Introduction to Certifications and Training offered by the STR SHARE Center

Supporting Hotel-related Academic Research and Education

str

Benchmarking your world

STR by the numbers

20 offices
400 employees

Data from
180 countries

68,000
hotel customers
globally (properties)

9.1 million
rooms on the platform

London
Scotland
Edinburgh
Germany
Spain
Italy
United Arab Emirates
India
China
Japan
Singapore
Hong Kong
Indonesia
Australia
South Africa

Cleveland
Ohio
Broomfield
Colorado
Hendersonville
Tennessee
Colombia
Brazil
Argentina

- **Over 200K in hotel census database**

- **Participation of almost all hotel chains**

- **Provide data to hotel companies, tourism organizations, consulting firms and many other businesses**

The str | SHARE center

- Stands for *"Supporting Hotel-related Academic Research and Education"*

- Our <u>mission</u> is to provide universities around the world …
  - with large volumes of different types …
  - of hotel and tourism data, as well as related resources, …
  - for research, student projects and for use in the classroom

- Launched in 2011, there are nearly 900 schools involved from 75 different countries.

- The SHARE Center partners with 50 different academic associations and support organizations.

- The SHARE Center is STR's way to "<u>give back</u>" to academia.

- STR strives to be a leader when it comes to <u>bridging the gap</u> between industry and academia.

Different types of Hotel & Tourism Data

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1. **Hotel Performance (Occupancy, ADR, RevPAR) data**

2. **Hotel Profit & Loss (accounting/profitability) data**

3. **Hotel Pipeline & Supply (development) data**

4. **Hotel Industry Statistics (property/room counts)**

5. **User-defined Destination/Tourism reports**

6. **Hotel Census data (attribute information)**

7. **Hotel Company information**

8. **Hotel Sales Transaction data**

9. **Forecast reports**

10. **More/new types of data all the time: F&B, Casino, monthly P&L, Forward, …**

Professors and students can request this data for industry segments or specific groups of hotels anywhere in the world.

Samples of these reports and data files are available. Let us know what your needs are or what you would like to see.

Used for research, student projects and in the classroom.

A Wide Range of Training-related Resources

- **Training programs – comprehensive, everything included**

- **Help with student projects – data and examples**

- **Analytics related certifications for students, professors & industry**

- **Student competitions - Market Study, Impact Analysis, Real Estate**

- **HotelNewsNow.com (STR) – access to articles, publish research**

- **Access to special studies/research – Airbnb, hostels, Google**

- **Global Industry publications – country, continent, cities**

- **Sample reports and hotel industry reference information**

- **<u>Speaker support</u> for Deans, Directors and Department Heads**

- **SHARE communications, updates, webinars, roundtables**

Industry Relevant Training Programs

Current:

- **Hotel Industry Analytical Foundations**
- **Hotel Math Fundamentals**
- **Property Level Benchmarking**
- **Hotel Industry Performance Reports and Research**

- **How to Conduct a Market Study**
- **How to Conduct an Event Impact Analysis**
- **How to Conduct an Economic Analysis**
- **How to Conduct a Feasibility Study**

- **Hot Topics, Current Issues and Future Challenges in the H&T Industry**
- **Worldwide Survey of the Hotel and Tourism Industry**

In progress:

- **Tourism Industry Analytics**
- **Revenue Management**
- **Analyzing and Visualizing H&T Data (Excel, BI, Tableau, R)**
- **Profitability Analysis (accounting applications), Development Analysis**

Comprehensive training packages are provided with PowerPoint, application exercises, and all supporting materials.

# Sample Training - Hospitality and Tourism Hot Topics

- **Over 250 slides on current issues, hot topics and future challenges**

- **Reviews current data trends, latest news, industry concerns, conference updates, what are hotel and tourism professionals talking about**

- **Also industry relevant research ideas for professors and students**

- **Sections include Performance, Development, Mergers & Acquisitions, Branding, Disruptor Evolution, Sharing Economy, Revenue Management, Technology, Big Data/Analytics, International Tourism Trends, and H&T Talent Gap**

H&T Hot Topics

Performance

Development

Hotel Branding

M&A

HELLO I'M A... DISRUPTOR!
Evolution

Revenue Management

Technology

Big Data

International Tourism

Worldwide Survey of the Hotel Industry

- Table of Contents:
  1. Worldwide Geography
  2. Players in the Hotel Industry
  3. The Global Hotel Industry
  4. Countries by Continent and Subcontinent

- 200 slides, global look at hotel industry stats, rankings, chains by companies, definitions

- Countries by Market, Scale, Class and Chain, tourism and economic stats

- U.S. by Region and State, Canada by Province

- Perfect to introduce students to the hotel industry in other parts of the world
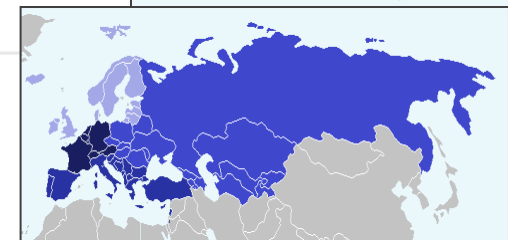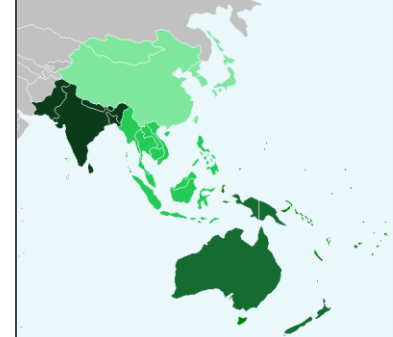
Parent Companies and Chains – InterContinental Hotels Group & Hilton Worldwide						
Parent Company	Chain	Scale	U.S. Props	U.S. Rooms	WW Props*	WW Rooms*
InterContinental Hotels Group	InterContinental	Luxury Chains	21	8,794	171	57,483
	ANA	Upscale Chains			10	2,357
	Crowne Plaza	Upscale Chains	146	41,075	394	109,132
	Hotel Indigo	Upscale Chains	33	3,875	50	5,664
	Staybridge Suites	Upscale Chains	172	18,489	189	20,696
	Holiday Inn	Upper Midscale Chains	666	118,281	1,216	224,304
	Holiday Inn Express	Upper Midscale Chains	1,792	152,375	2,188	204,828
	Holiday Inn Garden Court	Upper Midscale Chains			10	685
	Holiday Inn Select	Upper Midscale Chains	3	641	10	2,209
	Sunspree Resorts	Upper Midscale Chains	1	97	2	617
	Candlewood Suites	Midscale Chains	298	28,530	299	28,675
Hilton Worldwide	Conrad	Luxury Chains	4	1,267	25	7,817
	Waldorf Astoria	Luxury Chains	14	7,417	23	9,882
	Embassy Suites	Upper Upscale Chains	205	49,841	212	51,584
	Hilton	Upper Upscale Chains	249	100,382	555	193,686
	DoubleTree	Upscale Chains	251	64,196	319	80,573
	Hilton Garden Inn	Upscale Chains	506	68,591	560	77,004
	Homewood Suites	Upscale Chains	307	33,750	318	34,919
	DoubleTree Club	Upper Midscale Chains	4	549	4	549
	Hampton Inn	Upper Midscale Chains	1,200	113,404	1,247	119,466
	Hampton Inn & Suites	Upper Midscale Chains	621	63,774	644	66,620
	Home2 Suites by Hilton	Upper Midscale Chains	13	1,365	13	1,365

Student Competitions

- **For the last five years, we have organized a student Market Study Competition with over 45 schools participating from all over the world.**

- **Market Study competitions were conducted this year in Hong Kong, London, NY and Mexico. Next year in Taiwan, London and Mexico.**

- **Student groups select cities and prepare Market Studies, using STR data, training and samples.**

- **Groups prepare presentations and then come together to deliver their findings to industry professionals.**

- **Winning teams receive cash prizes. All teams are recognized.**

- **Considering personalized Market Study competitions, also Event Impact Analysis, Innovation and Hackathon Competitions.**

Student Certification Programs

Benchmarking
your world

Certification Overview

- **There are now four certifications, three for academics and three for industry.**

Certification Name	Abbreviation	Target Audience	Cost (USD)	Cost Developing Country	Year launched	Exam (number of questions)	Time (hours)	Comment
Certification in Hotel Industry Analytics	CHIA	Academic	75	40	2012	50	8-10	Most popular certification, over 16,000
		Industry	300	200	2014			
Hotel Industry Foundations and an Introduction to Analytics	HIFIA	Academic	60	30	2014	30	4-5	Light version of CHIA for students
Certification in Analytic Essentials	CAE	Industry	200	TBD	2018	30	4-5	Light version for hotel managers, STAR reports focus
Certification in Advanced Hospitality and Tourism Analytics	CAHTA	Academic	150	TBD	2018	50	8-10, not including project	Beyond CHIA, how to do H&T research, also project deliverable
		Industry	TBD	TBD	2019			

Certification in Hotel Industry Analytics (CHIA)

- **In 2012, we launched the CHIA jointly with ICHRIE and AHLEI. The CHIA is also endorsed by the Institute of Hospitality.**

- **Nearly 20,000 students, professors and industry professionals have received the CHIA certification.**

- **Hundreds of schools offer the CHIA to students. Industry professionals from hundreds of companies have been certified.**

- **Qualifying recipients receive certificates and can use the "CHIA" designation on their business cards and resumes. For students, the CHIA sets them apart from other graduates.**

- **Hotel companies are starting to ask for CHIA-certified students. We've received great testimonials from students and professionals.**

Academic Certification - Details

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- The exam cost to the student is $75. There are need-based scholarships and emerging nation rates.

- Testing is administered by AHLEI. Hardcopy or online exams are available.

- There are 50 multiple choice questions on the exam and the minimum passing score is 70%.

- Universities that are interested in offering the certification are encouraged to send at least one professor to a free Train the Trainer session, which are offered regular in all parts of the world.

- The STR SHARE Center has conducted hundreds of free train-the-trainer sessions.

Academic CHIA - Audience

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- **The certification content is perfectly suited for <u>hospitality management students</u>. Participants learn the metrics, formulas, benchmarking reports and strategies that are used by hotels and hotel companies.**

- **The material regarding definitions, methodologies, performance reports, and analyzing market data is just as relevant for <u>tourism students</u>.**

- **Many universities are presenting the certification training to restaurant, meeting/events, and <u>other students</u> to ensure they understand the hotel and tourism industry and to provide career flexibility in the future.**

Academic CHIA - Presentation Options

- **Schools are using a variety of different formats to present the training to their students.**

- **Universities have incorporated the certification in Lodging Operations, Revenue Management, and Capstone classes. Some universities are offering the training in a workshop and some have offered it as a lab.**

- **Some schools are presenting the material in one class. Others are spreading the material out over multiple classes. Some have made it optional and others have made it mandatory.**

- **Many schools have offered the certification to their graduate students.**

CHIA Training Materials

- A comprehensive training package is provided for professors to make it easy to deliver the certification training.

- There is a thorough (250 slides) PowerPoint which professors can personalize. Videos are also available.

- The training includes industry hints and "tricks of the trade", case scenarios, e.g.: "Suppose you are the GM …", excerpts from a variety of different sample reports, and examples of analyzing different types of hotel data.

- The PowerPoints also include application exercises and quizzes. Corresponding spreadsheets are provided with all the data necessary for the application exercises.

CHIA Description

- **This is the leading hotel-related certification for undergraduate and graduate students in Hospitality and Tourism programs (leading certification related to analytics for industry professionals).**

- **This recognition provides evidence of a thorough knowledge of the foundational <u>metrics, definitions, formulas, and methodologies</u> that are used by the hotel industry.**

- **Recipients have proven that they can "<u>do the math" and interpret the results</u>.**

- **They have demonstrated an ability to <u>analyze various types of hotel industry data and to make strategic inferences</u> based upon that analysis.**

- **Certification also confirms a comprehensive understanding of <u>benchmarking and performance reports</u>.**

- **Achieving this distinction announces that you have a place among the best graduates in your profession and opens the doors to future career opportunities.**

CHIA Certification Content

- **Hotel Industry Analytical Foundations**

  – Who are the players, affiliations, size and structure, categorization basics, benchmarking in the hotel industry, competitive sets, creating, changing, rules, stats, hotel industry lingo, industry hotel topics

- **Hotel Math Fundamentals, the metrics used by the Hotel Industry**

  – Foundational metrics, definitions, formulas (Supply, Demand, Revenue, Occupancy, ADR, RevPAR, % changes, multi-year, index, yield, penetration, market share, ranking), methodologies, interpreting the numbers, Excel-based

- **Property Level Benchmarking (STAR Reports)**

  – Step though each page of a monthly, weekly, and daily STAR report; how do hotel managers use the data to make strategic decisions, hints, questions, case scenarios

- **Hotel Industry Performance Reports**

  – Step through each page of each ad-hoc report (Trends, Pipeline, HOST, Forecast, Destination Reports, others), explain all the metrics and how they are used, hints

CHIA Certification Outline

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1. **Hotel Industry Analytical Foundations**

    a. **Players/affiliations**

    b. **Geographic Categorizations**

    c. **Non-geographic Categorizations**

    d. **Benchmarking in the Hotel Industry**

2. **Hotel Math Fundamentals, the metrics used by the Hotel Industry**

    a. **Property**

    b. **Competitive Set**

    c. **Industry**

    d. **International issues**

3. **Property Level Benchmarking (STAR Reports)**

    a. **Introduction**

    b. **Monthly STAR Reports**

    c. **Weekly STAR Reports**

    d. **Additional STAR Reports**

4. **Hotel Industry Performance Reports**

    a. **Introduction and Trend Reports**

    b. **Pipeline Reports**

    c. **HOST/Profitability Reports**

    d. **Destination and Additional Reports**

CHIA Application Exercises – sample list

1. Compare the hotel industry in different areas of the world

2. Contrast various players in the hotel industry (chain, company)

3. Determine benchmarking alternatives/advantages in the hotel industry

4. Determine the best/most accurate competitors for a subject hotel (choose a comp set)

5. Analyze raw property/comp set monthly performance data

6. Evaluate life-like performance data of different sample hotels

7. Work with daily and group/transient data to find improvement areas

8. Explain positive and negative impacts upon percent changes

9. Analyze industry performance data for a geographic area

Hotel Industry in Berlin by Submarket, Class & Chain

Submarket	Hotels	Rooms
Berlin City Centre East	139	20,364
Berlin City Centre West	213	22,656
Berlin Outer Boroughs	209	15,157
Berlin Surroundings	75	6,464

Class	Hotels	Rooms
Luxury Class	14	3,120
Upper Upscale Class	38	7,379
Upscale Class	121	15,810
Upper Midscale Class	109	14,360
Midscale Class	147	10,372
Economy Class	207	13,600

Chain (500+)	Hotels	Rooms
Motel One	8	2,345
NH Hotels	10	1,658
Hotel ibis	11	1,628
Holiday Inn	7	1,589
Mercure Hotels	9	1,462
Park Inn	2	1,106
ibis budget	8	959
Leonardo Hotels	5	924
Maritim	2	908
Steigenberger	3	874
Best Western	6	840
Scandic Hotel	2	779
InterCityHotel	3	773
Kempinski Hotels	2	683
Crowne Plaza	2	679
Meininger Hotels	4	655
Hilton	1	601
InterContinental	1	558
Tryp by Wyndham	3	551
Novotel Hotels	2	512

Selecting a Competitive Set for a Hotel – The Four P's
participation, proximity, pricing, and product – *sample application*

CensusID	Name	Distance	Rooms	Monthly	Daily	Open Date	Class	Total Meeting Space (SqFt)
20862	Loews Vanderbilt Plaza Hotel	0.00	340	X	X	1984-06-01	Luxury Class	24,000
24233	Hampton Inn Nashville Vanderbilt	0.21	169	X	X	1986-09-01	Upper Midscale Class	780
32905	Hampton Inn Suites Nashville Vanderbilt Elliston	0.23	157	X	X	1996-06-01	Upper Midscale Class	
20336	GuestHouse Inn & Suites Nashville	0.26	108	X	X	1986-09-01	Economy Class	
31469	Courtyard Nashville Vanderbilt West End	0.28	226	X	X	1995-09-01	Upscale Class	1,500
62136	Homewood Suites Nashville Vanderbilt	0.32	192			U/C - -	Upscale Class	
42199	Embassy Suites Nashville @ Vanderbilt Univ	0.35	208	X	X	2001-07-01	Upper Upscale Class	2,679
58049	Hutton Hotel	0.37	247	X	X	2009-02-01	Luxury Class	13,600
54739	aloft Hotel Nashville West End	0.40	139	X	X	2007-10-01	Upscale Class	1,995
61774	Home2 Suites Nashville Vanderbilt	0.45	119	X	X	2012-05-01	Upper Midscale Class	
59151	Hilton Garden Inn Nashville Vanderbilt	0.48	194	X	X	2009-06-01	Upscale Class	4,272
42919	Marriott Nashville @ Vanderbilt University	0.49	307	X	X	2001-11-01	Upper Upscale Class	11,000
588	Holiday Inn Nashville Vanderbilt Downtown	0.63	297	X	X	1969-10-01	Upper Midscale Class	4,700
10316	Comfort Inn Nashville	0.79	145	X	X	1982-07-01	Upper Midscale Class	
12663	Best Western Plus Music Row	0.81	102	X	X	1985-04-01	Upper Midscale Class	1,200
12207	Autograph Collection Union Station Hotel	1.09	125	X	X	1986-06-01	Upper Upscale Class	12,000
43898	Extended Stay America Nashville Vanderbilt	1.10	114	X	X	2002-05-01	Economy Class	
27663	Holiday Inn Express Nashville Downtown	1.16	287	X	X	1989-08-01	Upper Midscale Class	4,045
56136	Homewood Suites Nashville Downtown	1.33	113	X	X	2007-12-01	Upscale Class	1,718
12660	Best Western Downtown Convention Center	1.35	101	X	X	1961-06-01	Midscale Class	
20769	Renaissance Nashville Hotel	1.38	673	X	X	1987-08-01	Upper Upscale Class	31,000
5814	Sheraton Hotel Nashville Downtown	1.41	472	X	X	1975-05-01	Upper Upscale Class	25,000
12667	Preferred Hermitage Hotel	1.43	122	X	X	1910-06-01	Luxury Class	4,041
38991	Hilton Nashville Downtown	1.50	330	X	X	2000-10-01	Upper Upscale Class	12,962
61329	Omni Nashville	1.51	800			U/C - -	Upper Upscale Class	80,000
34668	Courtyard Nashville Downtown	1.59	192	X	X	1998-06-01	Upscale Class	3,200
9616	Doubletree Nashville	1.59	337	X	X	1979-06-01	Upscale Class	34,000
54943	Hampton Inn Suites Nashville Downtown	1.60	154	X	X	2007-05-01	Upper Midscale Class	1,196
62266	Hyatt Place Nashville Downtown	1.64	255			U/C - -	Upscale Class	3,200
56770	Hotel Indigo Nashville	1.67	130	X	X	2010-03-01	Upscale Class	2,708
8158	Days Inn Nashville	2.32	180	X	X	1969-06-01	Economy Class	4,000

Working with Raw Property and Comp Set Data
enter formulas for Occupancy, ADR, RevPAR, indices & percent changes

STR#	YYYYMM	Subject Supply	Subject Demand	Subject Occ	Subj Occ %Chg	Comp Supply	Comp Demand	Comp Occ	Comp Occ %Chg	Occ Index	Occ Indx %Chg
123456	201101	10633	6241	58.7	-5.9	87978	50167	57.0	3.2	102.9	-8.8
123456	201102	9604	6320	65.8	-10.2	79464	54169	68.2	7.4	96.5	-16.3
123456	201103	10633	8695	81.8	-9.5	87978	71498	81.3	-3.6	100.6	-6.1
123456	201104	10290	9044	87.9	-6.4	85140	71754	84.3	-8.6	104.3	2.3
123456	201105	10633	8712	81.9	-2.1	87978	76130	86.5	1.7	94.7	-3.7
123456	201106	10290	8420	81.8	-9.3	85140	73657	86.5	1.0	94.6	-10.2
123456	201107	10633	9119	85.8	4.0	87978	73059	83.0	-0.5	103.3	4.5
123456	201108	10633	7771	73.1	-9.4	87978	59503	67.6	-1.8	108.1	-7.7
123456	201109	10290	7282	70.8	-8.3	85140	59022	69.3	-7.4	102.1	-1.0
123456	201110	10633	9117	85.7	-1.8	87978	69829	79.4	-4.0	108.0	2.2
123456	201111	10290	6909	67.1	1.0	85140	57035	67.0	0.5	100.2	0.4
1234											18.0
1234											-4.2
1234											14.0
1234											4.1
1234											1.8
1234											6.7
1234											1.9
1234											-3.2
123456	201208	10633	8249	77.6	6.2	87978	60720	69.0	2.0	112.4	4.0
123456	201209	10290	8082	78.5	11.0	85140	62208	73.1	5.4	107.5	5.3
123456	201210	10633	8729	82.1	-4.3	87978	71406	81.2	2.3	101.1	-6.4
123456	201211	10290	7070	68.7	2.3	85140	56505	66.4	-0.9	103.5	3.3
123456	201212	10633	5132	48.3	-4.9	87978	45712	52.0	15.7	92.9	-17.8

Occ Index

Analyzing performance of life like hotels
find possible problems, opportunities for improvement and future strategies

Day of Week

Day of Week	Time Period	RevPAR My Property	% Chg	Competitive Set	% Chg	Index (RGI)	% Chg
Sunday	Current Month	119.79	54.8	113.05	41.5	106.0	9.4
	Year To Date	119.79	54.8	113.05	41.5	106.0	9.4
	Running 3 Month	85.19	14.1	88.54	13.3	96.2	0.7
	Running 12 Month	105.56	17.3	96.25	9.1	109.7	7.5
Monday	Current Mon				26.1	97.6	9.5
	Year To Date				26.1	97.6	9.5
	Running 3 M				12.2	91.4	-5.0
	Running 12 Month	115.40	11.1	110.24	5.9	104.7	4.9
Tuesday	Current Month	138.27	27.8	133.11	2.3	103.9	25.0
	Year To Date	138.27	27.8	133.11	2.3	103.9	25.0
	Running 3 Month	108.55	5.3	108.78	4.5	99.8	0.7
	Running 12 Month	116.74	2.2	111.74	4.0	104.5	-1.8
Wednesday	Current Month	130.49	11.7	117.59	-8.5	111.0	22.1
	Year To Date	130.49	11.7	117.59	-8.5	111.0	22.1
	Running 3 Month	111.27	2.2	103.21	-0.3	107.8	2.5
	Running 12 Month	117.83	3.8	104.65	2.1	112.6	1.7
Thursday	Current				-5.4	89.9	30.6
	Year To					89.9	30.6
	Running				-1.5	99.6	-6.6
	Running 12 Month	111.05	-2.1	99.80	1.4	111.3	-3.5
Friday	Current Month	119.64	52.7	97.72	6.9	122.4	42.8
	Year To Date	119.64	52.7	97.72	6.9	122.4	42.8
	Running 3 Month	119.92	5.6	94.76	1.5	126.5	4.0
	Running 12 Month	116.13	12.7	97.19	4.3	119.5	8.0
Saturday					31.1	104.8	-3.4
					31.1	104.8	-3.4
					18.5	113.1	-5.1
	Running 12 Month	123.99	18.6	105.12	8.9	117.9	9.0

Nov & Dec issue on Mondays

Problem this month on Thursdays

Saturdays inconsistent with Fridays

Tab 8 - Segmentation at a Glance

Amanda's Luxury Resort Hotel   555 Sand Key Way   Any City, ST 12345-12
STR # 1234   ChainID: MgtCo: None   Owner: Acme Owner
For the Month of: December 2012   Date Created: January 24, 2013   Monthly Comp

December 2012

		Transient	% Chg		Group	% Chg
Occ (%)	My Property	54.4	-0.1	My Property	8.9	-56.0
	Comp set	56.3	-7.4	Comp set	7.5	-40.9
	Index (MPI)	96.6	8.0	Index (MPI)	118.2	-25.4
ADR	My Property	362.55	24.9	My Property	177.97	-17.3
	Comp set	338.14	12.6	Comp set	269.39	44.2
	Index (ARI)	107.2	11.0	Index (ARI)	66.1	-42.6
RevPAR	My Property	197.23	24.8	My Property	15.84	-63.6
	Comp set	190.48	4.2	Comp set	20.28	-14.8
	Index (RGI)	103.6	19.8	Index (RGI)	78.1	-57.2

Year To Date

		Transient	% Chg		Group	% Chg
Occ (%)	My P				27.3	
	Com				-5.5	
	Index				34.7	
ADR	My P				-3.9	
	Com				-5.6	
	Index				1.7	
RevPAR	My Property	120.16	-1.5	My Property	52.03	22.3
	Comp set	138.98	11.0	Comp set	36.69	-10.7
	Index (RGI)	86.5	-11.2	Index (RGI)	141.8	37.0

• Similar Transient and Group Occupancy
• Higher Transient ADR and lower Group ADR?

Light Version of the CHIA – Hotel Industry Foundations & Introduction to Analytics (HIFIA)

- **In 2015, we launched the HIFIA, targeted at two-year colleges, vocational and culinary schools and universities in developing areas of the world. Schools can try the HIFIA first before the CHIA.**

- **The cost for students is $60 USD.**

- **The HIFIA is shorter, 5 subsections instead of 16 in the CHIA. 30-question multiple choice exam**

- **It is easier, less emphasis on math and reports, but it still builds a hotel industry foundation and an appreciation for analytics (hotel math is not rocket science).**

- **The HIFIA is personalized for areas of the world. It is translated into Chinese and is being translated into Spanish.**

HIFIA Certification Outline

1. **The Players in the Hotel Industry – various affiliations**

2. **Categorization Used by the Hotel Industry – various ways hotels are defined and categorized, both geographically and non-geographically**

3. **Introduction to Benchmarking – ways the hotel and tourism industry compare performance to competitors**

4. **Intro to Hotel Math – an intro to key performance indicators, formulas, and math-related terms**

5. **Intro to Industry Reports – an intro to reports that are used to measure performance of hotels and markets**

CAHTA Introduction

- **Launched in 2018.**

- **Conducted 10 Train-the-Trainer sessions for 160 participants. More are planned.**

- **About 20 schools offering so far, all over the world. Many more planning in near future.**
  - **Both undergraduate and graduate**
  - **Mandatory and optional**

- **Presented personally for several schools (MGH at EHL, UD) and industry professionals at PATA Academy.**

- **Program would have multiple industry recognized endorsements: PATA, IoH, HFTP, others pending**

CAHTA Features

- **Takes hospitality and tourism analytics beyond the CHIA to "<u>advanced analytics</u>". The CHIA would be a prerequisite.**

- **Emphasis on "experiential learning". Participants would create one (or more) research <u>project(s)</u> where students would demonstrate skills working with data.**

- **Emphasis on "industry relevance". Training would provide step-by-step instructions how to complete professional level, industry quality research projects.**

- **Participants gain hands-on experience analyzing live industry data and presenting their findings to an audience. ("geeks that can communicate"). They can bring a portfolio to their interviews. Your students will stand out!**

CAHTA Details

- **2 requirements: Participants would complete an exam just like the CHIA, 50-question MC, online or hardcopy**

- **Also a professional level project: Market Study, Event Impact Analysis, Feasibility Study and Economic Analysis.**

- **Could be personalized for a university, company or individual; for specific areas of the world; or related to hospitality, tourism, development/real estate, or meeting and events.**

- **We have received great testimonials from students.**

- **Perfect for Capstone, Masters, any classes with projects.**

- **$150 for academic, much higher for industry in the future**

Training Program

- **Chapters (5) and Modules (4):**
  - Advanced Hospitality and Tourism Analytics – combined overview
  - How to Conduct a <u>Market Study</u> – comprehensive detail
  - How to Conduct an <u>Event Impact Analysis</u>
  - How to Conduct an <u>Economic Analysis</u>
  - How to Conduct a <u>Feasibility Study</u> – advanced
  - Future modules …?

- **Comprehensive PowerPoint(s)**
  - Combined version covering all 4 types of research projects (500)
  - Individual modules providing expanded detail (200 slides)

- **In-depth step-by-step approach to conduct research project**
  - Market Study – 10 components
  - Impact Analysis – different types of events and variations
  - Feasibility Study – 11 steps

Case Scenarios, Templates & Exercises

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- **Thorough case scenarios**
  - **Market Study – Nashville**
  - **Impact Analysis – Sochi Olympics, more to add**
  - **Feasibility Study – proposed hotel in Nashville, adding Newark**
  - **Economic Analysis – Country of U.S., market of Nashville**

- **Templates for each project**
  - **Students can use for project, try to make it as easy as possible**
  - **Also take with them to benefit their employer in the future**

- **Application exercises (optional, in addition to student project)**

- **Includes input from academics and industry**
  - **Economics – Woody Kim**
  - **Feasibility – Bob Nelson**
  - **Soliciting more, also from industry professionals**

Student Projects

- **Professor can use case scenario to demonstrate content. They can also demonstrate in class with a personalized project**

- **Professor can present training, demonstrate using either method above, and then break class into groups and either assign projects or have students select projects**
  - **Market Study – city**
  - **Event Impact Analysis – event**
  - **Feasibility Study – specific type of hotel in specific city**
  - **Economic Analysis – country and large city in that country**

- **SHARE Center will provide all data required. If you decide ahead of time, data can be waiting for students**

- **Students will create personalized project and then present to class (also other professors and/or industry professionals)**

CAHTA Online

- **Given the current circumstances, we are taking steps to allow schools to offer the CAHTA in a totally online format.**

- **We will conduct virtual train-the-trainer sessions to prepare professors during the next several months.**

- **We are creating videos of us presenting the CAHTA training material. Professors can make these available to their students.**

- **Exam is online.**

- **We can help you facilitate virtual projects. Or an "exam-only" version of the CAHTA?**

- **We will be offering comprehensive support.**

Certification Description

- The "Certification in Advanced Hospitality and Tourism Analytics" (CAHTA) is being offered globally to undergraduate/graduate students. The CAHTA is the next step above and beyond the popular CHIA which has been obtained by over 15,000 students and professionals. The CAHTA has received multiple industry endorsements, including the Institute of Hospitality and the Pacific Asia Travel Association; and others are pending.

- The CAHTA is a comprehensive training program on hotel and tourism research with a focus on experiential learning and industry relevance. Students receive a thorough introduction to the most popular types of hospitality and tourism research. Participants learn practical steps to create high quality, industry level research projects. They learn the analytical skills involved in hospitality and tourism research, the various components of each project, different variations and special exceptions, as well as research related terminologies and methodologies. Students observe a range of case scenarios and examples of each different type of project.

- Participants must pass a thorough certification exam on hospitality and tourism research, and demonstrate the ability to analyze different types of industry data. In addition to the exam, students must apply the training content and create a comprehensive research project. The project must be submitted in PowerPoint or a comparable format and they must present their findings in a face-to-face situation. The training can be personalized by a school or professor related to a geographic area, or to a type of research or for specific students.

CAHTA Training Outline

1. **Introduction to Hospitality and Tourism Research**

2. **How to Conduct a Market Study**
   a. What is a Market Study?
   b. General Makeup of the Market
   c. Current Statistics
   d. Trended Data
   e. Market Breakdown
   f. Comparable Markets
   g. Types of Business
   h. Pipeline Data
   i. Summary, Takeaways, Looking Ahead and For the Future

3. **How to Conduct an Event Impact Analysis**
   a. What is an Impact Analysis?
   b. Types of Events
   c. Timing Options
   d. Impact related to Industry Segments
   e. Impact and Industry Sub-segments
   f. Types of Impact
   g. Types of Metrics
   h. Types of Data
   i. Measuring the Impact
   j. Sometimes Supply Changes
   k. Components of an Event Impact Analysis

4. **How to Conduct an Economic Analysis**
   a. What is an Economic Analysis?
   b. Economic Basics Related to the Hotel Industry
   c. Comparing Hotel Data to Itself, part 1 – Different Types of Hotel Data
   d. Comparing Hotel Data – Economic Cycles
   e. Comparing Hotel Data to Itself, part 2 – Industry Subsegments
   f. Obtaining Economic Data
   g. Correlation Basics
   h. Correlating Hotel and Economic Data at a Country Level (and a Market Level)
   i. Components of an Economic Analysis

5. **How to Conduct a Feasibility Study**
   a. What is a Feasibility Study?
   b. The Financial Template
   c. Step 1 – Defining the Project
   d. Step 2 – Determining Development Costs
   e. Step 3 - Understanding Market Performance
   f. Step 4 – Selecting Comparable Hotels
   g. Step 5 – Understanding the Demand Generators
   h. Step 6 – Understanding Economic Performance of the Market
   i. Step 7 – Determining a Market Forecast
   j. Step 8 – Estimating Market Supply
   k. Step 9 – Estimating the Proposed Hotel's Occupancy and ADR
   l. Step 10 – Estimating Latent Demand
   m. Step 11 – Estimating the Proposed Hotel's Revenues and Expenses
   n. Step 12 – Determining the Feasibility of the Proposed Hotel

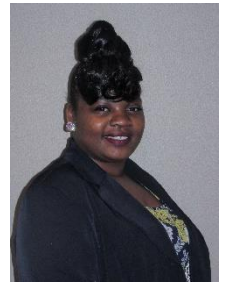# Under Construction - Student Certification in Revenue Management

- **Currently in progress. Let me know if you would like more information or would like to be involved.**

- **Initiative of the Revenue Management Educators (RevME) special interest group. Combined effort of leading RM professors under the direction of Toni Repetti and Zvi Schwartz. Will include significant industry input.**

- **We will conduct an initial demonstration at the RevME Conference in December in Lausanne (EHL).   Let me know if you would like to be join us. Launch planned for next year.**

Contacting the SHARE Center

We look forward to serving you.

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