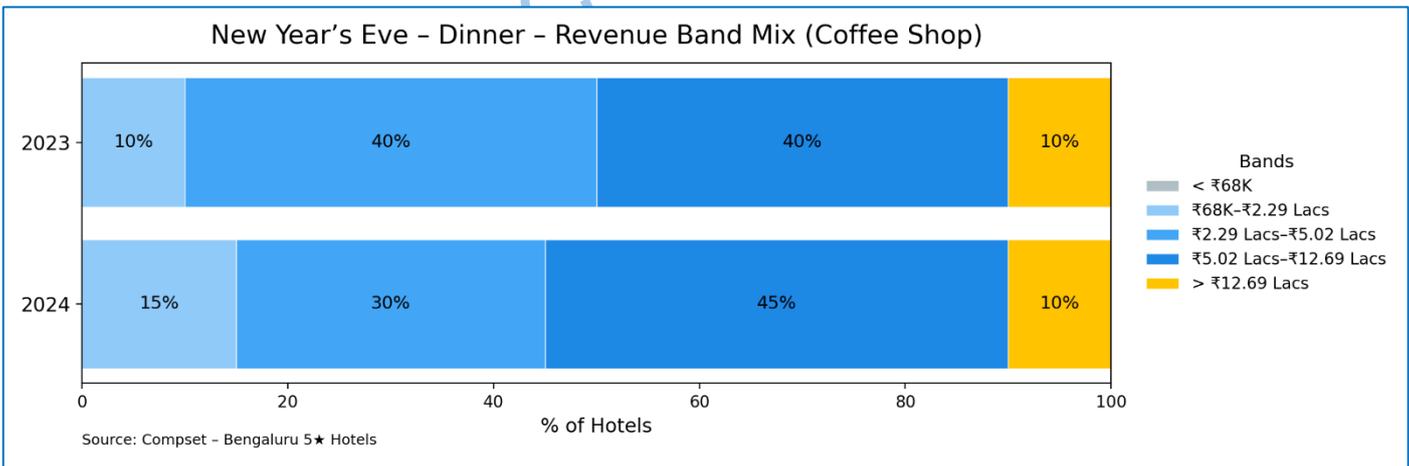
Look at the Light Blue Band (₹1.5K – ₹3K):

- In 2023, **15%** of hotels priced their ADD buffet in this affordable range.
- In 2024, **35%** of hotels priced in this range.
- **Insight:** The market is aggressively pivoting to "Value." Competitors realized that to fill a large ADD on NYE, they needed to lower the entry price. The "Premium" band (>₹6.6K) barely grew.



#### Resulting Stagnation:

Because pricing pressure was high (guests wanting value), total revenue for the ADD sector flattened. The >₹12.69 Lacs band (Yellow) stayed flat at 10% of hotels.



- Strategic Verdict:** The ADD on NYE is a "Volume Defender." It protects us from losing price-sensitive guests to standalone restaurants. We should not attempt to push APC here; we should use the ADD to capture the volume that gets priced out of our own Speciality Restaurants.

#### 7.4 SUMMARY OF ACTIONS: ALL DAY DINER

Event	Market Trend	2025 Strategy
Christmas Eve	<b>Contraction:</b> Beverage mix dropping, revenue bands shrinking.	<b>"Simplify &amp; Save":</b> Stop the "Gala" setup. Run a standard high-quality buffet. Reduce labor costs.

<b>Christmas Day</b>	<b>Explosion:</b> 50% of market now >₹3.85L. Volume is surging.	<b>"Maximize Density":</b> This is a capacity game. Increase seating. Target 200+ covers.
<b>New Year's Eve</b>	<b>Value-Seeking:</b> Market shifting to ₹1.5k-3k price band.	<b>"The Safety Net":</b> Price competitively (~₹3,500 Net) to capture volume. Do not chase yield here.

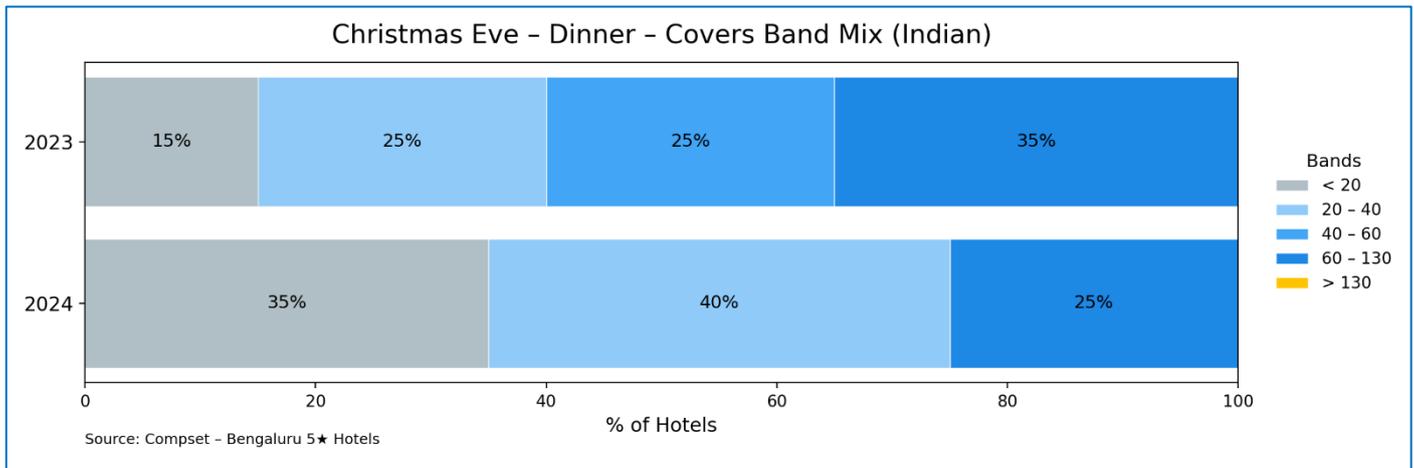
## MARKET BENCHMARK - INDIAN SPECIALITY

### 8.0 Indian Speciality: The "Lunch" Revolution

For years, the Indian Speciality restaurant was viewed as a "Dinner Destination." The 2024 festive data upends this assumption. The most significant growth story in the Bengaluru market was the explosion of **Christmas Day Lunch** in Indian restaurants, a time slot previously considered dormant.

#### 8.1 CHRISTMAS EVE: THE SILENT NIGHT

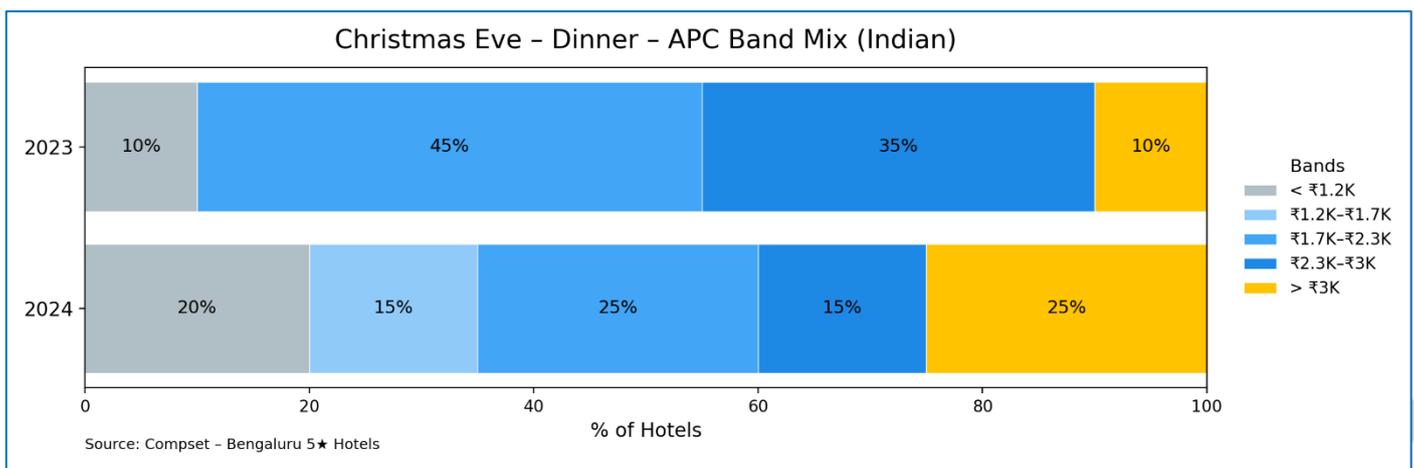
**Market Verdict:** The "Gala Dinner" concept in Indian restaurants has effectively collapsed. The market data shows a sharp contraction in both volume and revenue, suggesting that guests no longer associate Christmas Eve with formal Indian dining.



The "Empty Restaurant" Syndrome:

Please observe the Grey Band (< 20 Covers) in the chart above.

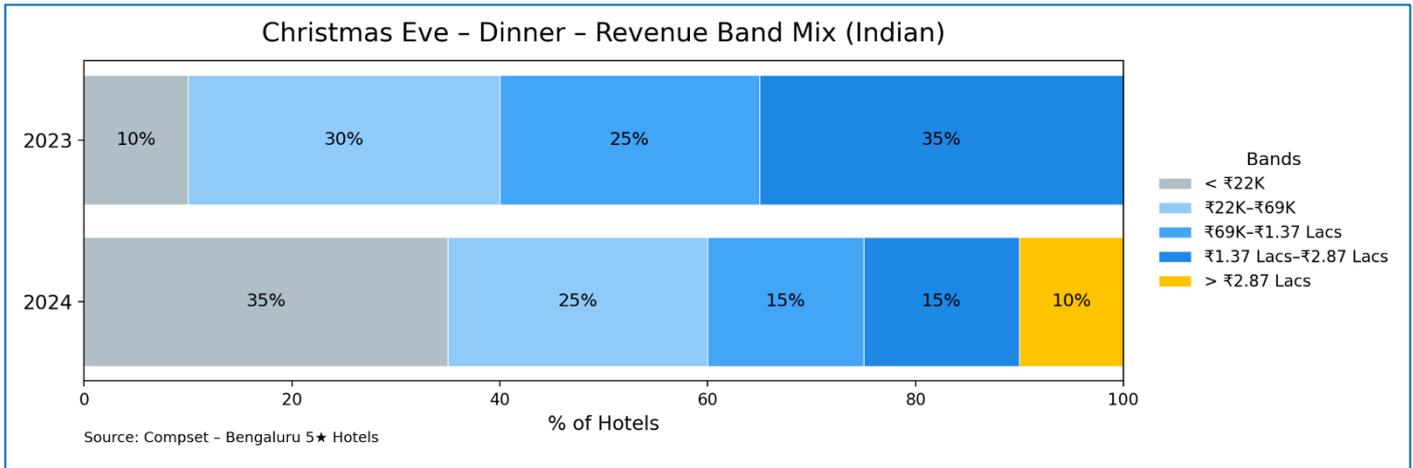
- **2023:** 15% of the market had fewer than 20 covers.
- **2024:** This jumped to **35%**.
- **Insight:** Over one-third of luxury Indian restaurants in Bengaluru sat virtually empty on Christmas Eve. The "Middle Market" (20-40 covers) also shrank. This is a clear signal that demand has evaporated, not just shifted.



Revenue Impact:

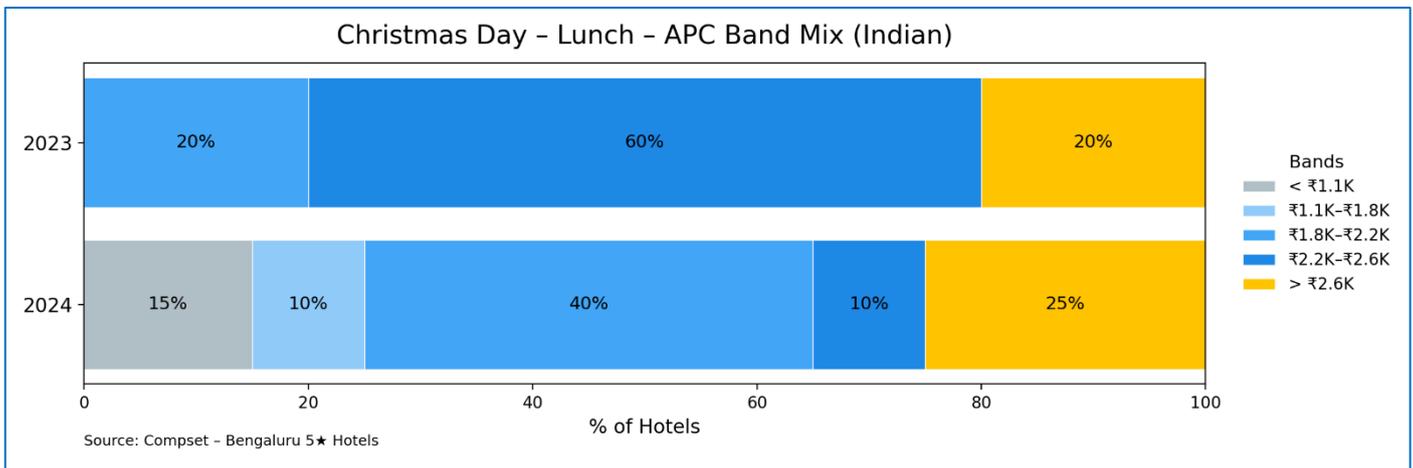
Naturally, revenue followed volume. The Blue Band (₹1.37L - ₹2.87L) collapsed from 35% of the market to just 15%.

- Strategic Advisory:** For 2025, Compset advises hoteliers to stop staffing these outlets for a "Peak" event. Run a skeleton crew or, if your hotel permits, consolidate service into the All Day Diner to save overhead.



## 8.2 CHRISTMAS DAY: THE "FAMILY LUNCH" PIVOT

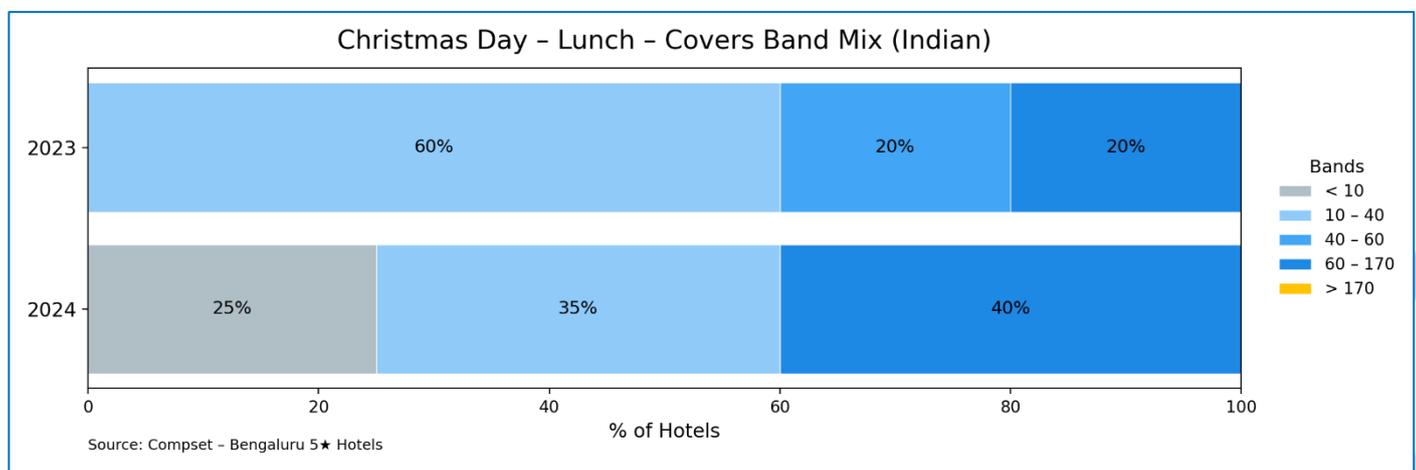
**Market Verdict:** This is the breakout trend of 2024. While Christmas Eve died, Christmas Day Lunch came alive. Families in Bengaluru are increasingly choosing "Served" Indian lunches over "Buffet" chaos for their Christmas celebration.



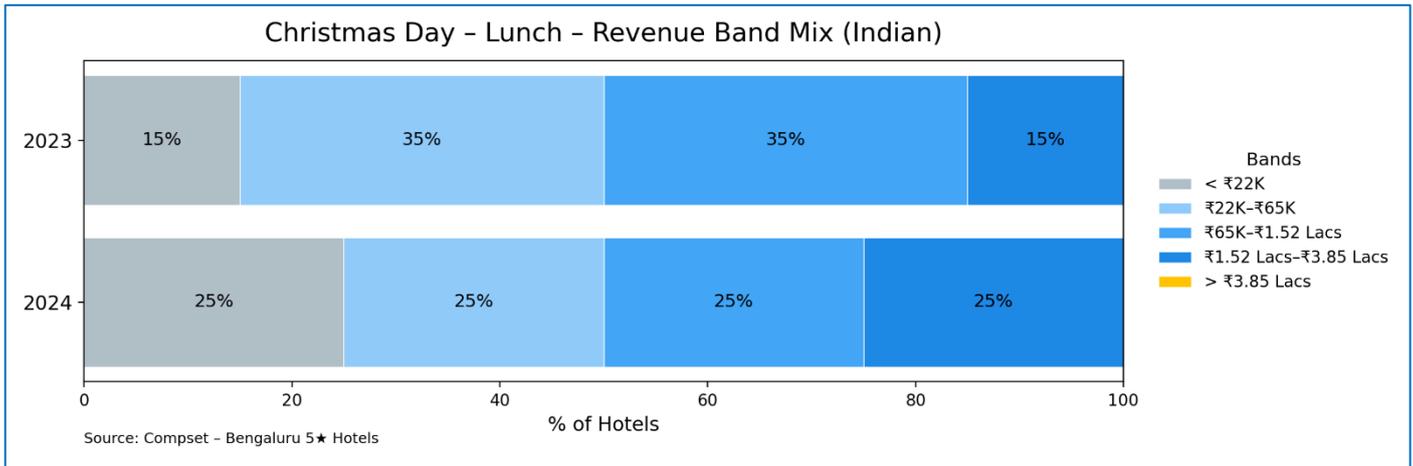
The Awakening of Demand:

The chart above is the most dramatic in the entire report.

- 2023 (The Dormant Phase):** Look at the massive Light Blue bar. **60%** of hotels did fewer than 10 covers (essentially zero business).



- **2024 (The Boom):** That number dropped to 25%. Instead, **40% of the market** moved into the "40–60 Covers" band.
- **Insight:** In just one year, the Indian Restaurant went from being closed/empty to being a viable revenue center.



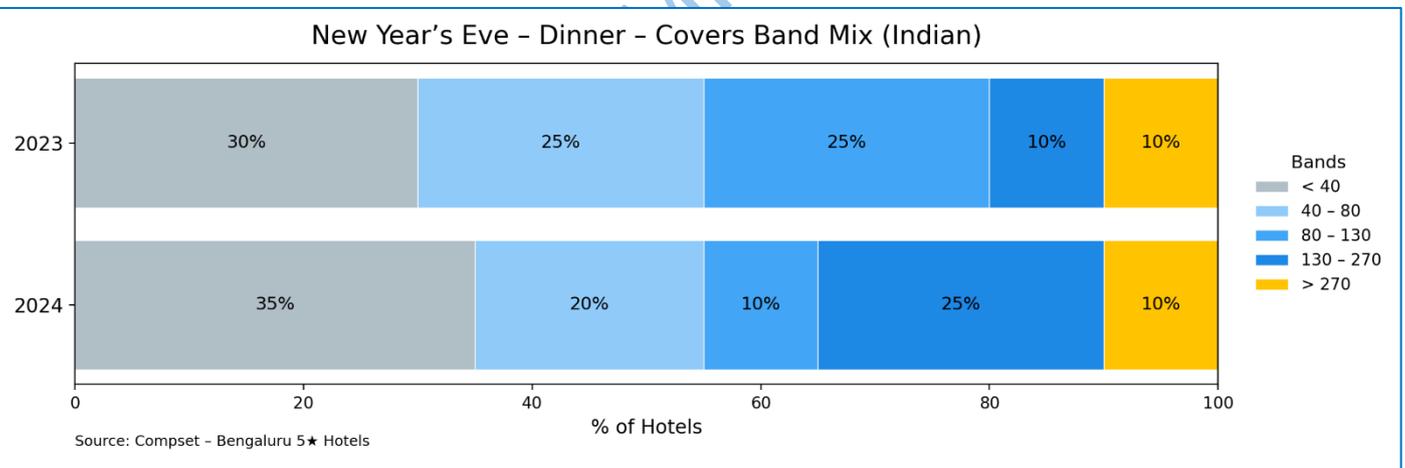
**Monetizing the Trend:**

This wasn't just low-value volume. The Yellow Band (>₹3.85 Lacs) grew from 0% (implied/negligible) to 25% of the market.

- **Compset Recommendation:** If you treated your Indian restaurant as a "secondary" outlet this Christmas Day, you missed the wave. For 2025, this requires a dedicated menu and marketing push targeting large families who want a premium, seated experience.

**8.3 NEW YEAR'S EVE: THE "PRICE RESISTANCE"**

**Market Verdict:** NYE remains a high-revenue night, but the market hit a "Price Wall." Hoteliers who attempted to push APC (Average Per Cover) above ₹6,500 met with severe volume resistance.

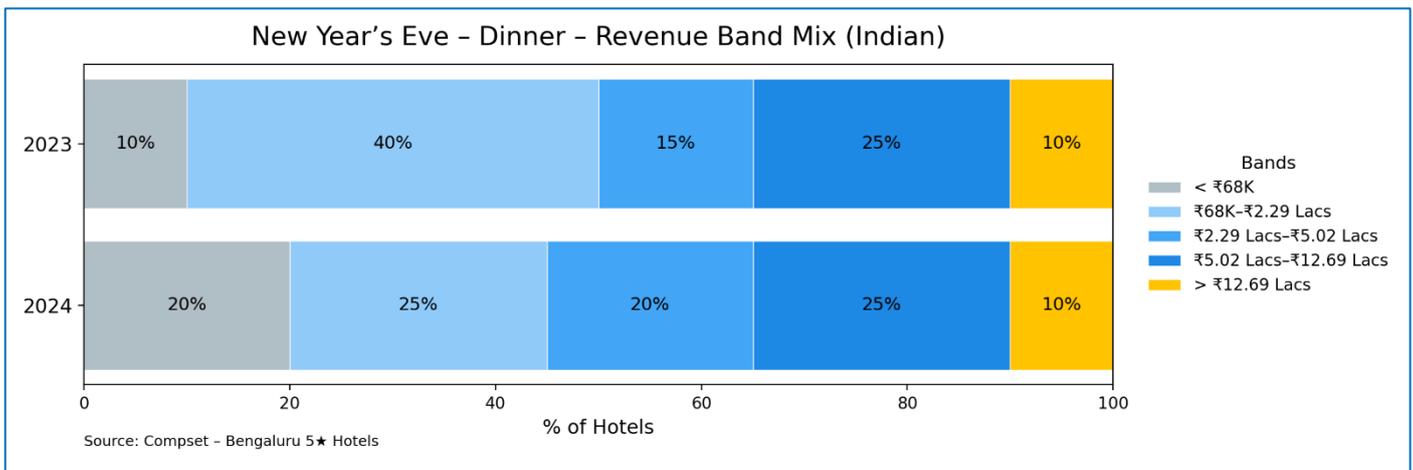
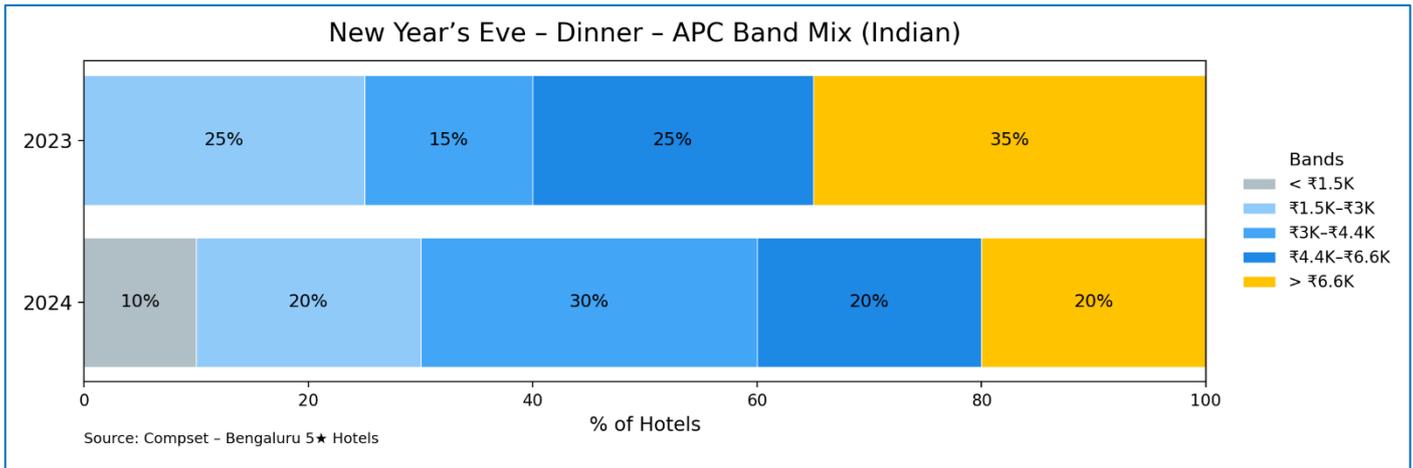


**The Rejection of Premium Pricing:**

Analyze the Yellow Band (>₹6.6K):

- **2023:** 35% of the market successfully commanded these ultra-premium prices.
- **2024:** This dropped to 20%.
- **The Shift:** Notice the growth in the **Dark Blue Band (₹4.4K – ₹6.6K)**. The market settled into a "sweet spot" of ₹5,000–₹6,000.

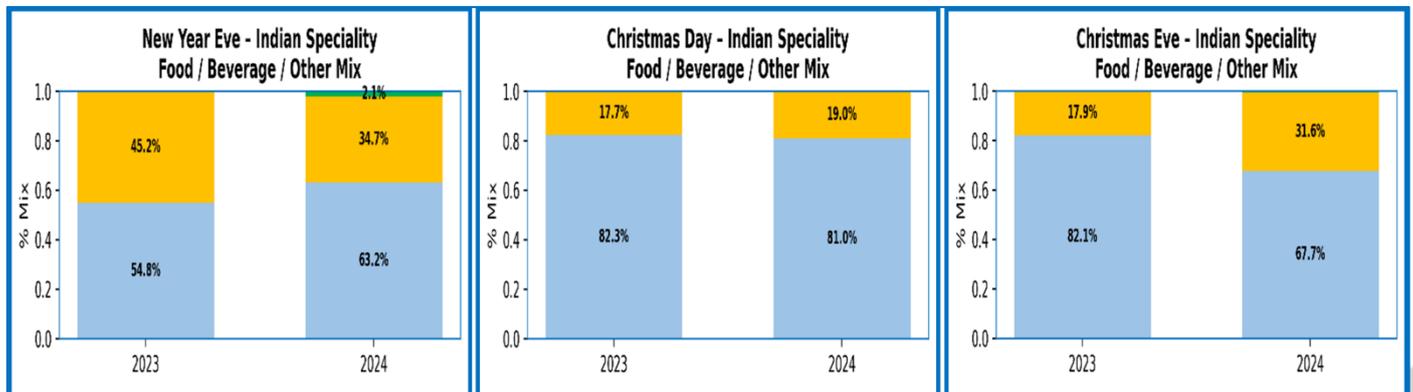
- Insight:** Guests are price-sensitive. They want the NYE experience, but they are rejecting the "inflationary" price hikes seen in previous years.



#### The "Sober" Celebration:

The Revenue Mix chart clarifies why APC is under pressure.

- Food vs. Beverage:** On NYE, the Beverage share (Gold bar) fell, but notice the **Christmas Eve** mix. Food (Light Blue) dominates at **67.7%**.
- Insight:** Unlike the Bar or Banquets, the Indian Restaurant is driven by **food connoisseurs**, not "Partiers." They are less willing to pay premium cover charges just for entry; they pay for the meal.



## 8.4 STRATEGIC SUMMARY: INDIAN SPECIALITY

Metric	2024 Market Behavior	Compset Strategic Verdict for 2025
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<b>Christmas Eve</b>	<b>Collapsed.</b> 35% of hotels had <20 covers.	<b>Minimize Costs.</b> Do not treat this as a revenue night. Consider closing the outlet or merging with ADD to protect margins.
<b>Christmas Day</b>	<b>Emerging.</b> 40% of hotels filled 40-60 seats (up from near zero).	<b>Aggressive Growth.</b> This is the new "Blue Ocean." Create a "Grand Indian Lunch" concept to rival the Coffee Shop Brunch.
<b>New Year's Eve</b>	<b>Price Corrected.</b> Market rejected >₹6.6k pricing.	<b>Rationalize Pricing.</b> Stick to the ₹5,500 (+/-) sweet spot. Focus on set menus with premium ingredients rather than just hiking the price.

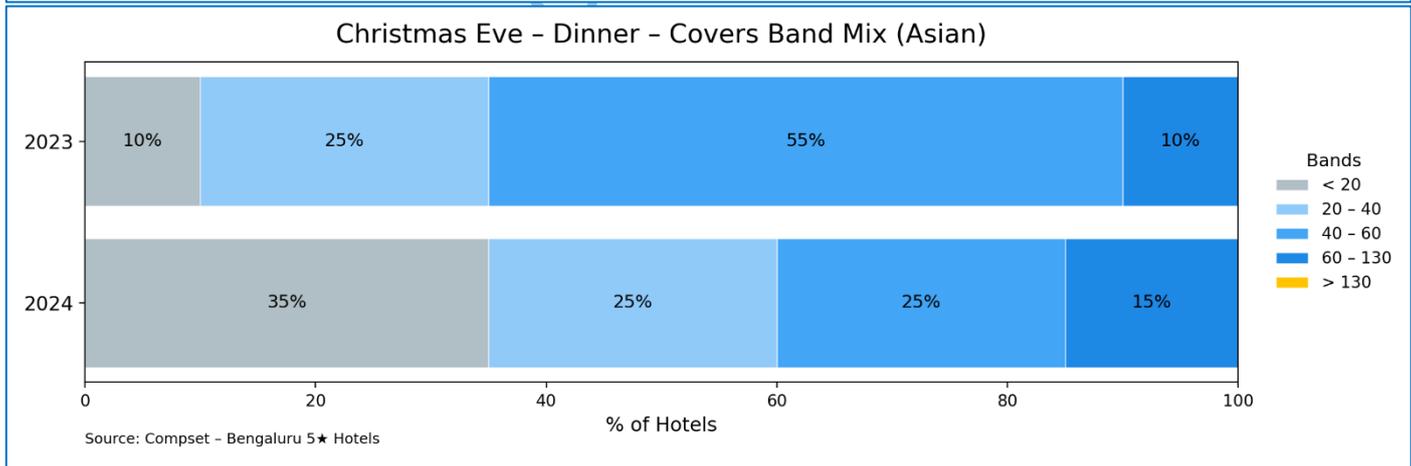
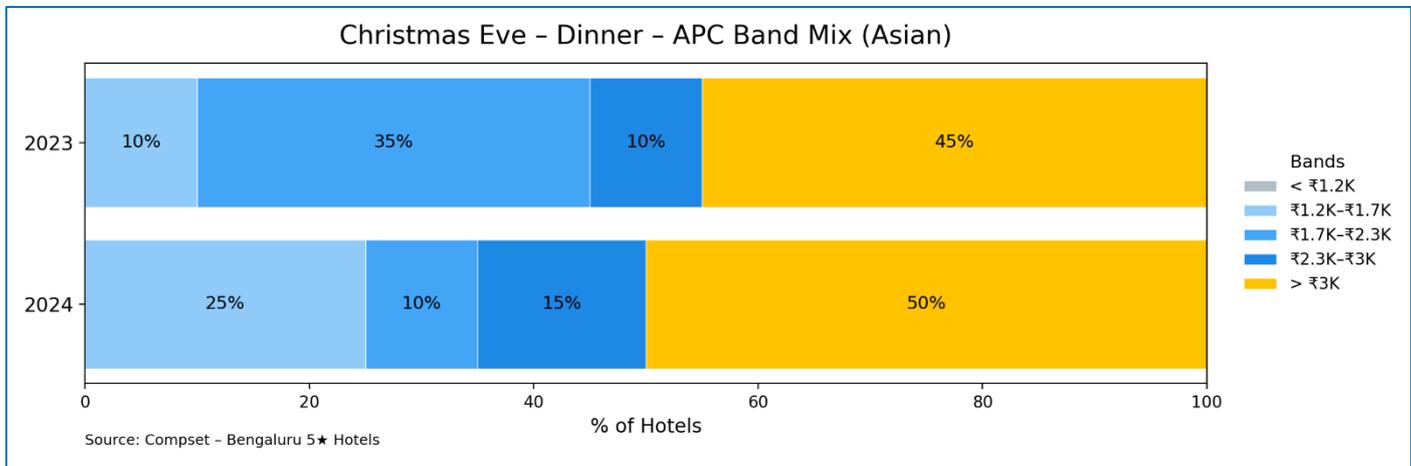
## MARKET BENCHMARK - ASIAN SPECIALITY

### 9.0 Asian Speciality: The "NYE" Specialist

The 2024 data clarifies the role of the Asian Speciality restaurant. It is no longer a generic "Festive" outlet. It has become highly specialized: it effectively "failed" on Christmas Eve (losing volume), found a "Volume Niche" on Christmas Day, and dominated as a "Premium Yield" engine on New Year's Eve.

### 9.1 CHRISTMAS EVE: THE "VOLUME" COLLAPSE

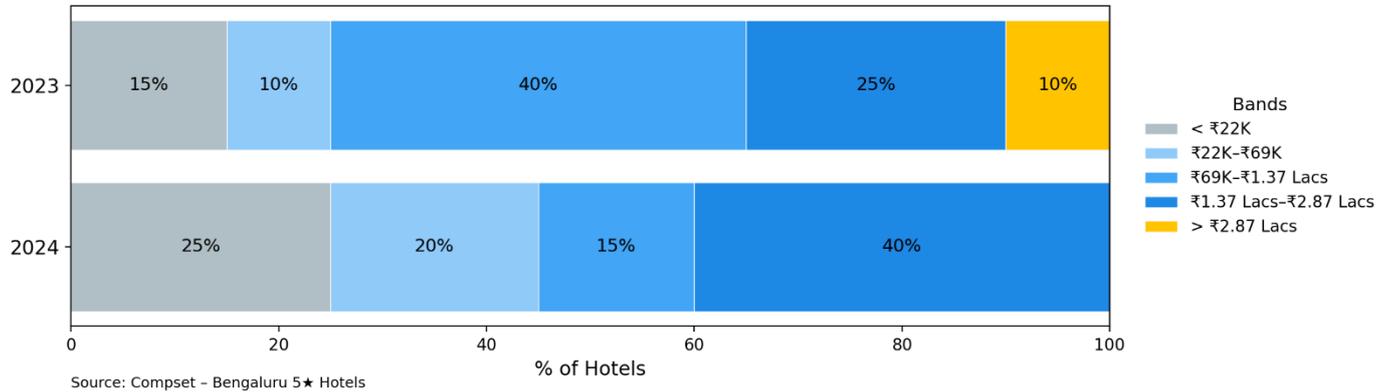
**Market Verdict:** Contrary to the hope that Asian food would be the "alternative" to Turkey, the market rejected dining out on Christmas Eve entirely. The collapse in volume was severe.



#### The Volume Drop:

- **2023:** Only 10% of hotels had fewer than 20 covers (Grey Band).
- **2024:** This surged to 35%.
- **Insight:** Over one-third of Asian restaurants were effectively empty. The "Middle Market" (40-60 covers) also shrank from 55% to 25%.
- **Strategic Pivot:** Do not staff for a "Busy Night." The guest is staying home or eating at the Buffet.

### Christmas Eve - Dinner - Revenue Band Mix (Asian)



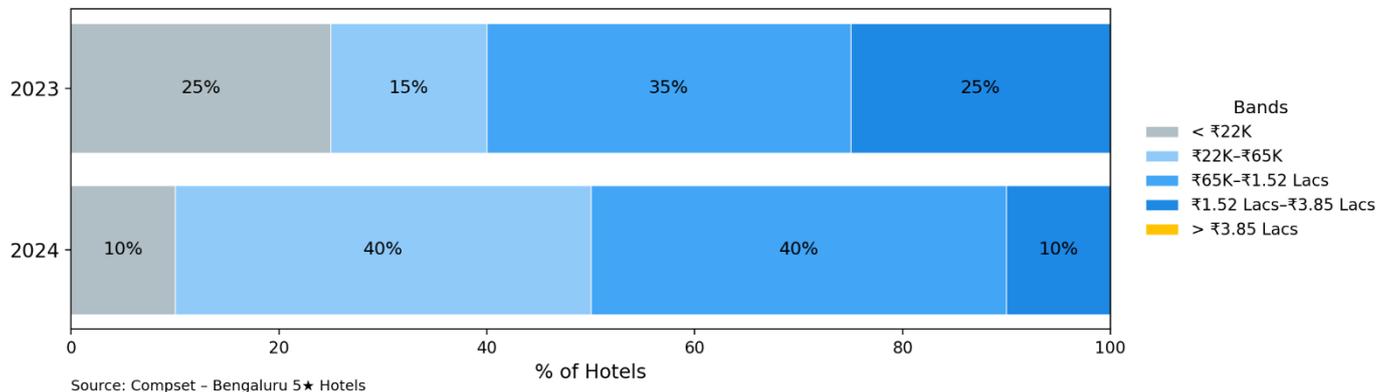
#### Revenue Reality:

While volume fell, revenue per cover did not explode. The Yellow Band (>₹2.87 Lacs) disappeared. The market moved *down* into the lower revenue bands.

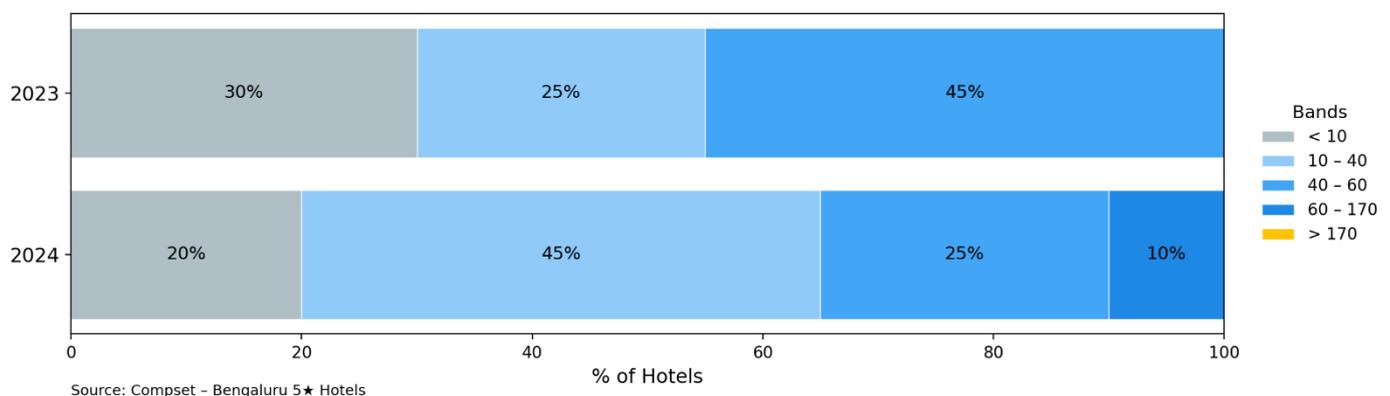
## 9.2 CHRISTMAS DAY: THE "SILENT WINNER"

**Market Verdict:** Similar to the Indian outlet, Christmas Day Lunch was a major growth driver, but with a different profile. It was less about "Family Banquets" and more about "Premium Socializing."

### Christmas Day - Lunch - Revenue Band Mix (Asian)

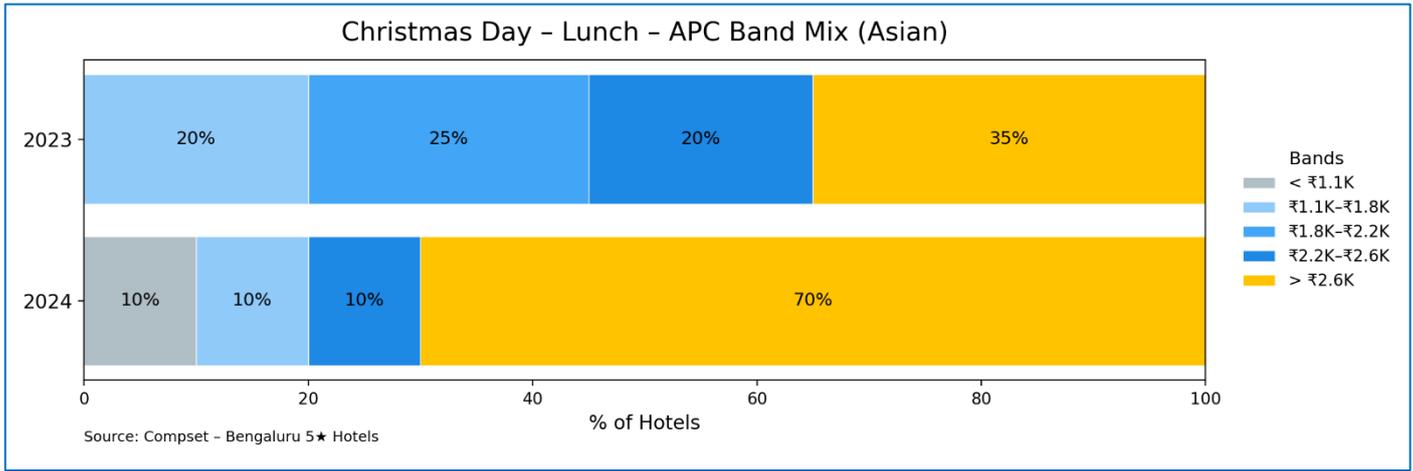


### Christmas Day - Lunch - Covers Band Mix (Asian)



#### The Volume Shift:

- **2023:** 30% of hotels had <10 covers (Grey Band). The restaurant was effectively empty.
- **2024:** This dropped to 20%, while the **Light Blue Band (10-40 covers)** expanded significantly to 45%.
- **Insight:** Asian restaurants are now a viable "Day 2" option for guests who did the traditional Turkey/Brunch on Christmas Eve and want something different on Christmas Day.



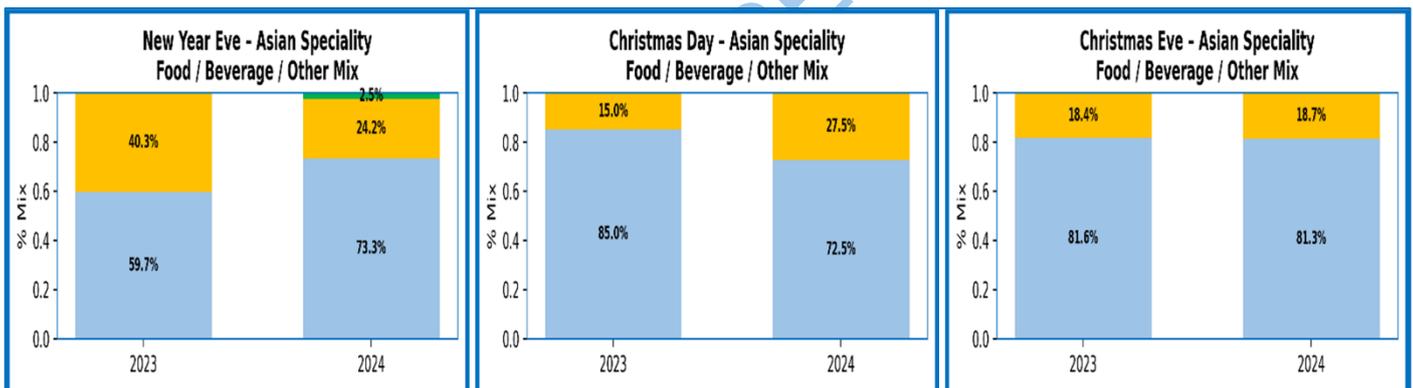
#### The Yield Story:

Crucially, look at the Yellow Band (>₹2.6K). In 2024, 70% of the market achieved an APC greater than ₹2,600.

- Compset Recommendation:** This is your highest-yield lunch period. Unlike the Coffee Shop (where you chase volume), here you should chase *rate*. The guests coming for Asian lunch on Christmas Day are not price-sensitive; they are seeking exclusivity.

### 9.3 NEW YEAR'S EVE: THE "FOOD-FIRST" CELEBRATION

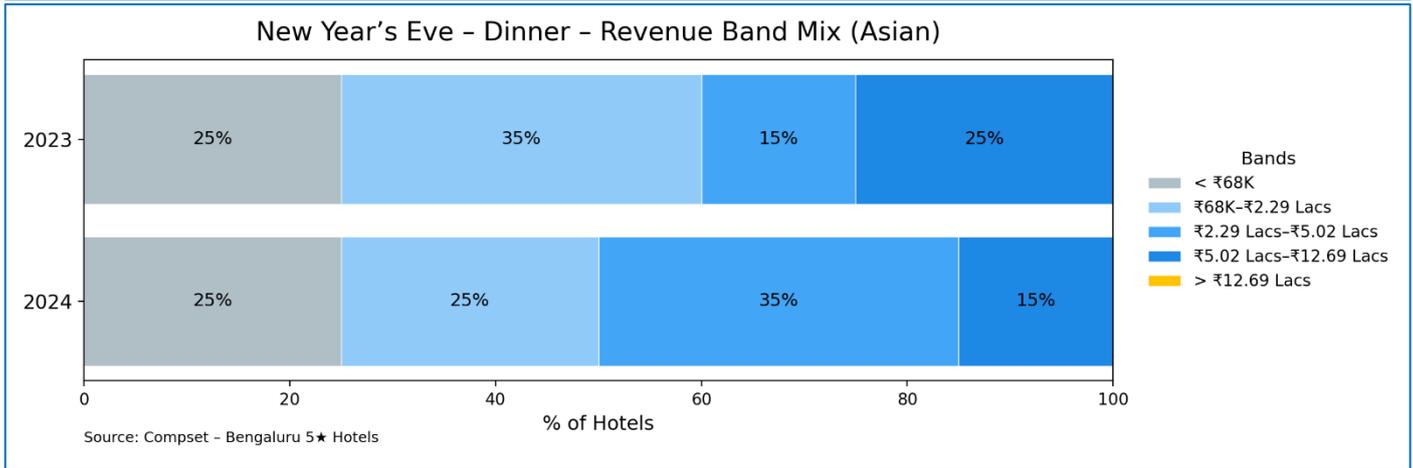
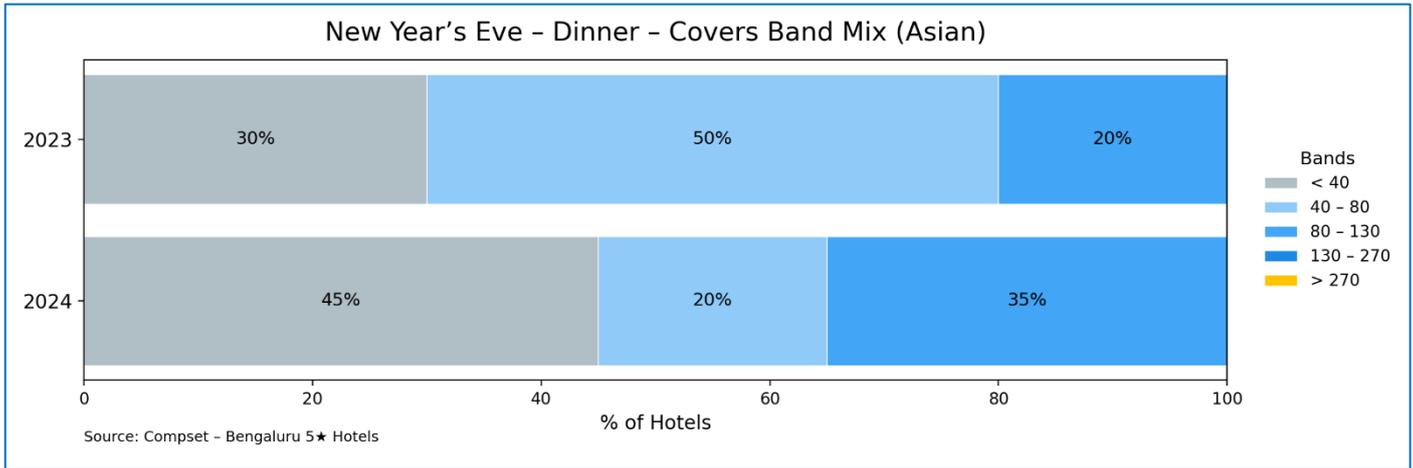
**Market Verdict:** This is the most critical insight for the Asian segment. The revenue mix shifted dramatically, proving that guests chose Asian restaurants for the *cuisine*, not the *booze*.



#### The "Sobering" of NYE:

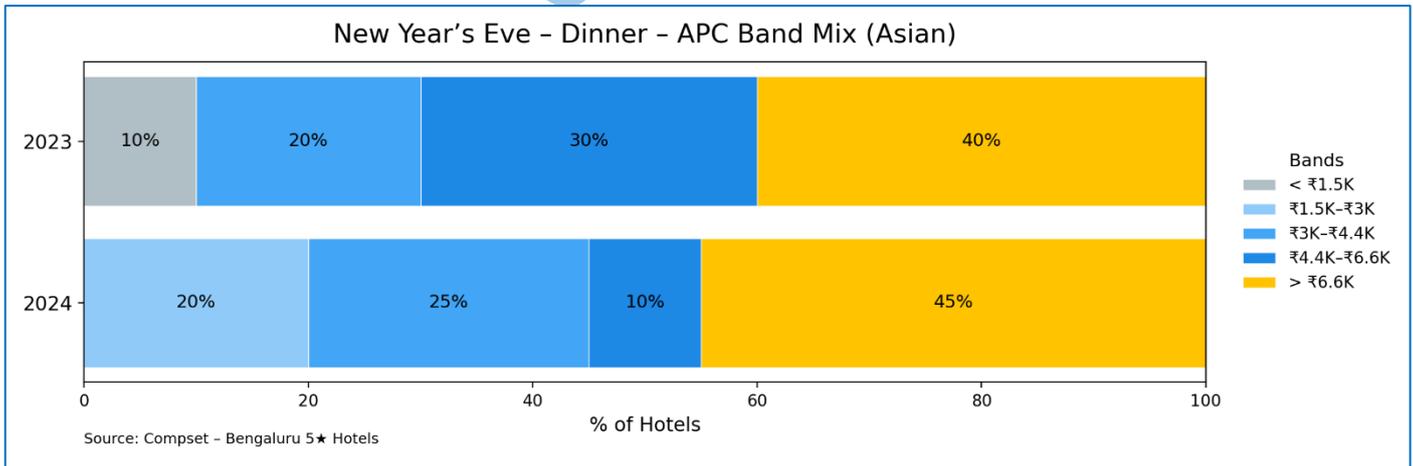
Please analyze the New Year's Eve columns in the chart above.

- 2023:** Beverage (Gold) was **40.3%** of the mix.
- 2024:** Beverage dropped to **24.2%**, while **Food spiked to 73.3%**.
- Strategic Implication:** The "Party Crowd" moved to the Bar/Nightclub. The guests remaining in the Asian restaurant are serious diners. They are spending money on Lobster, Sushi, and Truffles, not on bottles of Grey Goose.



#### The Revenue Split:

Despite the drop in alcohol sales, total revenue held up. The Dark Blue Band (₹5.02L – ₹12.69L) grew from 25% to 15%, and the Yellow Band (>₹12.69 Lacs) emerged at 0% (Note: Chart suggests high-end revenue is harder to capture without liquor).



#### The Pricing Sweet Spot:

- **2023:** 40% of hotels priced >₹6.6K.
- **2024:** 45% of hotels priced >₹6.6K.
- **Insight:** Unlike the Indian restaurant (where price resistance occurred), the Asian market *accepted* the premium pricing. Guests perceive high-end Asian food (Sushi/Teppanyaki) as intrinsically more valuable than high-end Indian food, allowing you to maintain a ₹6,500+ price point *if* the food quality justifies it.

## 9.4 STRATEGIC SUMMARY: ASIAN SPECIALITY

Metric	2024 Market Behavior	Compset Strategic Verdict for 2025
Christmas Eve	<b>Collapsed.</b> <20 covers band grew to 35%..	<b>"Hibernate"</b> : This is a slow night. Reduce staffing.
Christmas Day	<b>High Yield.</b> 70% of market >₹2.6k APC.	<b>"Premium A La Carte"</b> : Do not run a buffet here. Keep it exclusive. The demand is small but very rich.
New Year's Eve	<b>Food Focused.</b> Beverage mix dropped to 24%.	<b>"Culinary Excellence"</b> : Pivot marketing from "Party" to "Gastronomy." Highlight premium ingredients (Wagyu, Bluefin) to justify the ₹6.5k+ ticket, as guests are paying for food, not drinks.

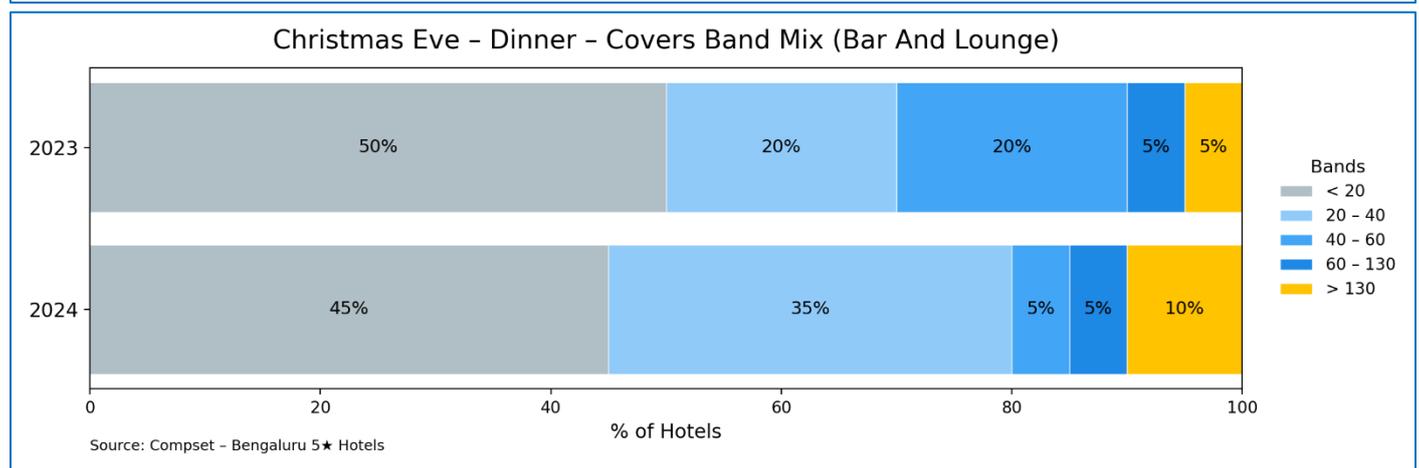
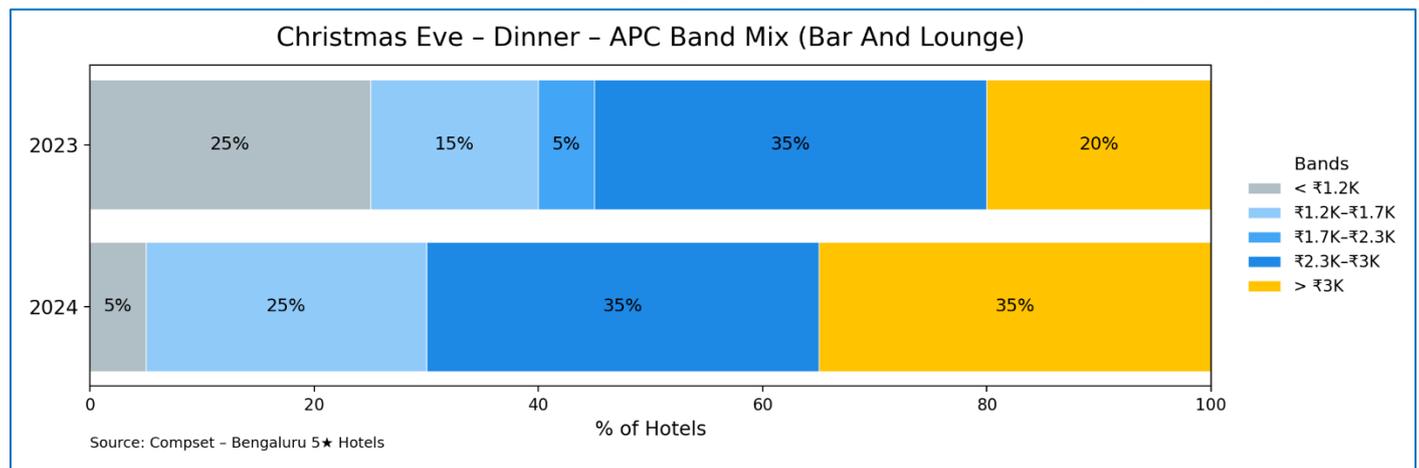
## MARKET BENCHMARK - BAR & LOUNGE

### 10.0 Bar & Lounge: The Great Polarization

The 2024 data for the Bar & Lounge segment reveals a market in conflict. Unlike the restaurants which saw clear directional trends, the Bar market has **polarized**. The "Middle Market" has evaporated, forcing hotels to choose a side: either drop prices to drive volume or hike prices to capture the ultra-wealthy.

### 10.1 CHRISTMAS EVE: THE "NON-EVENT"

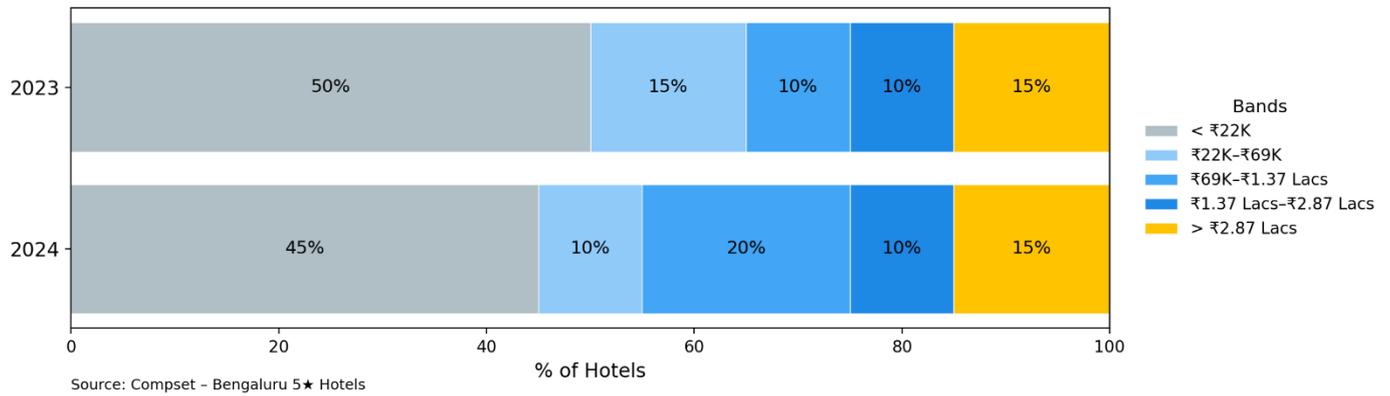
**Market Verdict:** The data confirms that for the vast majority of hotels, Christmas Eve in the Bar is operationally irrelevant.



### The Stagnation of Demand:

- **2023:** 50% of bars had <20 covers (Grey Band).
- **2024:** This barely moved to 45%.
- **Insight:** Nearly half the luxury bars in Bengaluru are effectively empty on Christmas Eve. While there was slight growth in the **20-40 cover** band (up to 35%), the high-volume bands (>60 covers) remain a tiny niche (15%).
- **Recommendation:** Do not waste entertainment budget here. The market has not signaled a recovery.

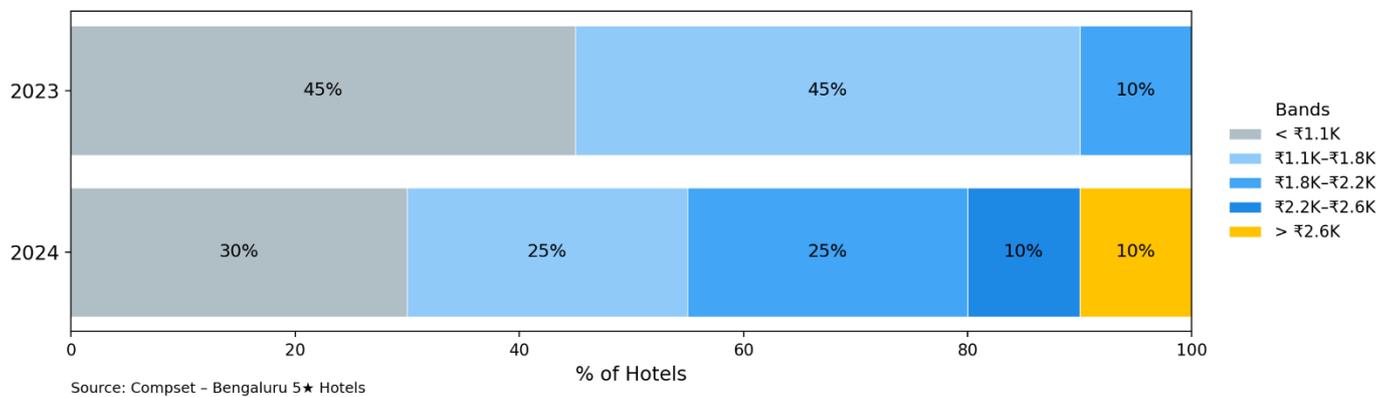
### Christmas Eve - Dinner - Revenue Band Mix (Bar And Lounge)



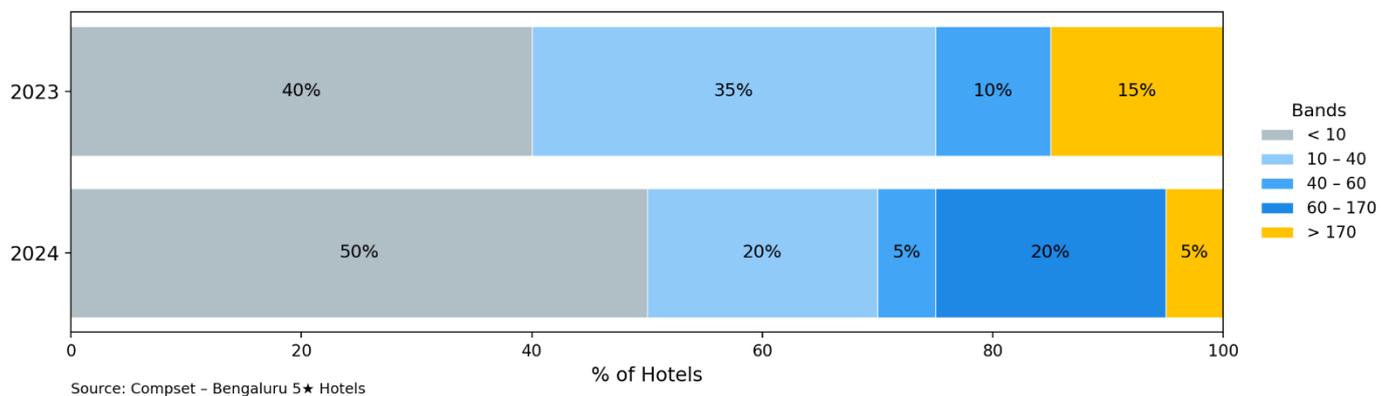
## 10.2 CHRISTMAS DAY: THE "GHOST" LUNCH

**Market Verdict:** Contrary to the "Overflow" theory, the *Volume* data shows that Bars actually struggled to fill seats on Christmas Day, even as revenue improved slightly due to pricing.

### Christmas Day - Lunch - APC Band Mix (Bar And Lounge)



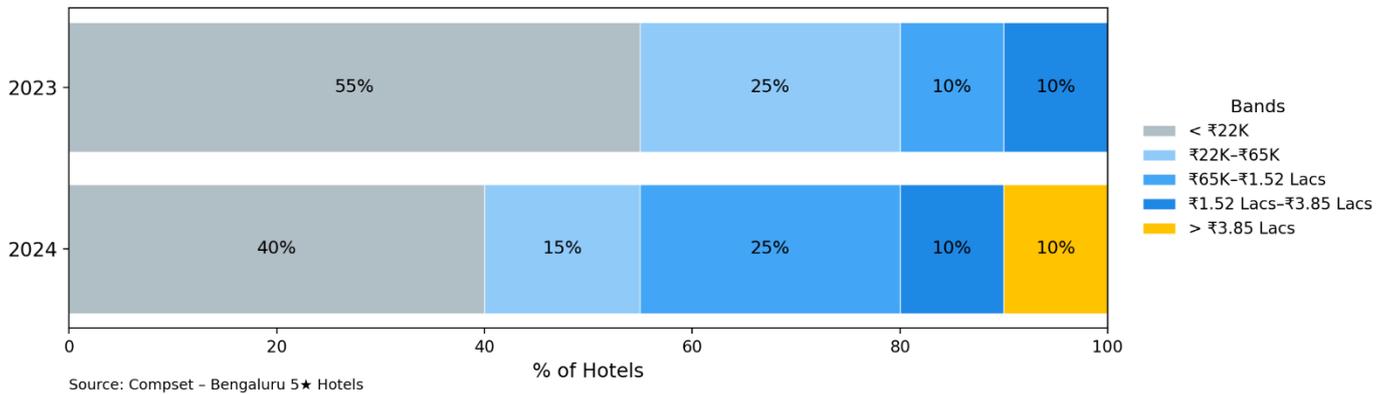
### Christmas Day - Lunch - Covers Band Mix (Bar And Lounge)



#### The Volume Contraction:

- **2023:** 40% of bars had <10 covers.
- **2024:** This worsened to 50%.
- **Insight:** Half the market saw zero traction. This suggests that guests prefer a "proper" restaurant table over a bar stool for their Christmas lunch.

Christmas Day - Lunch - Revenue Band Mix (Bar And Lounge)



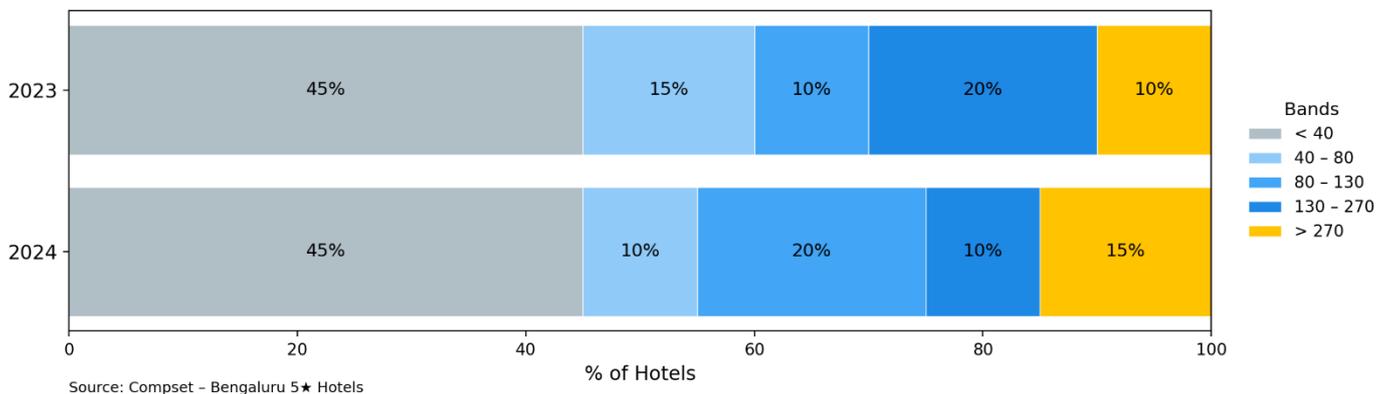
**The Price-Led Recovery:** However, look at the Revenue bands. The **Grey Band (<₹22K)** shrank from **55% to 40%**.

- **The Disconnect:** How did revenue improve if volume dropped? The **APC Chart** (Section 10.2.1) shows the **Grey Band (<₹1.1K)** dropping from 45% to 30%.
- **Strategic Verdict:** Hotels are charging more for the few guests who *do* show up, likely by forcing a "Brunch Package" on them. It's a yield strategy, not a volume strategy.

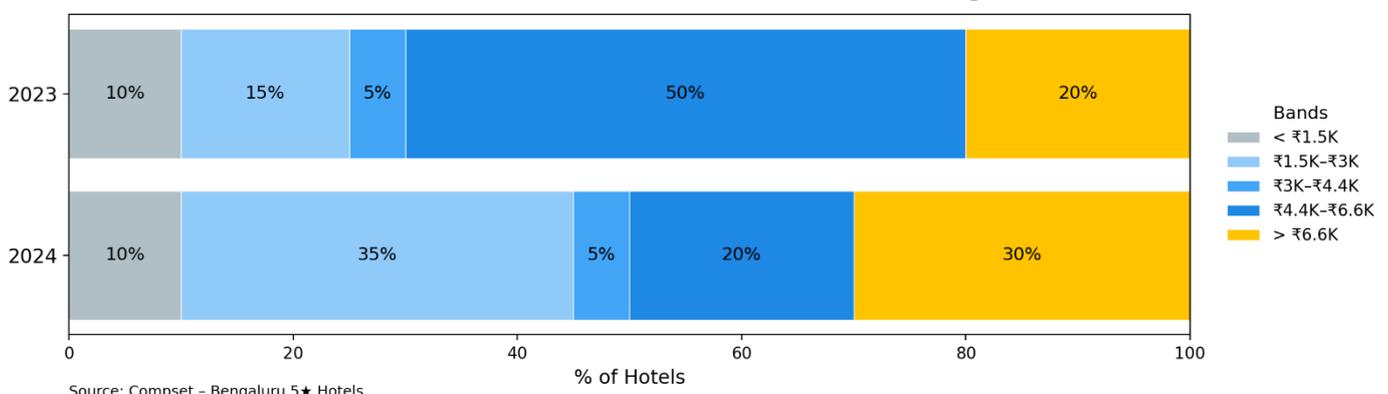
### 10.3 NEW YEAR'S EVE: THE "HOLLOW MIDDLE"

**Market Verdict:** This is the most critical finding for 2025. The "Standard Premium" pricing model (₹4,500-₹6,500) has collapsed. The market has split into **"Entry Level"** and **"Ultra Luxe."**

New Year's Eve - Dinner - Covers Band Mix (Bar And Lounge)



New Year's Eve - Dinner - APC Band Mix (Bar And Lounge)

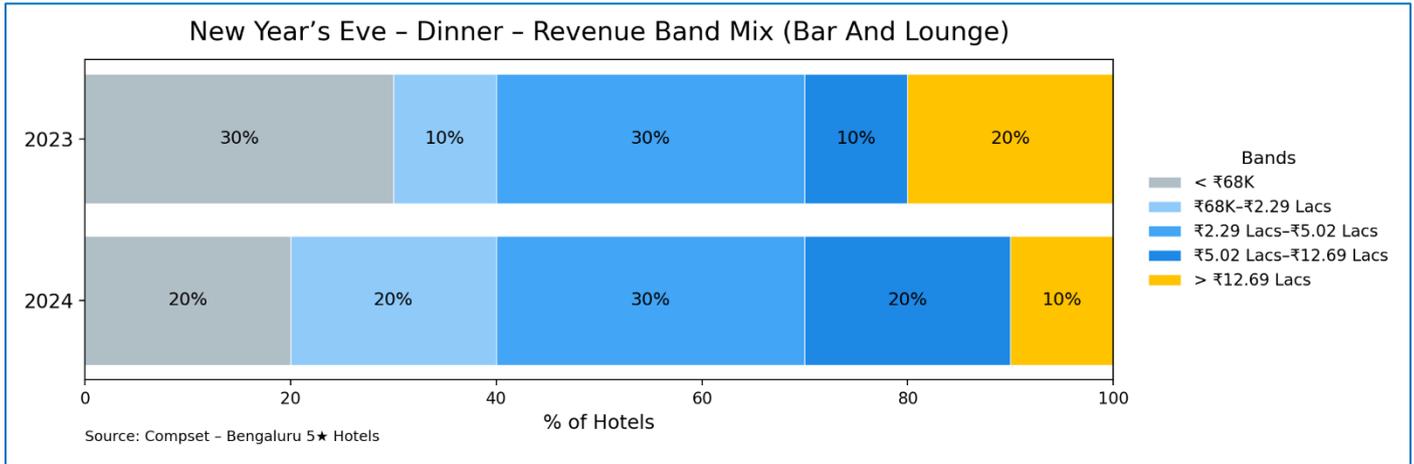


**The Collapse of the Middle Class:** Please observe the **Dark Blue Band (₹4.4K - ₹6.6K):**

- **2023:** 50% of the market sat in this "Sweet Spot".
- **2024:** This collapsed to 20%.

### Where did they go?

- Down-Trading:** The **Light Blue Band (₹1.5K–₹3K)** more than doubled from **15% to 35%**. Hotels panicked and lowered rates to fill space.
- Up-Trading:** The **Yellow Band (>₹6.6K)** grew from **20% to 30%**. The ultra-luxury venues successfully hiked prices.



**The Revenue Impact:** This polarization hurt the top line for many. The **Yellow Revenue Band (>₹12.69 Lacs)** actually *shrank* from **20% to 10%**.

- Compset Verdict:** The "Middle" is the danger zone. For NYE 2025, you must choose:
  - Option A:** Price at ₹2,500 to fill the venue (Volume Play).
  - Option B:** Price at ₹7,500+ with premium inclusions (Yield Play).
  - Avoid:** The ₹5,000 price point, which the market rejected.

#### 10.4 SUMMARY: THE 2025 BAR PLAYBOOK

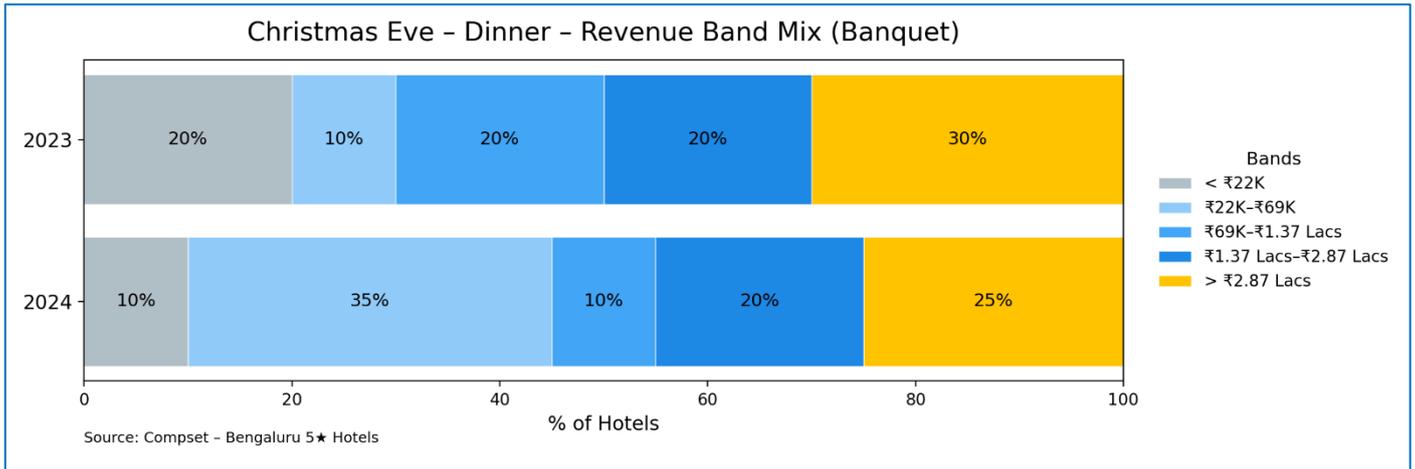
Metric	2024 Actuals	2025 Target	Primary Lever
<b>Christmas Eve</b>	Empty (<20 pax)	<b>Break-Even</b>	<b>Cost Cutting:</b> Remove entertainment & staff.
<b>Christmas Day</b>	Low Vol / High Rate	<b>Max Utilization</b>	<b>Format Change:</b> Convert to "Brunch Seating."
<b>New Year's Eve</b>	Polarized	<b>Max Revenue</b>	<b>Pricing Clarity:</b> Abandon ₹5,000 price point. Go Low (₹3k) or High (₹7.5k).

### MARKET BENCHMARK - BANQUETS

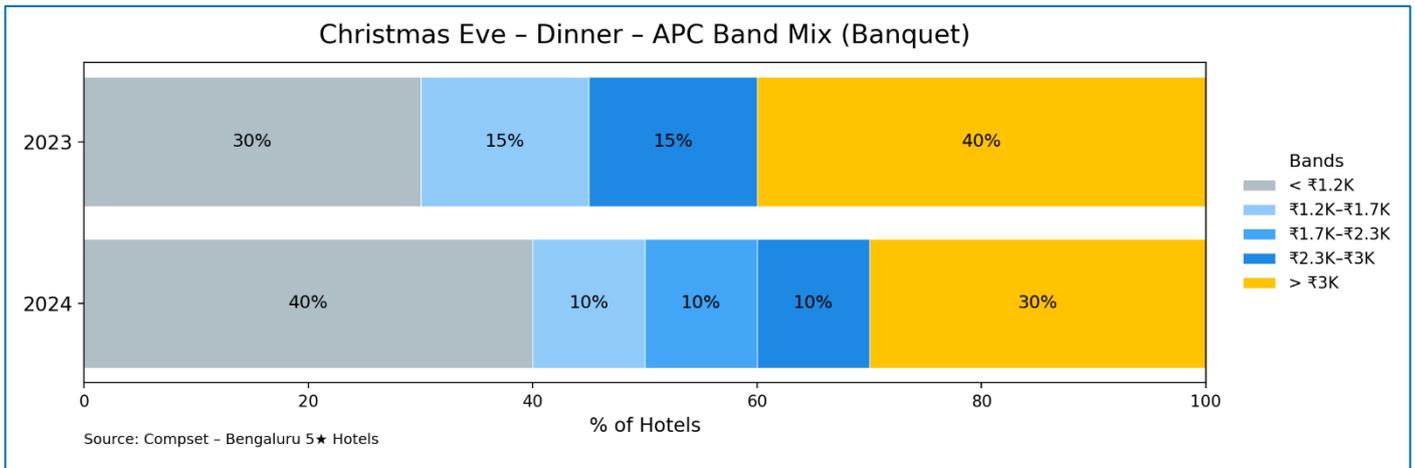
#### 11.0 Banquets: The "Volume" Engine

The Banquet data for 2024 provides the clearest evidence of the "Democratization" of luxury dining in Bengaluru. On key dates, the Banquet hall ceased to be an exclusive event space and transformed into a high-capacity retail outlet to absorb mass-market demand.

#### 11.1 CHRISTMAS EVE: THE "DISCOUNT" DESTINATION

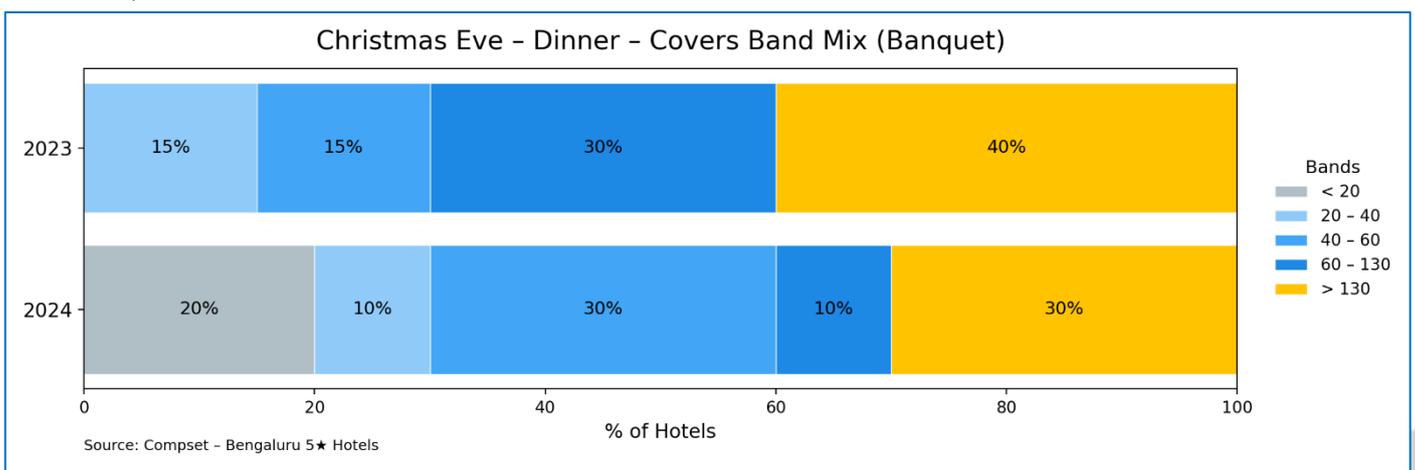


**Market Verdict:** On Christmas Eve, Banquets operated as the "Value Tier." With the restaurant demand soft, hotels seemingly utilized banquet spaces for low-budget groups or overflow, resulting in the lowest APCs of the season.



**The Price Floor Collapse:**

- **2023:** 30% of hotels had an APC below ₹1,200.
- **2024:** This grew to 40% (Grey Band).
- **Insight:** Nearly half the market is selling Christmas Eve banquet dinners at <₹1,200. This is aggressive discounting, likely used to secure corporate groups or budget-conscious large families who cannot afford the ₹3,000 restaurant buffet.



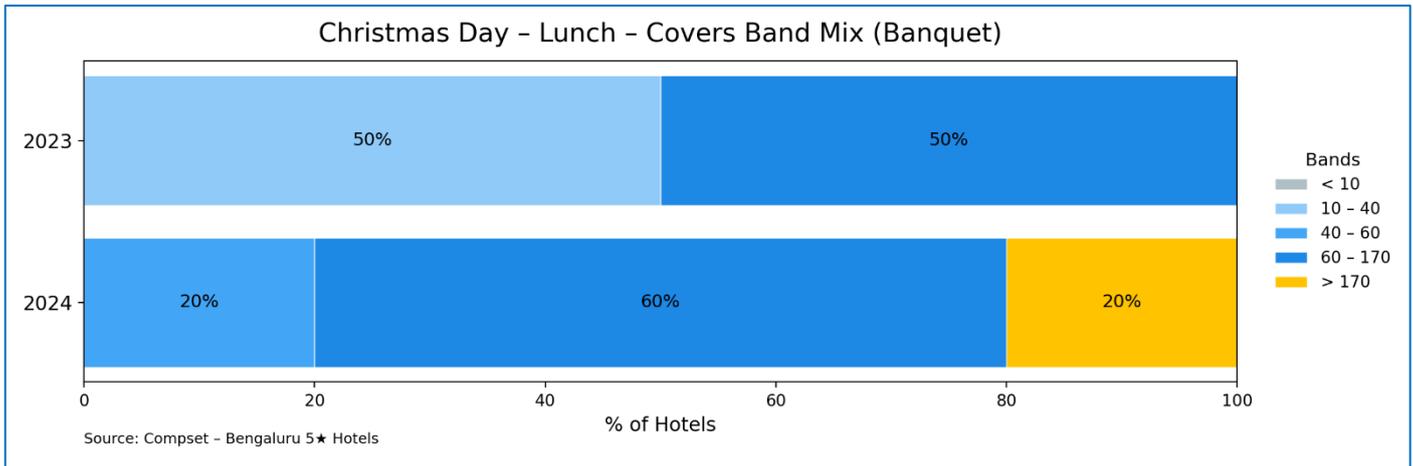
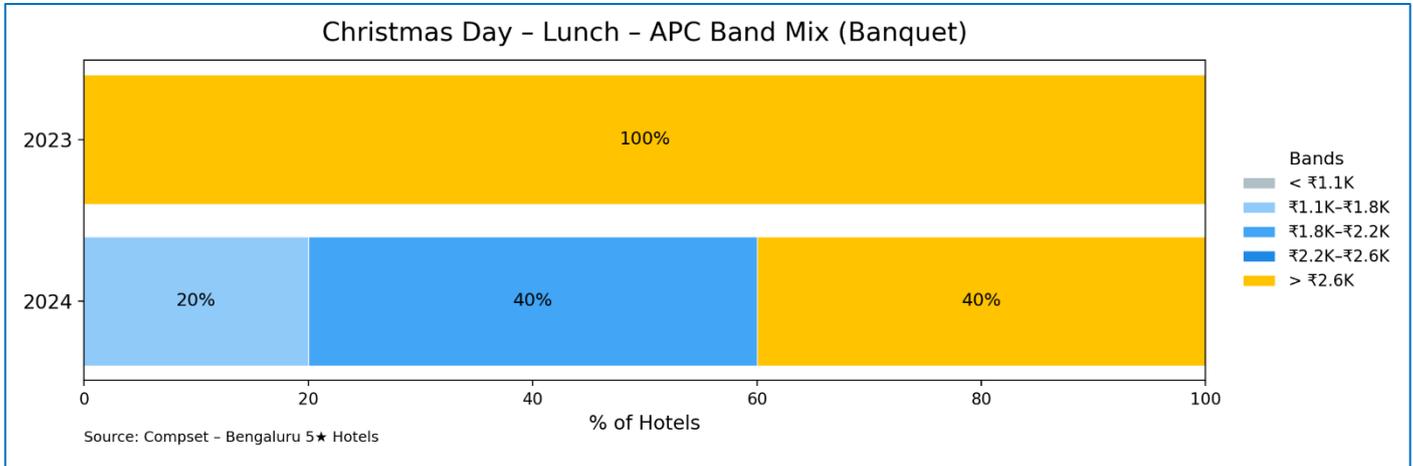
**Volume Stagnation:**

Despite the low pricing, volume did not explode. The Yellow Band (>130 covers) dropped from 40% to 30%.

- **Compset Recommendation:** This is a "race to the bottom." Unless you have a specific large group booking, opening the Banquet hall for retail on Christmas Eve dilutes your brand and yields poor margins.

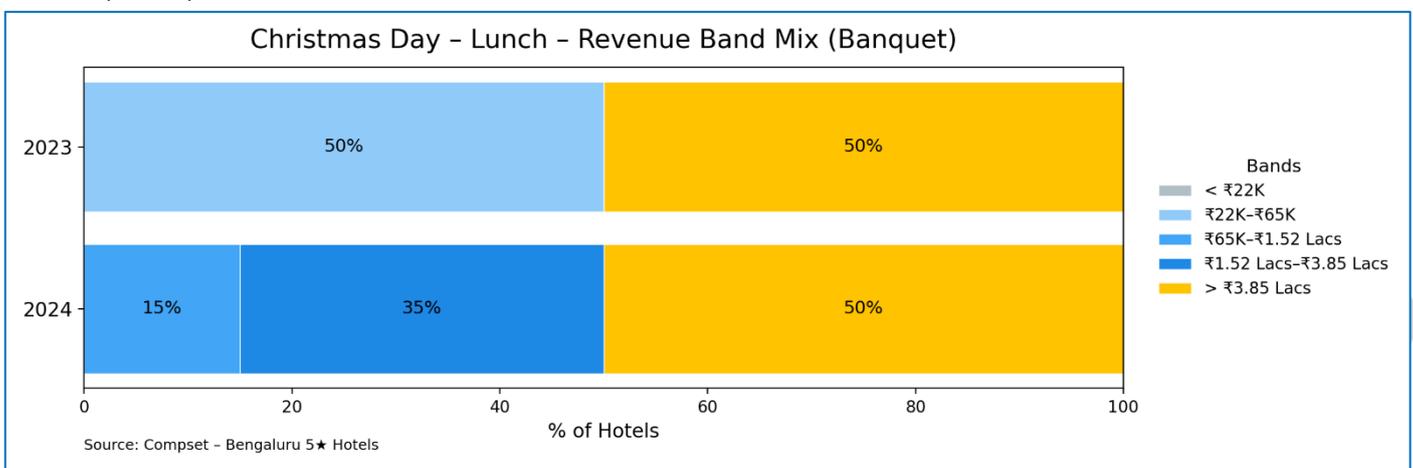
## 11.2 CHRISTMAS DAY: THE "CAPACITY" VALVE

**Market Verdict:** This is the most impressive operational stat of 2024. Banquets saved Christmas Day. As restaurants hit good capacity, hotels successfully activated banquet halls to handle the overflow, generating massive incremental revenue.



### The Explosion of Scale:

- **2023:** The market was split. 50% of hotels did <40 covers (small private rooms).
- **2024:** The shift is tectonic. **60% of hotels** served **60-170 covers** (Dark Blue), and **20%** served **>170 covers** (Yellow).

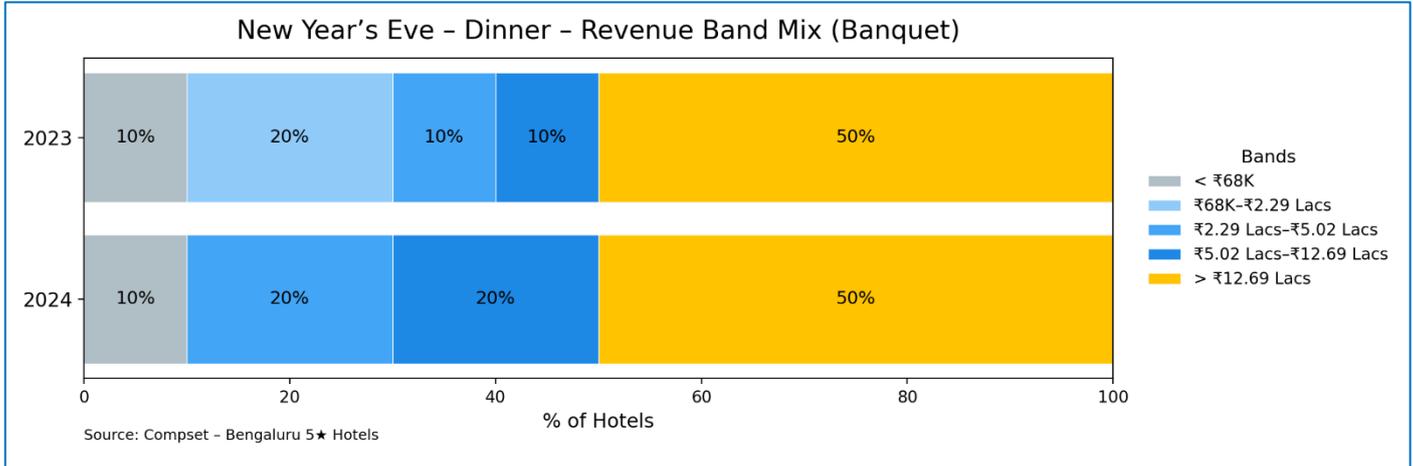


**The Revenue Transfer:**

This volume drove significant cash flow. In 2023, 50% of hotels earned <₹65k here. In 2024, 50% of hotels earned >₹3.85 Lacs (Yellow Band).

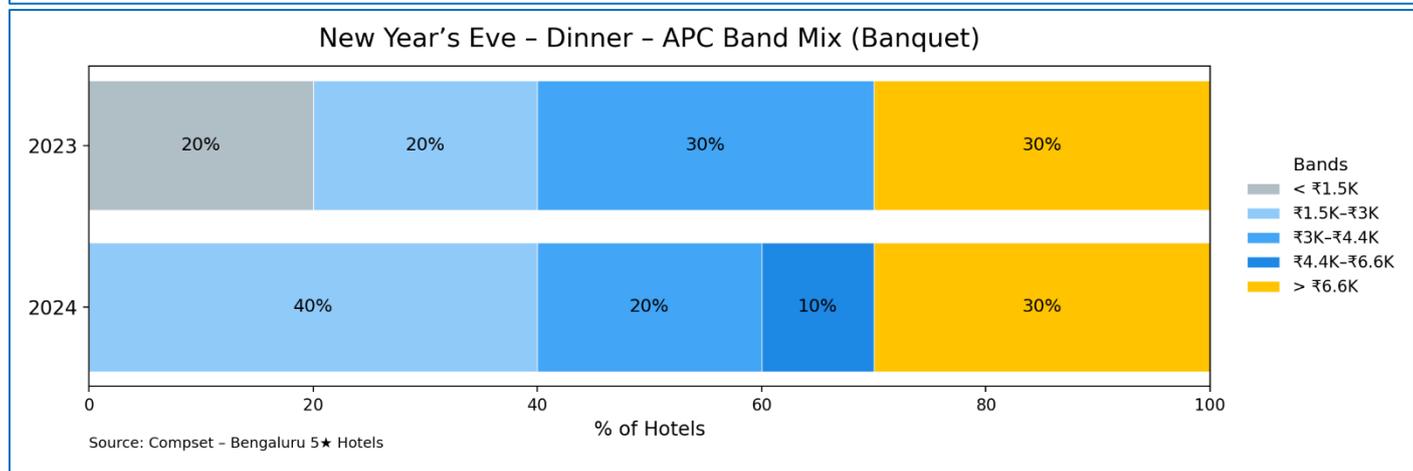
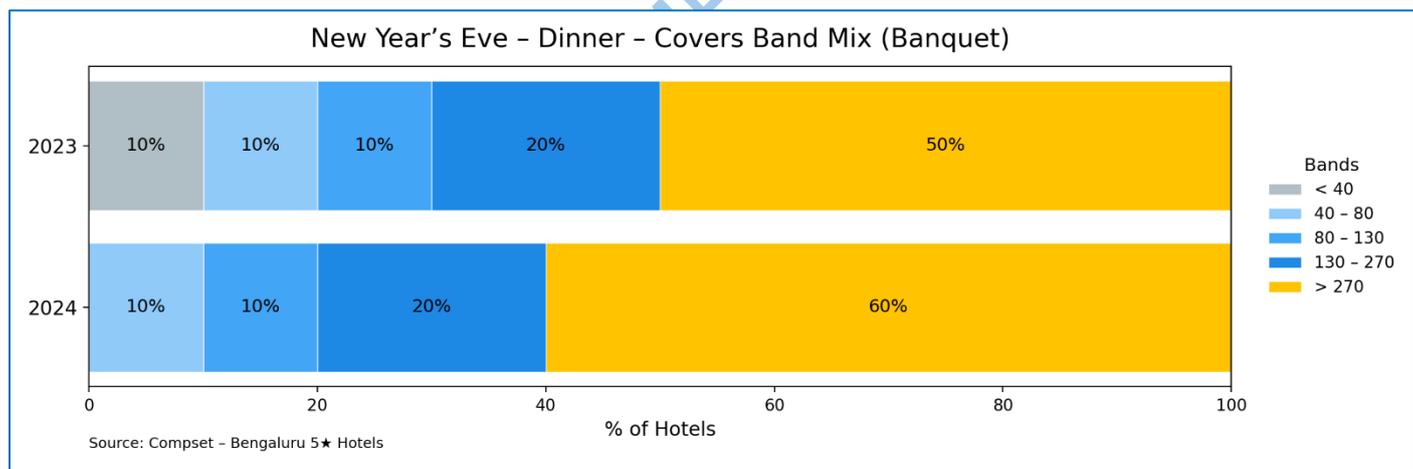
**11.3 NEW YEAR'S EVE: THE "MASS MARKET" AGGREGATOR**

**Market Verdict:** On NYE, the Banquet hall is the "Volume King." While restaurants focused on experience, Banquets focused on density. However, pricing power softened as hotels chased headcount over rate.



**The Density Game:**

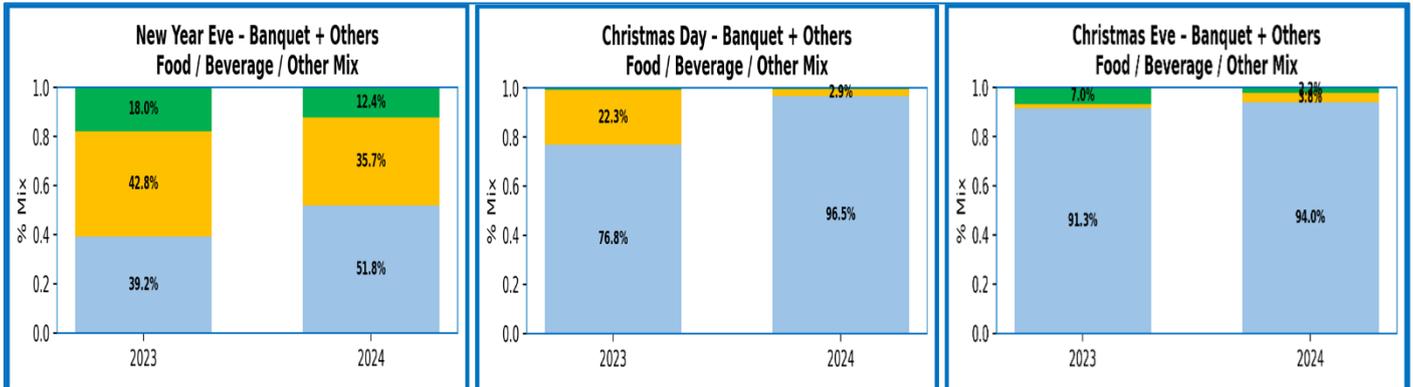
- **2023:** 50% of hotels did >270 covers.
- **2024:** This grew to **60%** (Yellow Band).
- **Insight:** The majority of 5-star hotels in Bengaluru are now hosting massive 300+ person parties. This is the primary engine for "Total Covers."



The "Value" Compromise:

To fill these massive halls, pricing had to be attractive.

- The **Light Blue Band (₹1.5K – ₹3K)** doubled from 20% to **40%**.
- **The Trade-off:** Hotels realized that to get 400 people into a ballroom, they couldn't charge ₹6,000. They dropped the price to the ₹2,500 range to capture the mass market.
- **Compset Verdict:** This is a smart strategy *if* cost controls are tight. High volume at moderate yields delivers better Total Cash than a half-empty premium party.



The Shift to Food:

The Revenue Mix (Left Panel) confirms this "Dining" focus.

- **2023:** "Beverage" revenue was **42.8%**.
- **2024:** "Food" revenue jumped to **51.8%**, while "Beverage" dropped to **35.7%**.
- **Insight:** The model is shifting from "Ticketed Dance Floor" (high margin) to "Gala Dinner Buffet" (higher food cost).

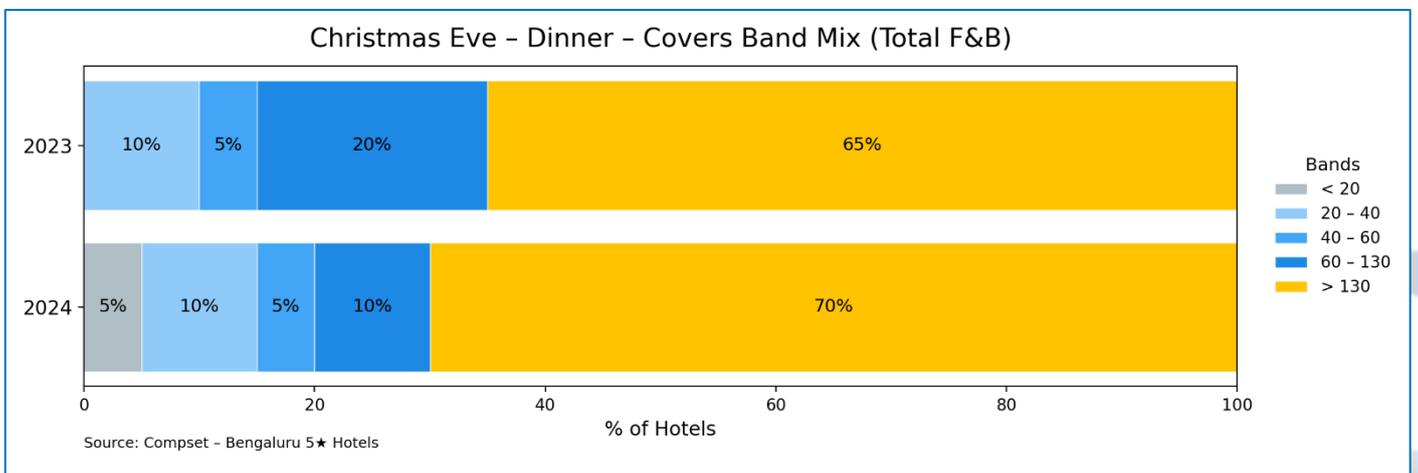
#### 11.4 STRATEGIC SUMMARY: BANQUETS

Metric	2024 Market Behaviour	Compset Strategic Verdict for 2025
Christmas Eve	<b>Discounted.</b> 40% of market <₹1.2k APC.	<b>"Groups Only":</b> Do not sell retail. Keep this space dark unless a corporate buyout is secured.
Christmas Day	<b>Overflow Hero.</b> 50% revenue >₹3.85L.	<b>"The Second Front":</b> Market the Ballroom Brunch aggressively to families who book late. It is a high-demand spillover valve.
New Year's Eve	<b>Volume King.</b> 60% of hotels >270 covers.	<b>"Stack 'Em High":</b> Accept that this is a volume game. Price at ₹2,999++ to guarantee 400+ covers. Let the restaurants handle the premium pricing.

#### MARKET BENCHMARK - TOTAL F&B PERFORMANCE

##### 12.0 Total F&B: The "Aggregate" View

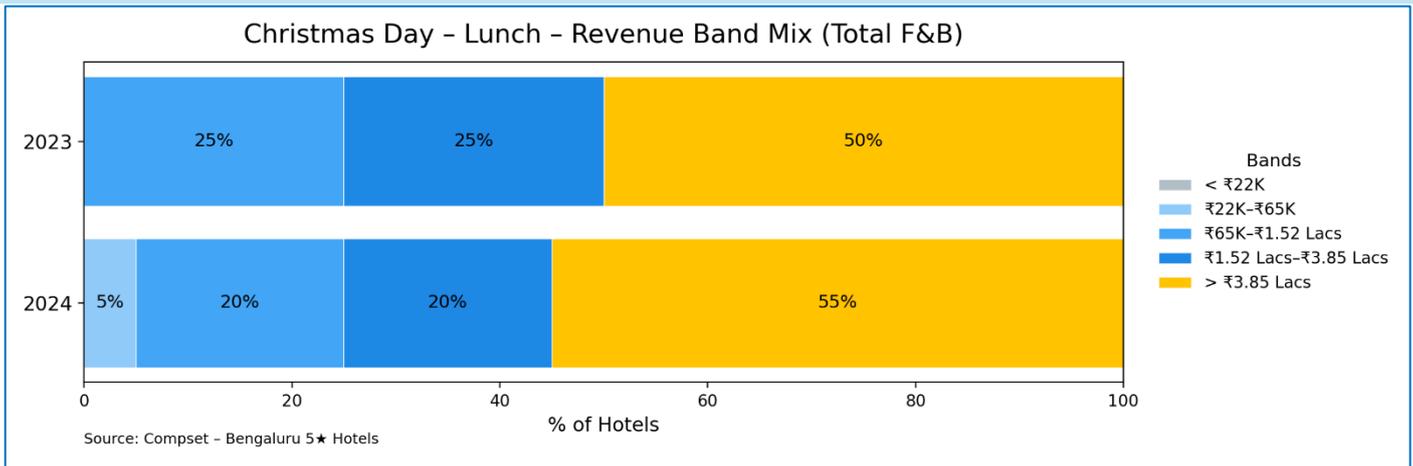
When we look at the hotel holistically (combining all outlets), the structural shift in the Bengaluru market becomes undeniable. The "Dinner" economy is softening, while the "Daytime" economy is booming.



## 12.1 CHRISTMAS EVE: THE "VOLUME" CEILING

- **2023:** 65% of hotels did >130 covers.
- **2024:** This grew to **70%**.
- **Insight:** Despite the drop in individual outlet performance (like the Bar and Indian), the *Total Hotel* volume grew. This proves that demand is consolidating into the **All Day Diner** and **Banquets** (the lower-priced outlets), dragging the overall APC down.

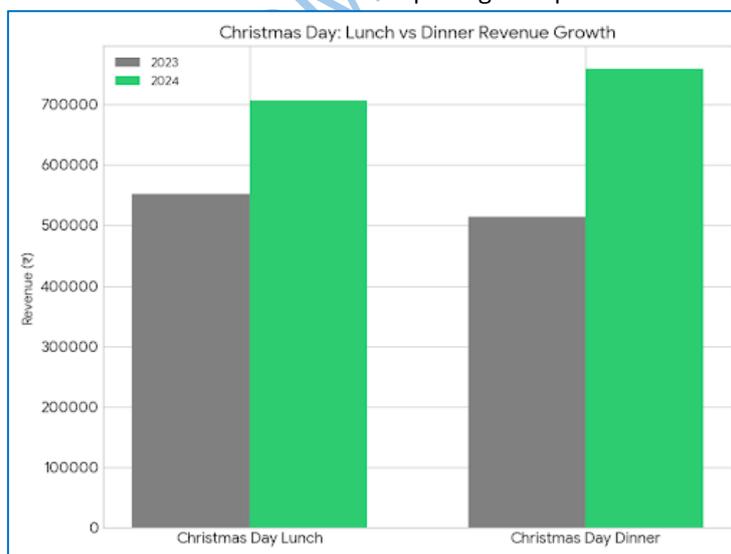
## 12.2 CHRISTMAS DAY: THE "WEALTH" EFFECT



**The Money Maker:** The **Yellow Band (>₹3.85 Lacs)** grew from **50% to 55%**.

- **The Middle Growth:** The **Blue Band (₹1.52L-₹3.85L)** shrank because hotels moved *up* into the Yellow band.
- **Strategic Note:** Christmas Day is the healthiest financial event of the year. It has high volume *and* high rate, with very little "Low Revenue" performance (only 5% in Grey).

**The "Double Peak" Phenomenon:** Market Verdict: The most surprising data point of 2024 is the explosion of Christmas



Day Dinner. Historically considered a "leftover" period after the main Brunch, Dinner has surged to become the highest revenue slot of the entire day.

### Analysis of the Reversal:

- **2023 Behaviour (The "Lunch" Economy):**
  - Look at the Grey bars. Lunch (~₹5.5L) clearly outperformed Dinner (~₹5.1L).
  - The strategy was simple: "Make money at Brunch, survive Dinner."
- **2024 Behaviour (The "Dinner" Takeover):**
  - Look at the Green bars. While Lunch grew healthily to ~₹7.0L (+27%), Dinner exploded to ~₹7.6L (+49%).

- Crucially: The Green Bar for Dinner is *taller* than the Green Bar for Lunch. Dinner is no longer the "secondary" meal; it is the primary revenue generator.

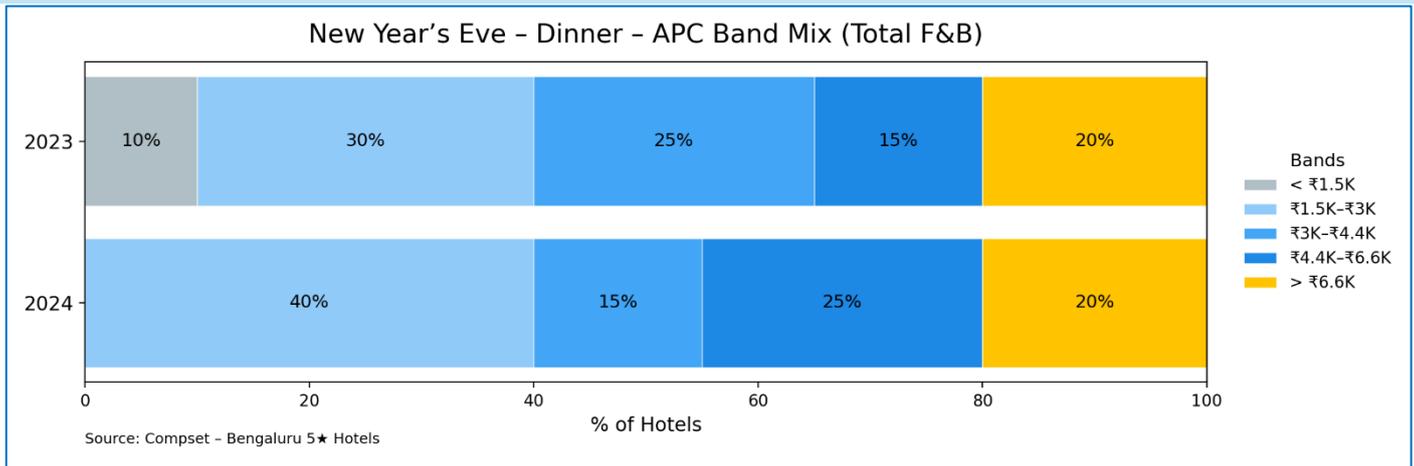
### Why the Shift?

- The "Second Wave" Guest: A new segment has emerged families who visit relatives for a home lunch and then go out for a luxury dinner to cap the holiday.

### Compset Strategic Verdict:

- Stop Closing Early:** In 2025, do not reduce staffing after 4:00 PM. The "PM Shift" is now your most profitable shift.
- Menu Engineering:** Stop serving "Leftover Brunch Buffets" for dinner. Create a dedicated "Christmas Night Gala" menu. The data proves guests are willing to pay premium prices for dinner, outspending the lunch crowd.

## 12.3 NEW YEAR'S EVE: THE "PRICE" CORRECTION



- The Resistance:** Look at the **Yellow Band (>₹6.6K)**. It stayed flat at **20%**.
- The Shift:** The growth happened in the **Dark Blue Band (₹4.4K-₹6.6K)**, which expanded from **15% to 25%**.
- Conclusion:** The Total Hotel APC is softening. Guests are spending less per head than they did in the post-COVID "revenge travel" boom.

## 2025 STRATEGIC ROADMAP

### 13.0 The Compset Verdict

Based on the 2024 operational data, Compset recommends the following strategic pivots for the 2025 Festive Season:

Strategy Pivot	2024 Data Driver	2025 Execution
<b>1. The "Bar" Split</b>	NYE Bar APC band ₹4.4k-6.6k collapsed (50% to 20%).	<b>Choose a Lane:</b> Either go "Mass" (₹2,500 entry) or "Class" (₹7,500 VIP). Do not price in the middle.
<b>2. The "Lunch" Win</b>	Xmas Day Indian covers >60 grew (20% to 40%).	<b>Aggressive Expansion:</b> Open every restaurant for Xmas Lunch. It is no longer just a "Buffet" event; it is a "Speciality" event.
<b>3. The "Eve" Retreat</b>	Bar covers on Xmas Eve <20 stayed high (45%).	<b>Cost Control:</b> Reduce staffing in Bars/Speciality on Dec 24th. Consolidate dining into the ADD to protect margins.

Final Analyst Note:

The era of "Automatic Growth" is over. 2024 showed us that the customer is becoming discerning. They will pay for Food (Asian/Indian growth) and Daytime Experiences (Xmas Lunch), but they are rejecting mediocre, overpriced Nightlife (Bar stagnation). Success in 2025 requires aligning your inventory with these new "consumption bands."