



TSG HOTELS & RESORTS **ANDAMANS**

Business Case Study



CHALLENGES

Pandemic shutdown:

- 3 of 4 hotels were closed, with zero revenues and no reopening plan.

Depleted inventory:

- At the flagship TSG Blue Resort, only ~50% of rooms were sellable. Over time, equipment and furnishings had been stripped from one room to patch another, leaving large portions of inventory unusable.

Guest dissatisfaction

- Ratings across Google, OTAs, and review platforms were at all-time lows. Legacy restaurant Ruchi had goodwill, but the hotels as a whole had poor reputation.

Commercial weakness:

- Minimal OTA business, poor contracts, delayed payments, and high dependence on cash credit. Banquets were under-utilized, F&B had no innovation pipeline.

Cash flow crisis:

- Receivables and payables were completely misaligned, with chronic outstanding dues and no upfront payments from guests.

CHALLENGES

High debt exposure:

- Significant bank debt burden on the ownership.

Cost inefficiencies:

- Heavy reliance on expensive local vendors in Andaman; limited control over supply chain.

Cultural vacuum:

- High attrition, poor retention, and weak employer reputation. Staff morale was low and guest experience reflected that.

APPROACH/STRATEGIC INTERVENTIONS

1 Rapid
Reopening &
Lean
Operations

2 Asset &
Engineering
Recovery

3 Commercial
& Financial
Discipline

4 Revenue
Expansion &
Product
Innovation

5 People &
Culture
Transformation

6 Marketing,
Brand
Positioning &
CSR

RAPID REOPENING & LEAN **OPERATIONS**

- Reopened 3 shuttered hotels by Sept 1, 2021.
- Hired 100+ staff in <20 days; ran 75-room flagship with only 28 staff initially.

ASSET & ENGINEERING **RECOVERY**

- Brought in ex-Marriott engineer to restore inventory.
- Achieved 100% room availability within 90 days.
- Refurbished banquets and key F&B outlets.

COMMERCIAL & **FINANCIAL DISCIPLINE**

- Grew OTA contribution to 35%+ of total business with better terms.
- Implemented advance payment only policy, eliminating receivable stress.
- Balanced creditor/ debtor positions and cleared historic bank debt.

REVENUE EXPANSION & PRODUCT INNOVATION

- Doubled ADRs and revenues.
- Launched Mavi Rooftop Lounge; renovated banquets for MICE/weddings.
- Built and scaled TSG Loyalty Program (100+ active members).

PEOPLE & CULTURE **TRANSFORMATION**

- Rebuilt HR practices, creating retention above industry average.
- Established a culture of empowerment and care → stronger employer brand.

MARKETING, **BRAND POSITIONING** & **CSR**

- Unified owner businesses under one cohesive brand identity.
- Strengthened marketing presence and visibility across digital channels.
- Rolled out sustainability initiatives: solar panels (60% energy in 2 hotels), TSG Foundation programs, community beach cleanups, and healthcare support.

Revenue uplift:

**~100%
increase**

overall, with growth driven by restored inventory, OTA penetration, and new F&B concepts.

Profitability surge:

**> 2x
improvement**

from disciplined cash controls, cost rationalization, and advance payment system.

OUTCOME

100% room availability restored:

- Within 3 months, unlocking revenue potential across all four hotels.

Guest ratings improved dramatically:

- All hotels and restaurants now maintain 4.5+ to 4.8 average ratings.
- Ruchi restaurant elevated to 4.8 with thousands of reviews.

Cash flow discipline:

- Zero receivable stress, fully advance-driven booking model.
- Bank debts cleared with sustained positive cash flows.

Employer of choice:

- Retention rates significantly higher than industry norms.

Brand equity established:

- From fragmented and distressed to one of Andaman's most recognized hospitality brands, combining profitability with social responsibility.

LEARNINGS

Owner empowerment is catalytic:

- High trust and autonomy enabled bold restructuring without interference.

Speed matters:

- Rapid reopening before season prevented long-term market erosion.

Controls + culture:

- Operational discipline (payments, purchasing, cash flow) must be paired with cultural transformation (team care, retention, CSR) to deliver sustainable results.

Community integration strengthens brand:

- CSR initiatives in a small, insular market built goodwill and positioned TSG as a local champion, not just a business.



PROMILLER
GROUP

THANK YOU

