

Profile

Hospitality Transaction & Advisory

Unlocking value for hotel owners, investors
and operators across India

CRE INDIA

20+

Years of Real
Estate Expertise

2,000+

CRE Deals
Executed

India

Hospitality
Coverage

The Mega Opportunity

\$24.6B

Market Size
(2024)



\$31B

Projected Market
by 2029



68%

Branded Hotel
Occupancy FY25



₹8,000

Avg Room Rate
FY25 (ARR)



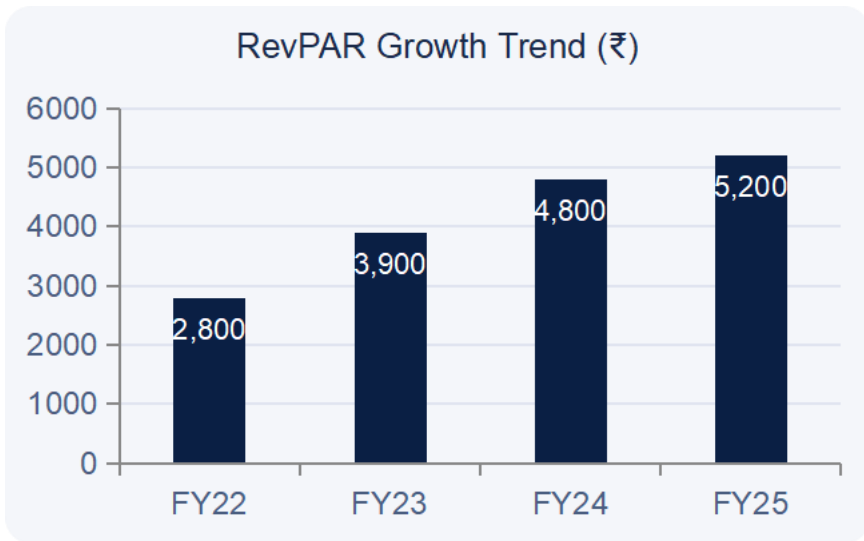
1,14,000

+

Room Pipeline
Next 5 Years

↑58% YoY

India's Hospitality Sector: KPIs at a Glance



+11% YoY
RevPAR Growth (2025)

+8.7% YoY
ADR Growth (2025)

68%
National Occupancy (FY25)

\$456M
Hotel Deal Value (2025)

+40% YoY
Domestic Tourism Rise

+14.8%
Tier 2 & 3 Supply Growth

KEY INSIGHT

India's hospitality market capitalisation has grown 12x in a decade (₹207B → ₹2.5T). Listed hotel companies target 70,000+ new keys by FY30. Demand is projected to outpace supply for the next 3 years — making this the ideal window for strategic transactions.

7 Critical Pain Points Faced by Indian Hotel Owners

01 Valuation Opacity

No standardised hotel valuation framework. Owners lack credible independent benchmarks, leading to mispriced assets and failed deals.

02 Debt-Laden Assets

80%+ of Indian hotels are highly leveraged. Debt service pressure forces distressed sales — but owners rarely get fair value without advisory support.

03 Complex Title & Licensing

Multiplicity of land laws and historical title ambiguity make hotel acquisitions legally treacherous without seasoned due diligence.

04 HMA Restrictions

Hotel Management Agreements contain transfer restrictions, performance tests, and penalty clauses that trap owners seeking exits or operator switches.

05 Limited Buyer Universe

Qualified, credible buyers for hotel assets are rare. Without a curated investor network, deals stall or collapse at binding stage.

06 Brand/Operator Mismatch

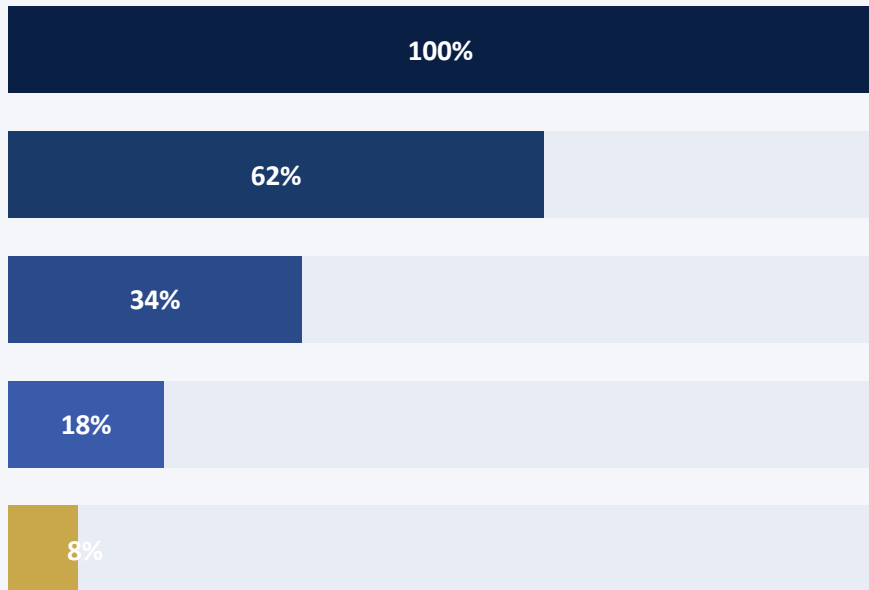
45% of Indian chain hotels struggle with multi-property management. Wrong brand-market fit costs operators 5–8% in RevPAR annually.

07 No Single Trusted Advisor

Owners face fragmented advisors — legal, financial, brand — with no integrated mandate holder who protects ownership interest end-to-end.

Why Indian Hotel Deals Break Down — and Why Advisors Are Critical

Deal Attrition in Indian Hotel Transactions



Source: Industry estimates, CRE India analysis

Where Deals Break Without a Specialist Advisor

Asset

Valuation Mismatch

Buyer-seller price gap > 25% in 60%+ of deals due to no independent valuation anchor

Pass

Reach

Title & Legal Defects

Land title issues, license gaps, and HMA restrictions kill 30%+ of hotel deals post-LOI

Complete

Transaction

Investor Access Failure

Owners approach retail buyers; PE funds, family offices, and REITs remain unexplored without a network advisor

CRE India — Who We Are

Hospitality Focussed Transaction & Advisory Firm

CRE India is a specialist advisory platform combining deep hospitality sector expertise with institutional-grade transaction execution. We are preferred advisor to hotel owners, institutional investors, developers, and operators — bridging the gap between asset potential and financial outcome.

Founded and led by a CRE industry veteran with 20+ years of transactional experience across Berkshire Home Services ,Colliers International, IL&FS, Anant Raj, 360 Realtors , ICICI Bank and Birla Sun Life — CRE India brings best practices to the Indian hospitality market.

Founded 2014

A decade of building India's commercial real estate advisory ecosystem

75+ Years Combined

Co-founding team with collective industry experience across 2,000+ deals

Integrated Mandate

Single advisory relationship covering transaction, v brand affiliation, and ancillary coordination

Investor Network

Access to funds, HNIs, family offices, listed hotel chains, and REITs

Hospitality Assisted Advisory & Transaction Services

Hotel Transactions

- ▶ Buy-side & sell-side advisory
- ▶ Asset disposition mandates
- ▶ Off-market deal sourcing
- ▶ Bid process management

Third Party Assistance

- ▶ Valuation
- ▶ Feasibility
- ▶ Title Verification
- ▶ Debt assistance

Operator & Brand Search

- ▶ Brand selection
- ▶ HMA negotiation & review
- ▶ Franchise structure advisory
- ▶ Operator Optimisation

Investor Relations

Market Intelligence

Asset Advisory

Why CRE India — The Competitive Edge

Capability	CRE India	Generic Broker	Legal Firm Only
Integrated Transaction	✓	X	X
Hotel Best Use	✓	Partial	X
Investor Access	✓	X	X
Brand & HMA Negotiation	✓	X	✓
Market Intelligence	✓	Partial	X

"We do not just introduce buyer to seller. We accelerate to match the right fit."

The Window of Opportunity — 2025–2028

Demand Outpacing Supply

For the first time in over a decade, hotel demand is projected to outpace supply over the next 3 years — buyers face limited inventory, driving premium valuations for well-positioned assets.

Tier 2 & 3 Gold Rush

Tier 2/3 cities recorded +14.8% supply growth vs. 3.4% in metros. Spiritual tourism, medical tourism, and MICE demand are creating first-mover advantages in 177 new markets.

Record Investor Capital

Hotel deal value surged 2.5x YoY to \$456M in 2025. PE funds, sovereign wealth funds, and family offices are actively building India hotel portfolios. The window is open.

Distress Creates Opportunity

Structured advisory can mediate between debt-laden owners and institutional buyers — India's hospitality sector carries ₹50,000 crore of outstanding debt, creating a generation-defining transaction window.

Meet the Founder

PHOTO

[LinkedIn Profile Photo
Ajay Rakheja]

[linkedin.com/in/ajay_rakheja](https://www.linkedin.com/in/ajay_rakheja)

Ajay Rakheja

Founder & CEO | CRE India

C-Suite Real Estate Leader | Commercial & Hospitality Transactions | Investments | Proptech

Composite leader that has a passion for Commercial Real Estate and has been Influencer when it comes to Insights and Execution. Still Learning.....

Let's Create Value Together.

Whether you are looking to sell, acquire, restructure, or reposition a hotel asset — CRE India is your Preferred partner. We deliver outcomes, not just advice.

Take the First Step

[BOOK A MEETING](#)

CONTACT US

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