Experiential Learning in Hospitality and Tourism

– an industry/STR perspective

THE-ICE IPoE, **Stenden University, Nov 26, 2015**

Steve Hood, steve@str.com, +1 615 824 8664, ext 3315

Senior VP of Research for STR Global and Founding Director of the SHARE Center

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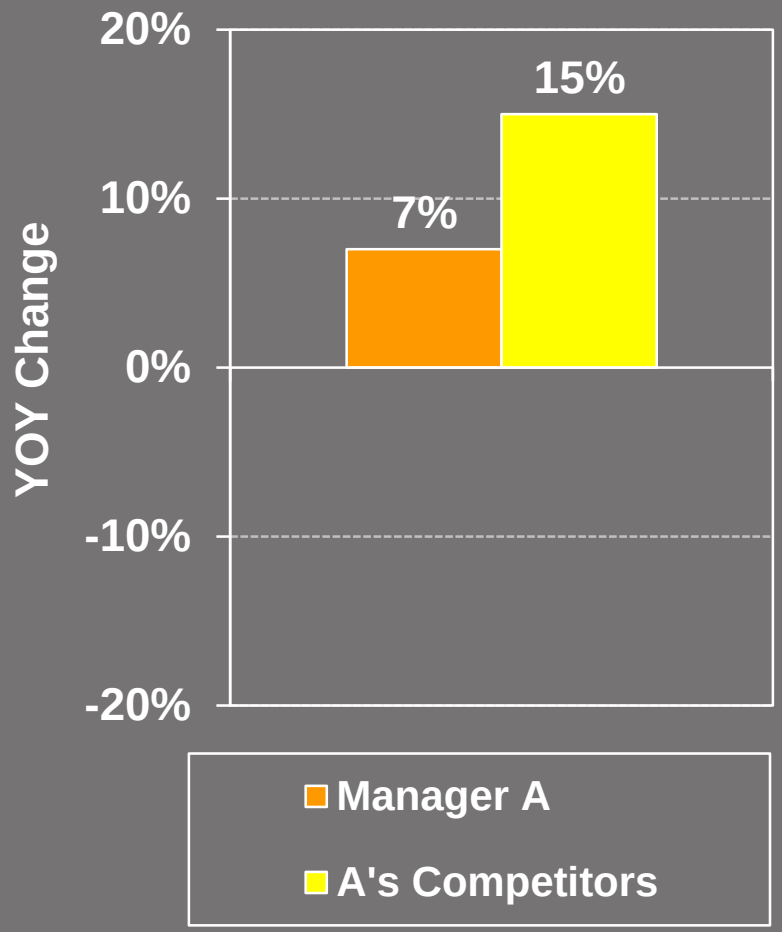
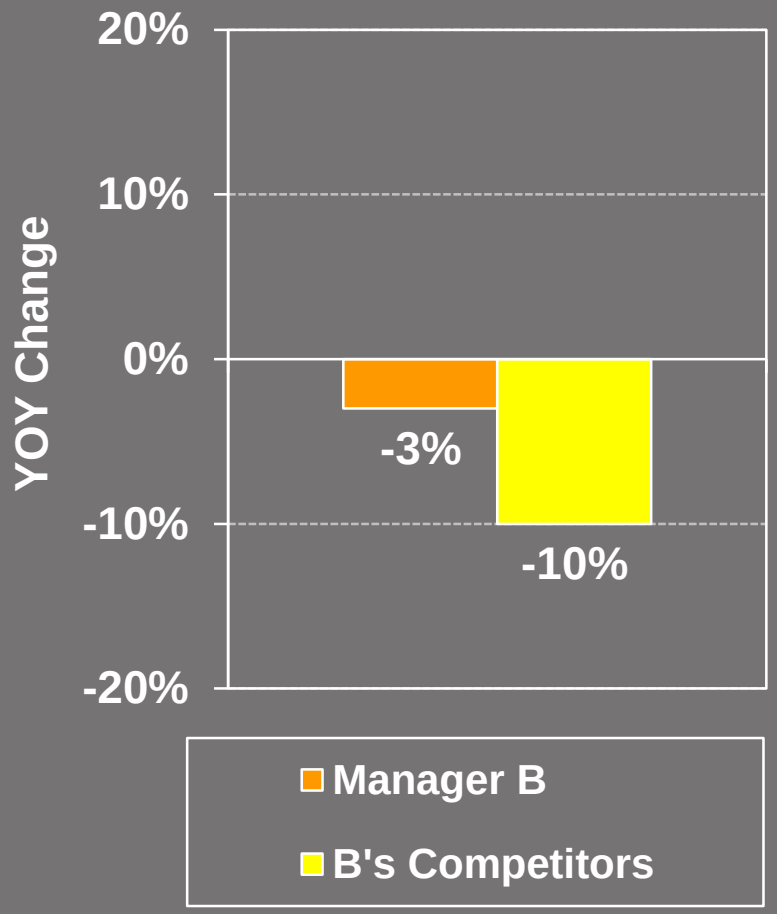
Benchmarking 101: my hotel vs. the competition

two different managers – who get's the bonus?





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American Univ
Appalachian State Univ
Arizona State Univ'
Arkansas Tech Univ
Atlantic Cape Community College
Auburn Univ
Ball State Univ
Baruch College
Belmont Univ
Berry College
Black Hills State Univ
Boston Univ
Bradley Univ
Bristol Community College
Buffalo State College
BYU - Hawaii
California Poly State Univ – Pomona
California Poly State Univ – San Luis Obispo
California State University - Chico
California State University – Dominguez Hills
California State University – East Bay
Cape Code Community College
Central Connecticut State Univ
Central Michigan Univ
Cheyney Univ of Pennsylvania
Clemson Univ
Coastal Carolina Univ
College Of Charleston
College of the Canyons
College of the Ozarks
Colorado State Univ
Columbia Univ
Copenhagen Business Academy (DEN)
Cornell Univ
Dakota County Technical College
Dartmouth College
Delaware County Community College
Delaware State Univ
DePaul Univ
Drexel Univ
East Carolina Univ
Eastern Michigan Univ
Emory Univ
Endicott College
Fairleigh Dickinson Univ
Ferris State Univ
Florida Atlantic Univ
Florida Gulf Coast Univ
Florida International Univ
Florida State Univ
George Mason Univ
George Washington Univ
Georgetown Univ
Georgia Regents Univ
Georgia State Univ
Grand Valley State Univ
Harris Stowe State Univ
Harvard Business School
Hocking College
Howard Community College
Husson Univ
Illinois CareerPath Institute
Indiana Univ of Pennsylvania
Intl Air & Hospitality Academy
Iowa State Univ
James Madison Univ
Johns Hopkins Univ
Johnson & Wales – Charlotte
Johnson & Wales – Denver
Johnson & Wales – Nth Miami
Johnson & Wales – Providence
Johnson County Community College
Kansas State Univ
Kapi'olani Community College
Kendall College
Kent State Univ
Kingsborough Community College
Kirkwood Community College
LaGuardia Community College
Lane Community College
Lasell College
Lehigh Univ
Longwood Univ
Loyola Marymount Univ
Lycoming College
Lynn University
Madison College
Marquette Univ
Massachusetts Institute of Technology
Metropolitan State Univ Denver
Miami Dade College
Michigan State Univ
Mississippi State Univ
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Niagara Univ
North Carolina Central Univ
North Dakota State Univ
Northampton Community College
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Northern Illinois Univ
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Purdue Univ – Fort Wayne
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Robert Morris Univ
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Salem State Univ
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San Jose State Univ
Santa Rosa Junior College
South Dakota State Univ
Southern Methodist Univ
Southern Oregon Univ
Southern Utah Univ
Southwest Minnesota State Univ
Stanford Univ
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Univ of Pittsburgh – Bradford
Univ of San Francisco
Univ of South Carolina
Univ of South Carolina – Beaufort
Univ of South Florida
Univ of Southern California
Univ of Southern Mississippi
Univ of Tennessee
Univ of Texas
Univ of Utah
Univ of Virginia
Univ of Washington
Univ of West Florida
Univ of Wyoming
US Air Force Academy
Utah Valley Univ
Vanderbilt Univ
Virginia State Univ
Virginia Tech Univ
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Beijing International Studies Univ (CNA)
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BHMS (SWI)
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Bond Univ (AUS)
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Bulacan State Univ (PHL)
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Taylor's Univ (MAL)
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The College of Hotel Management (SRB)
The Hotel School Sydney (AUS)
THINK Education (AUS)
Tianjin Foreign Studies Univ (CNA)
Touro College Berlin (GER)
Treston Intl College (PHL)
Trinity College Dublin (IRE(
Trinity Univ of Asia (PHL)
Univ College Northern Denmark (DEN)
Univ of Amsterdam (NTH)
Univ of Angers (FRA)
Univ of Baguio (PHL)
Univ of Belgrade (SRB)
Univ of Bologna (ITA)
Univ of Croatia (CRO)
Univ of Derby (UKM)
Univ of Food Technologies (BUL)
Univ of Groningen (NTH)
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Univ of Macau (CNA)
Univ of Makati (PHL)
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- Hotel Performance (Occupancy, ADR, RevPAR) data
- Hotel Profit & Loss (accounting/profitability) data
- Hotel Pipeline & Supply (development) data
- User-defined Destination/Tourism reports
- Hotel Census data (attribute information)
- Hotel Company information
- Property & Room Counts
- Forecast reports
- Hotel Sales Transaction data

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- Training programs with supporting material (applications)
- Research related support – collaboration, special data requests, help merging/correlating third party data
- Access to articles – HotelNewsNow.com our sister company
- Global Industry publications – country, continent, cities
- Sample reports and hotel industry reference information
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- Educator forums connecting academia with industry
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Industry Relevant Training Programs

Current:

- Hotel Industry Analytical Foundations
- Hotel Math Fundamentals
- Property Level Benchmarking
- Hotel Industry Performance Reports
- Tourism Industry Analytics and Tourism Related Data - *new*
- Hospitality and Tourism Future Trends - *new*
- How to Conduct a Market Study, Impact Analysis, or Feasibility Study - *new*
- Data and Resources Available for Research and Education

In progress:

- Revenue Management, Hotel Accounting, Hotel Development, Forecasting, Hotel Industry Economics – an STR perspective
- Excel for Hotel Industry Professionals
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- International Geography for Hotel & Tourism Professionals

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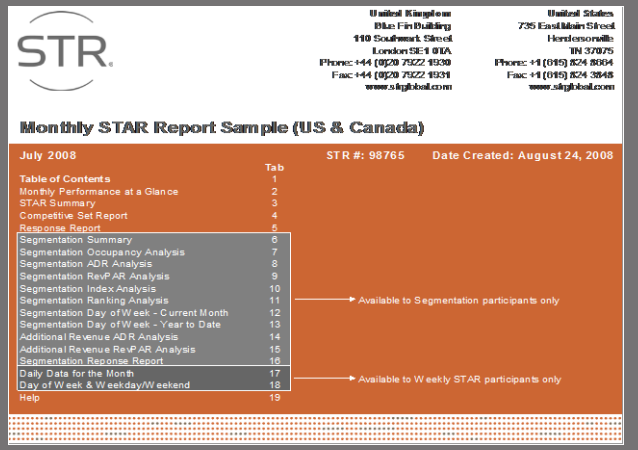
Industry Publications and Comprehensive Sample Reports

- **Continent and Country Hotel Reviews**
- **Sample Property, Ad-Hoc, and Destination Reports**
- *Demonstrate performance and development data all over the world, keep up with current trends*
- *Use sample reports in class or for student projects*



STR

United Kingdom
Blue Fin Building
110 Southwark Street
London SE1 0TA
Phone: +44 (0)20 7922 1930
Fax: +44 (0)20 7922 1931
www.strglobal.com

United States
735 East Main Street
Hendersonville
TN 37075
Phone: +1 (615) 824 8664
Fax: +1 (615) 824 3848
www.strglobal.com

Monthly STAR Report Sample (US & Canada)

July 2008 — STR #: 98765 — Date Created: August 24, 2008

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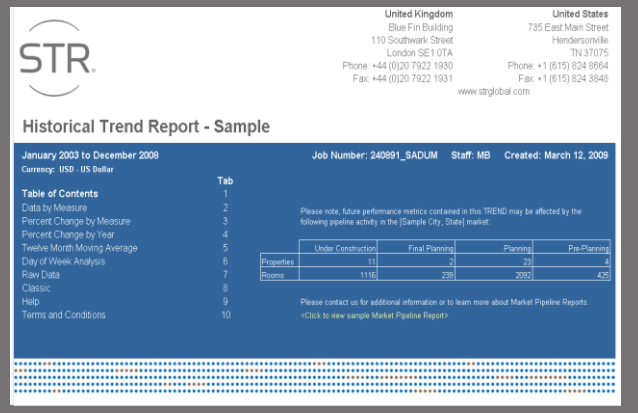
→ Available to Segmentation participants only

→ Available to Weekly STAR participants only



STR

United Kingdom
Blue Fin Building
110 Southwark Street
London SE1 0TA
Phone: +44 (0)20 7922 1930
Fax: +44 (0)20 7922 1931
www.strglobal.com

United States
735 East Main Street
Hendersonville
TN 37075
Phone: +1 (615) 824 8664
Fax: +1 (615) 824 3848
www.strglobal.com

Historical Trend Report - Sample

January 2003 to December 2008 — Job Number: 240891_SADUM — Staff: MB — Created: March 12, 2009

Currency: USD - US Dollar

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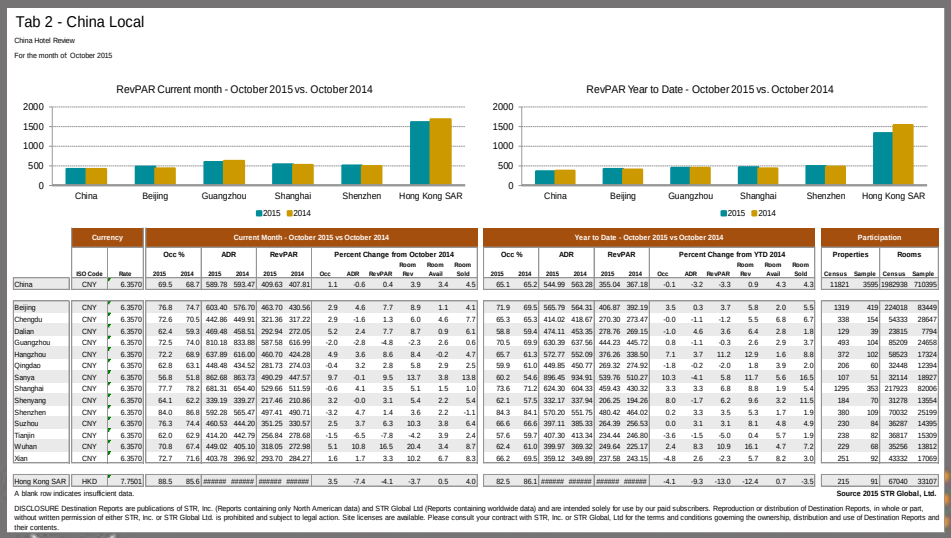
Please note, future performance metrics contained in this TREND may be affected by the following pipeline activity in the [Sample City, State] market:

	Under Construction	Final Planning	Planning	Pre-Planning
Properties	11	2	23	4
Rooms	1116	238	2092	425

Please contact us for additional information or to learn more about Market Pipeline Reports.

<Click to view sample Market Pipeline Report>



Tab 2 - China Local

China Hotel Review

For the month of: October 2015

RevPAR Current month - October 2015 vs. October 2014

RevPAR Year to Date - October 2015 vs. October 2014

	Currency		Current Month - October 2015 vs October 2014										Year to Date - October 2015 vs October 2014										Participation	
			Occ %		ADR		RevPAR		Percent Change from October 2014				Occ %		ADR		RevPAR		Percent Change from YTD 2014				Properties	Rooms
	ISO Code	Rate	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	Census	Sample	Census	Sample
China	CNY	6.3570	69.5	68.7	589.78	593.47	409.63	407.81	1.1	-0.6	0.4	3.9	3.4	4.5	65.1	65.2	544.99	563.28	355.04	367.18	-0.1	-3.2	-3.3	0.9	4.3	4.3	11821	3595	1982938	710395
Beijing	CNY	6.3570	76.8	74.7	603.40	576.70	463.70	430.56	2.9	4.6	7.7	8.9	1.1	4.1	71.9	69.5	565.79	564.31	406.87	392.19	3.5	0.3	3.7	5.8	2.0	5.5	1319	419	224018	83449
Chengdu	CNY	6.3570	72.6	70.5	442.86	449.91	321.36	317.22	2.9	-1.6	1.3	6.0	4.6	7.7	65.3	65.3	414.02	418.67	270.30	273.47	-0.0	-1.1	-1.2	5.5	6.8	6.7	338	154	54333	28647
Dalian	CNY	6.3570	62.4	59.3	469.48	458.51	292.94	272.05	5.2	2.4	7.7	8.7	0.9	6.1	58.8	59.4	474.11	453.35	278.76	269.15	-1.0	4.6	3.6	6.4	2.8	1.8	129	39	23815	7794
Guangzhou	CNY	6.3570	72.5	74.0	810.18	833.88	587.58	616.99	-2.0	-2.8	-4.8	-2.3	2.6	0.6	70.5	69.9	630.39	637.56	444.23	445.72	0.8	-1.1	-0.3	2.6	2.9	3.7	493	104	85209	24658
Hangzhou	CNY	6.3570	72.2	68.9	637.89	616.00	460.70	424.28	4.9	3.6	8.6	8.4	-0.2	4.7	65.7	61.3	572.77	552.09	376.26	338.50	7.1	3.7	11.2	12.9	1.6	8.8	372	102	58523	17324
Qingdao	CNY	6.3570	62.8	63.1	448.48	434.52	281.73	274.03	-0.4	3.2	2.8	5.8	2.9	2.5	59.9	61.0	449.85	450.77	269.32	274.92	-1.8	-0.2	-2.0	1.8	3.9	2.0	206	60	32448	12394
Sanya	CNY	6.3570	56.8	51.8	862.68	863.73	490.29	447.57	9.7	-0.1	9.5	13.7	3.8	13.8	60.2	54.6	896.45	934.91	539.76	510.27	10.3	-4.1	5.8	11.7	5.6	16.5	107	51	32114	18927
Shanghai	CNY	6.3570	77.7	78.2	681.31	654.40	529.66	511.59	-0.6	4.1	3.5	5.1	1.5	1.0	73.6	71.2	624.30	604.33	459.43	430.32	3.3	3.3	6.8	8.8	1.9	5.4	1295	353	217923	82006
Shenyang	CNY	6.3570	64.1	62.2	339.19	339.27	217.46	210.86	3.2	-0.0	3.1	5.4	2.2	5.4	62.1	57.5	332.17	337.94	206.25	194.26	8.0	-1.7	6.2	9.6	3.2	11.5	184	70	31278	13554
Shenzhen	CNY	6.3570	84.0	86.8	592.28	565.47	497.41	490.71	-3.2	4.7	1.4	3.6	2.2	-1.1	84.3	84.1	570.20	551.75	480.42	464.02	0.2	3.3	3.5	5.3	1.7	1.9	380	109	70032	25199
Suzhou	CNY	6.3570	76.3	74.4	460.53	444.20	351.25	330.57	2.5	3.7	6.3	10.3	3.8	6.4	66.6	66.6	397.11	385.33	264.39	256.53	0.0	3.1	3.1	8.1	4.8	4.9	230	84	36287	14395
Tianjin	CNY	6.3570	62.0	62.9	414.20	442.79	256.84	278.68	-1.5	-6.5	-7.8	-4.2	3.9	2.4	57.6	59.7	407.30	413.34	234.44	246.80	-3.6	-1.5	-5.0	0.4	5.7	1.9	238	82	36817	15309
Wuhan	CNY	6.3570	70.8	67.4	449.02	405.10	318.05	272.98	5.1	10.8	16.5	20.4	3.4	8.7	62.4	61.0	399.97	369.32	249.64	225.17	2.4	8.3	10.9	16.1	4.7	7.2	229	68	35256	13812
Xian	CNY	6.3570	72.7	71.6	403.78	396.92	293.70	284.27	1.6	1.7	3.3	10.2	6.7	8.3	66.2	69.5	359.12	349.89	237.58	243.15	-4.8	2.6	-2.3	5.7	8.2	3.0	251	92	43332	17069
Hong Kong SAR	HKD	7.7501	88.5	85.6	#####	#####	#####	#####	3.5	-7.4	-4.1	-3.7	0.5	4.0	82.5	86.1	#####	#####	#####	#####	-4.1	-9.3	-13.0	-12.4	0.7	-3.5	215	91	67040	33107

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Source 2015 STR Global, Ltd.

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European Country Performance (Data in Euros)

For the Month of: October 2015

	October 2015 vs October 2014									Year to Date - October 2015 vs October 2014								
	Occ (%)		ADR		RevPAR		Percent Change from October 2014			Occ (%)		ADR		RevPAR		Percent Change from YTD 2014		
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR
Total Europe	76.1	74.2	119.03	108.84	90.53	80.79	2.5	9.4	12.0	71.6	69.7	114.60	105.84	82.00	73.76	2.7	8.3	11.2
Countries																		
Austria	75.1	78.1	101.20	102.07	75.99	79.70	-3.8	-0.9	-4.7	71.6	71.3	101.20	94.74	72.48	67.50	0.5	6.8	7.4
Belgium	81.7	78.2	108.67	101.01	88.77	78.96	4.5	7.6	12.4	73.8	71.2	100.72	96.03	74.28	68.42	3.5	4.9	8.6
Bulgaria	67.6	50.0	66.05	62.29	44.67	31.11	35.4	6.0	43.6	59.8	53.5	62.57	61.49	37.42	32.89	11.8	1.8	13.8
Croatia	43.8	58.9	79.26	81.21	34.70	47.85	-25.7	-2.4	-27.5	53.9	51.2	106.42	101.00	57.38	51.71	5.3	5.4	11.0
Czech Republic	79.1	76.6	84.33	78.63	66.70	60.23	3.2	7.3	10.7	71.8	67.7	76.44	69.77	54.92	47.22	6.2	9.6	16.3
Finland	66.1	64.7	93.27	94.49	61.66	61.10	2.2	-1.3	0.9	63.7	62.2	92.66	92.85	59.00	57.80	2.3	-0.2	2.1
France	71.3	71.5	146.09	149.32	104.20	106.83	-0.3	-2.2	-2.5	68.3	68.0	143.22	141.51	97.86	96.25	0.5	1.2	1.7
Germany	77.0	75.8	107.67	101.19	82.91	76.73	1.6	6.4	8.1	70.4	68.9	100.04	95.67	70.42	65.92	2.2	4.6	6.8
Greece	66.3	73.1	98.94	100.46	65.64	73.44	-9.2	-1.5	-10.6	68.6	68.2	114.11	109.43	78.31	74.68	0.6	4.3	4.9
Hungary	74.7	75.3	81.12	70.48	60.60	53.05	-0.8	15.1	14.2	73.7	68.8	69.72	63.73	51.41	43.85	7.2	9.4	17.3
Ireland	84.5	80.2	114.89	96.04	97.09	77.04	5.4	19.6	26.0	80.1	76.2	109.69	95.01	87.86	72.39	5.1	15.5	21.4
Israel	74.0	69.6	191.08	176.74	141.33	123.06	6.2	8.1	14.8	67.0	66.6	184.82	154.34	123.86	102.80	0.6	19.8	20.5
Italy	78.8	71.5	153.09	131.93	120.68	94.27	10.3	16.0	28.0	68.3	64.3	146.98	132.91	100.36	85.52	6.1	10.6	17.3
Lithuania	65.0	65.3	60.26	53.69	39.18	35.04	-0.4	12.2	11.8	65.8	61.7	59.00	51.93	38.84	32.04	6.7	13.6	21.2
Malta	88.8	89.5	129.72	113.82	115.20	101.88	-0.8	14.0	13.1	79.6	77.6	123.43	110.94	98.30	86.08	2.7	11.3	14.2
Netherlands	76.2	73.1	117.46	114.10	89.56	83.41	4.3	2.9	7.4	72.5	69.8	109.21	103.51	79.22	72.23	4.0	5.5	9.7
Poland	77.1	73.5	64.00	62.93	49.35	46.25	4.9	1.7	6.7	70.6	65.4	62.51	61.02	44.13	39.90	7.9	2.4	10.6
Portugal	75.3	71.9	83.21	76.36	62.63	54.94	4.6	9.0	14.0	70.3	66.7	91.46	83.07	64.33	55.42	5.4	10.1	16.1
Romania	75.2	72.8	73.02	69.57	54.88	50.65	3.2	5.0	8.4	66.2	61.4	69.62	66.93	46.08	41.10	7.8	4.0	12.1
Russia	61.1	57.8	73.81	84.90	45.09	49.04	5.8	-13.1	-8.1	57.3	53.9	74.36	94.92	42.60	51.14	6.3	-21.7	-16.7
Slovakia	69.4	65.5	63.34	61.36	43.93	40.16	6.0	3.2	9.4	62.3	54.8	61.12	59.20	38.06	32.43	13.7	3.2	17.3
Spain	77.1	73.0	104.26	91.62	80.43	66.84	5.7	13.8	20.3	72.9	69.9	101.23	93.13	73.80	65.13	4.2	8.7	13.3
Switzerland	66.5	68.0	181.52	170.04	120.77	115.55	-2.1	6.8	4.5	66.6	66.7	205.90	184.30	137.08	122.94	-0.2	11.7	11.5
Turkey	60.5	64.6	100.84	113.61	60.99	71.42	-6.4	-11.2	-16.9	63.5	63.2	108.90	108.53	69.20	68.64	0.5	0.3	0.8
United Kingdom	82.6	81.8	131.66	112.17	108.73	91.71	1.0	17.4	18.6	78.5	77.8	121.85	105.11	95.71	81.76	1.0	15.9	17.1

STR Global and STR track over 46,000 hotels worldwide. If you need information on additional countries and cities, please contact us on sales@strglobal.com

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Student Competitions

- Next year, we would like to conduct a European and Asian Market Study Competition. Let me know if interested.
- We recently completed the first Market Study Competition in North America.
- Student groups from 28 different schools selected cities and submitted comprehensive Market Studies.
- Training, samples and data were provided. A PowerPoint (200+ slides) and Brainshark were made available.
- Groups delivered presentations at the New York Hotel Show to industry professionals. Winning teams were recognized and prizes were awarded.
- Impact analyses in the future …

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Certification in Hotel Industry Analytics

- In 2012, we launched the "Certification in Hotel Industry Analytics" (CHIA) jointly with ICHRIE and AH&LEI.
- Over 4,000 undergraduate and graduate students, as well as professors have received the CHIA certification.
- 50 free Train-the-Trainer sessions have been conducted for over 1000 professors. Upcoming dates/locations available.
- Qualifying students and professors receive certificates and can use the "CHIA" designation on business cards/resumes.
- Hotel companies are starting to ask for CHIA-certified students. We've received great testimonials from students related to the CHIA and their first jobs.

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Certification Details

- A comprehensive training package is provided with PowerPoints, applications, quizzes, and case scenarios.
- The cost of the certifications for students is just $75 USD (free for professors, $300 for industry professionals).
- Testing is administered by EI. Hardcopy or online exams are available. 50 multiple choice questions and a minimum passing score of 70%. The passing rate is 75-80%.
- Schools are using a variety of formats to present the CHIA training: different classes, optional or mandatory, grad and undergrad.
- The certification is being offered to lodging, tourism and other hospitality students.

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CHIA Train-the-Trainer Sessions

- Free Train-the-Trainer sessions are provided to prepare professors to present the training to their students.
- Upcoming sessions will be conducted all over the world:
  - November in New York, Vietnam, and the Netherlands
  - December in Orlando and Hong Kong
  - January in Philadelphia and the Philippines
  - February in Australia and possibly India
  - March in Nashville, Switzerland and France
  - May in Belfast (CHME), Bangkok (APacCHRIE) and Macedonia (Fondacion)
  - July in Dallas (ICHRIE) and the Mideast
  - October in Budapest (EuroCHRIE) and Europe (Spain, Italy, Scandinavia)
  - November in Africa
- Online training is also available.

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Industry version of the CHIA

- An industry version of the CHIA certification was launched in 2014.
- The training has been presented to GMs, RMs, trainers and corporate staff.
- Over 500 industry professionals have already been certified. We have conducted pilots for nearly 20 companies.
- There are a variety of formats: online, public workshop, private workshop for a company or organization.
- The cost of the industry certification is $300 USD.
- Schools can offer the CHIA training to industry professionals (Exec Ed, Career Dev). Let me know if you are interested.

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New – Abbreviated Version of the CHIA – Hotel Industry Foundations & Introduction to Analytics

- In 2015, we launched the HIFIA, targeted at two-year colleges, technical schools and schools in developing areas of the world.
- The HIFIA is shorter, 5 modules instead of 16 in the CHIA.
- 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.
- More information and an outline are available.

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- *If you're not already involved in the SHARE Center, we offer complimentary memberships to introduce schools to all of the data and resources.*
- *If you are a member, let us know how we can help you and your faculty maximize the benefits*

Steve Hood, steve@str.com, +1 615-824-8664, extension 3315

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HOTELDATA CONFERENCE
Hosted by STR and HotelNewsNow.com
Presented by Loews Vanderbilt Hotel

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Experiential Learning

Over the last four years, I've had the privilege to work with professors and see how they have used data in the classroom

"I'm not sure exactly what it is, but I think I am one!"

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Here are some things we have done …

1. In the CHIA certification training, we suggest over 20 different application exercises to practice and apply the content.
2. Last year we created a PowerPoint, "H&T Future Trends" that identifies current issues, hot topics and problems/challenges of the hotel and tourism industry, emphasizing industry relevance.
3. Last year we also created a resource to help professors conduct nearly 30 different types of student projects.
4. This year we created a "How to Conduct a Market Study" training. (We will expand this to cover impact analyses, feasibility studies and other popular H&T research projects.)

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Here are some things we have learned from you …

1. Professors are using our data and related resources in a variety of creative ways to provide students with hands-on experience working with live hotel and tourism industry data. I'll share some examples.

2. We've done a bad job compiling these examples. That's a goal for 2016 (online community).

3. As a company, STR conducts numerous research projects ourselves, (but not as much as we would like).

4. Our customers: hotel companies, tourism organizations, and consultants use STR data to perform a wide range of research.

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Examples of Experiential Learning

- *Observations*
- *Ways I think we are helping*
- *What else we can do together?*

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Observations regarding Experiential Learning – top 5

1. **Familiarity with data is priceless.** (some examples will follow)
2. **Comfort level increases as you graph/visualize data. Numbers in a table become real actionable information.**
3. **Data taxonomy/levels:** analyze (understand) → interpret (strategic/improvement) → communicate (impart/explain, Cambra)
4. **Critical for hospitality and tourism education to be industry relevant** (terminology, definitions, formulas, methodologies, reports, hot topics, current challenges)
5. **Students can benefit immensely from hands-on experience working with live hotel & tourism industry data, studying real situations and solving actual problems** (same data they will be using in a hotel, company, or tourism organization)

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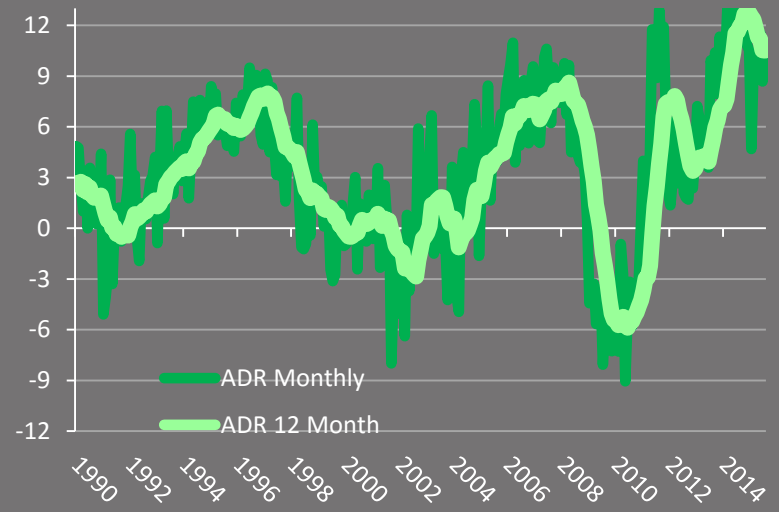
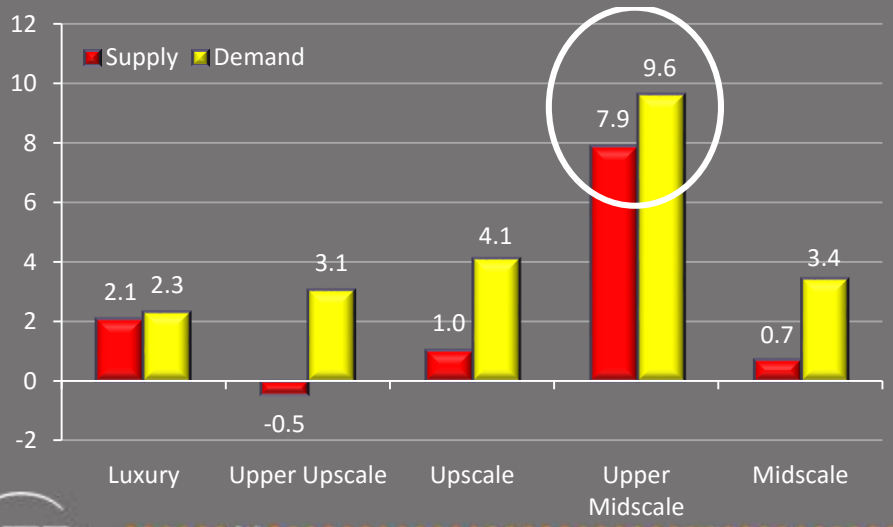
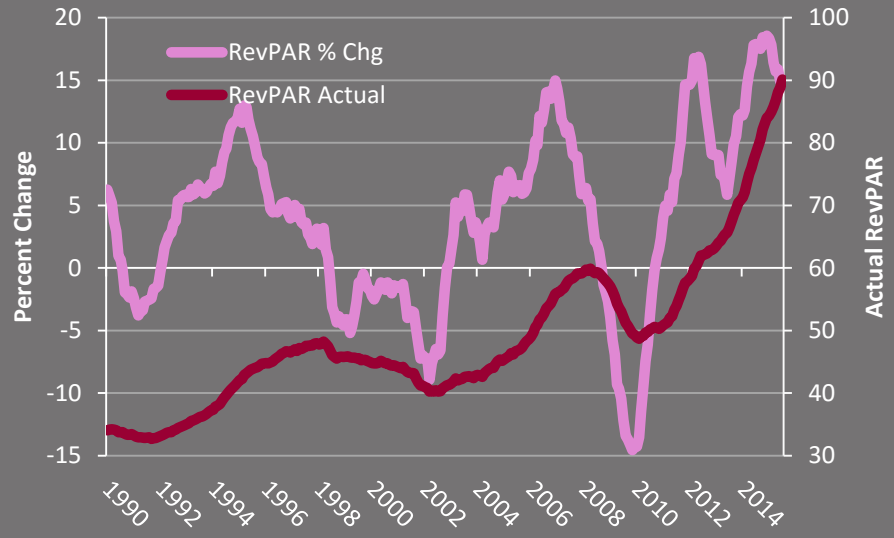
Familiarity with data is priceless - examples

1. Running 12-month data versus monthly data
2. Actual values versus percent changes
3. Market breakdowns impact on total market







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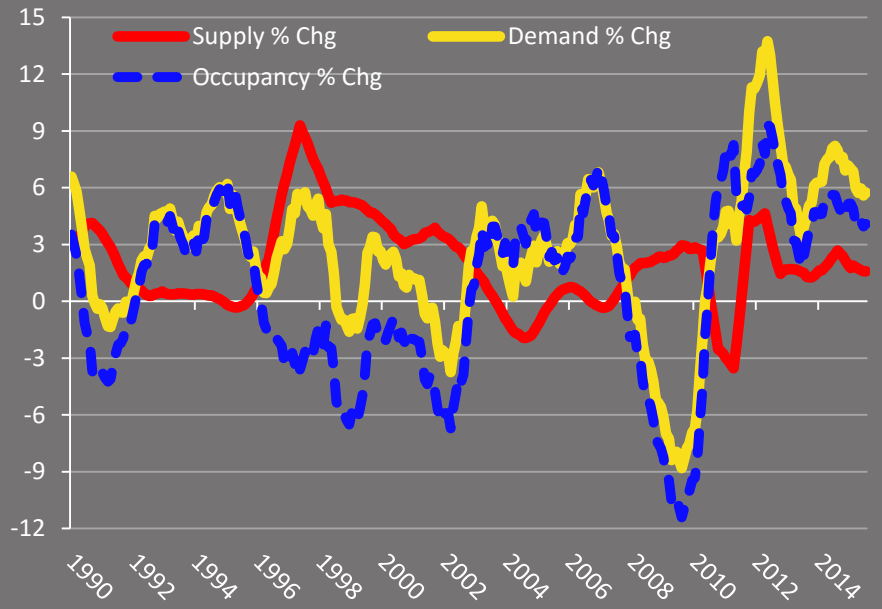
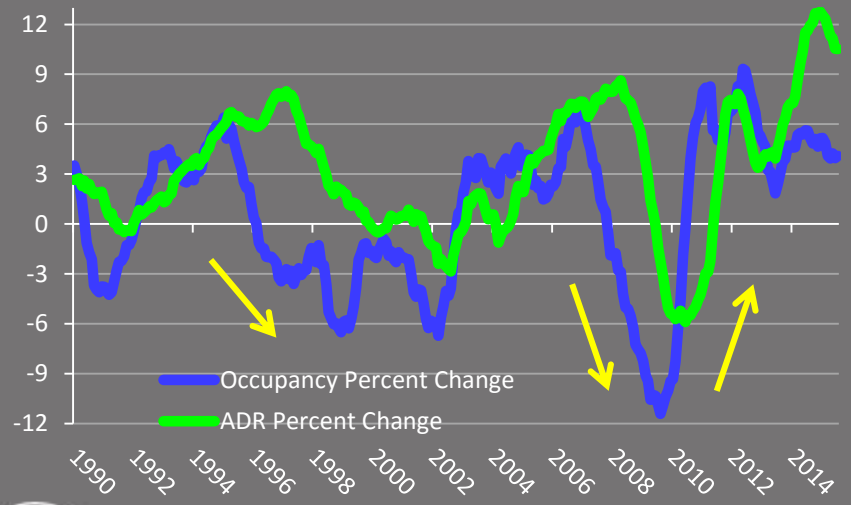
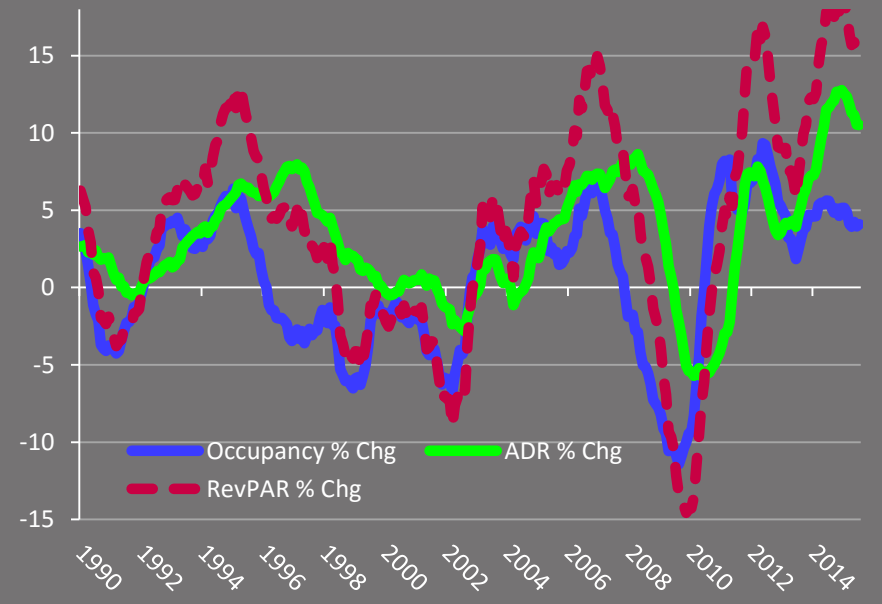
Not rocket science!

4. **Supply and Demand equates to Occupancy**
5. **<u>Occupancy</u> impact upon <u>ADR</u> (pricing)**
6. **Occupancy and ADR add up to RevPAR**







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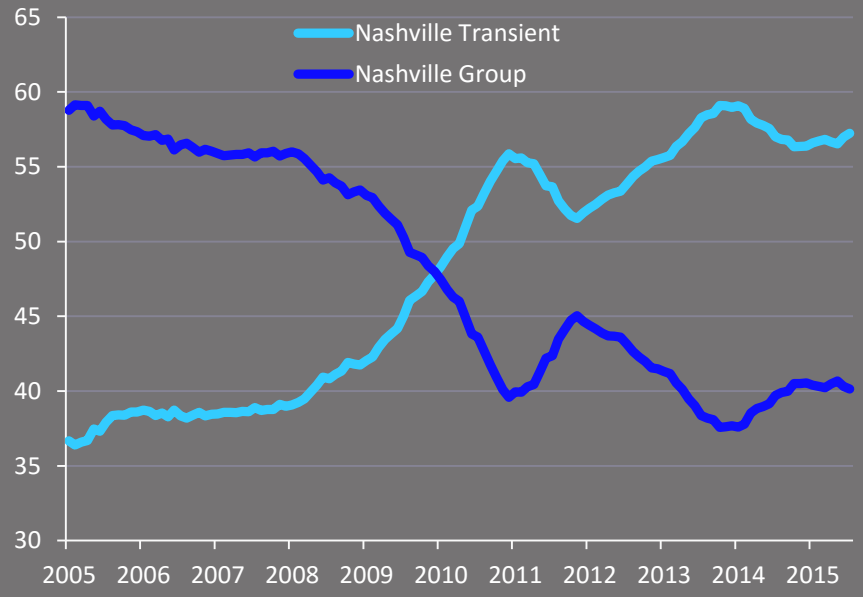
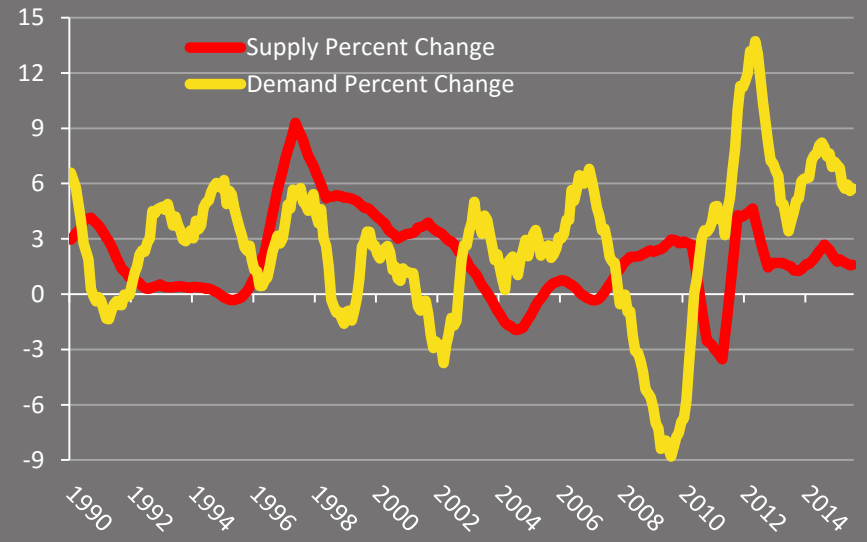
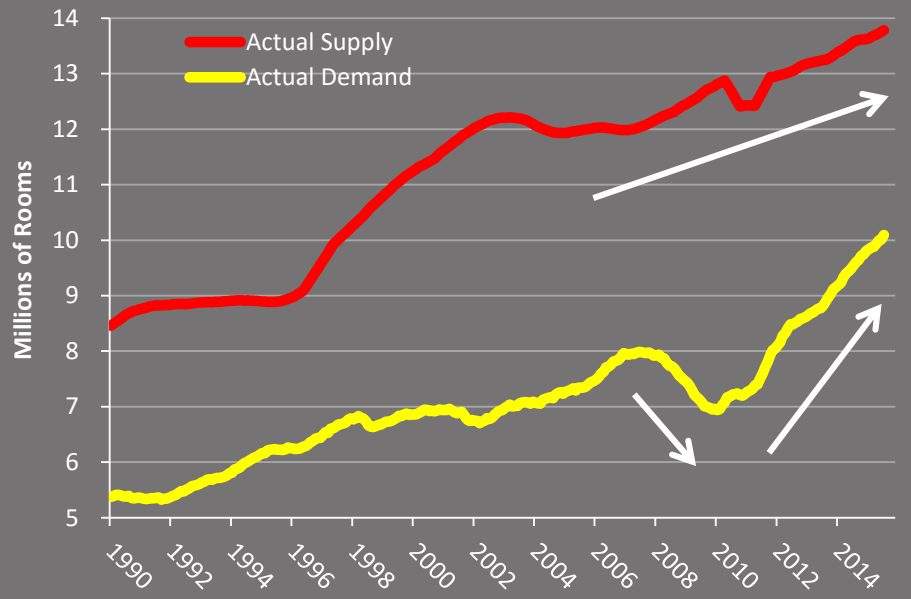
7. What happens in economic cycles?
8. Economic cycles impact on group/transient business
9. Raw data (Sup, Dem, Rev) versus KPIs (Occ, ADR, RevPAR)







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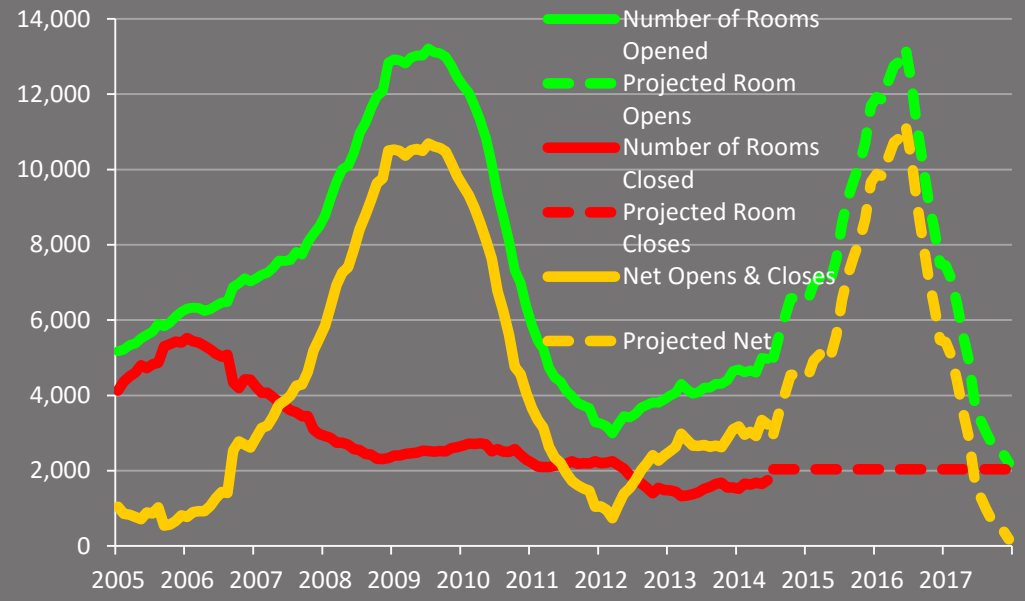
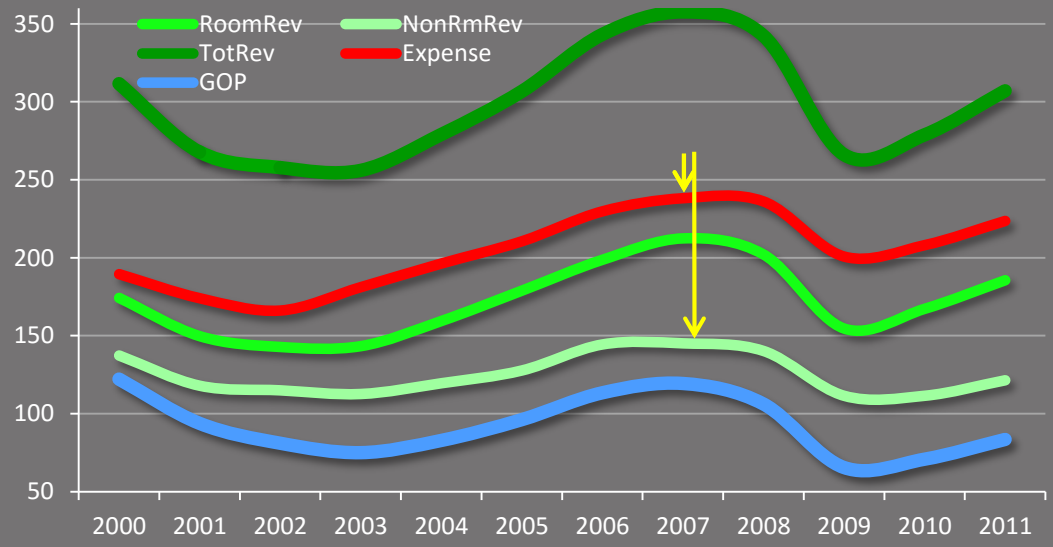
Nothing compares to hands-on experience working with live industry data

10. Pipeline activity historic and future, adds up to future supply (forecasting)

11. Accounting Profit & Loss data over time and for different class hotels





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How to Conduct a Market Study, Impact Analysis, or Feasibility Study

brand new!

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How to Conduct a Market Study - *Description*

1. Comprehensive training program – PowerPoint with over 200 slides, also a 2-hour Brainshark (PP with audio)
2. Thorough review of typical hotel industry research projects, including examples, objectives, alternatives and exceptions.
3. Detailed description of a variety of industry reports and data files available for research projects.
4. Sample market study for a typical city.
5. Access to data so that you can split class into groups, assign or have them select specific geographic areas and then obtain a wide variety of reports with data specific to the area selected.

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Excerpt/Sample Application – Which research projects utilize which types of data?

Types of data / Research	Market Study	Impact Analysis	Feasibility Study
Monthly and daily performance data	X	X	X
Profit and Loss data	X	possibly	critical
Past and future development data	X	X	X
Size and structure information on hotels	X		X
Property attribute data	X		X
Projected performance data	X	possibly	X

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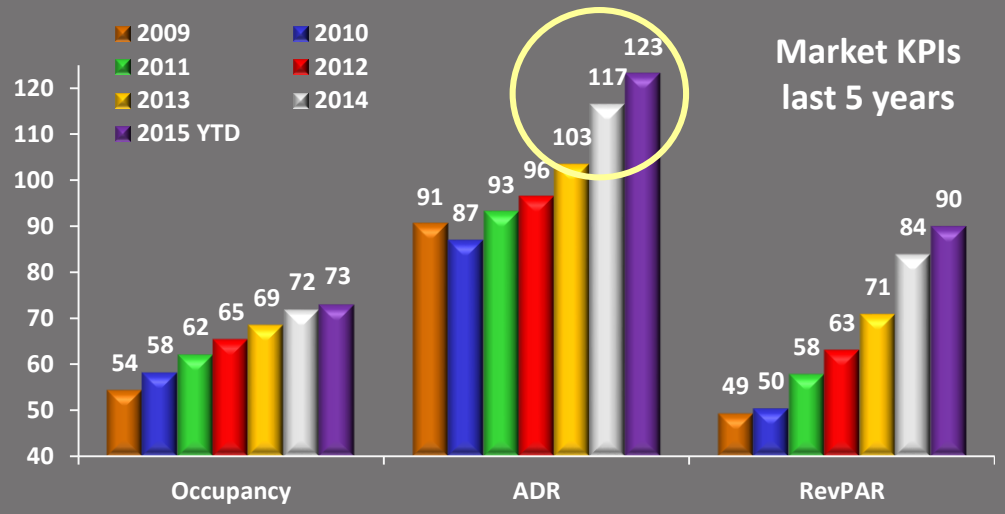
Sample Market Study – *Components:*

- General Makeup
- Current Statistics
- Trended Data
- Economic Cycles
- Market Breakdown
- Comparable Markets
- Types of Business
- Daily Data
- Pipeline Data
- Profitability Data
- Forecast Data



Submarket/ Tract	Census Properties	Census Rooms	Sample Properties	Sample Rooms
Nashville CBD, TN	49	9,207	48	9,173
Nashville Airport, TN	68	11,156	54	10,021
Nashville I-65 North, TN	50	3,888	29	2,641
I-24/Murfreesboro, TN	61	5,282	46	4,249
Brentwood/Franklin, TN	39	4,697	36	4,535
Nashville Other Areas, TN	62	4,058	41	2,991

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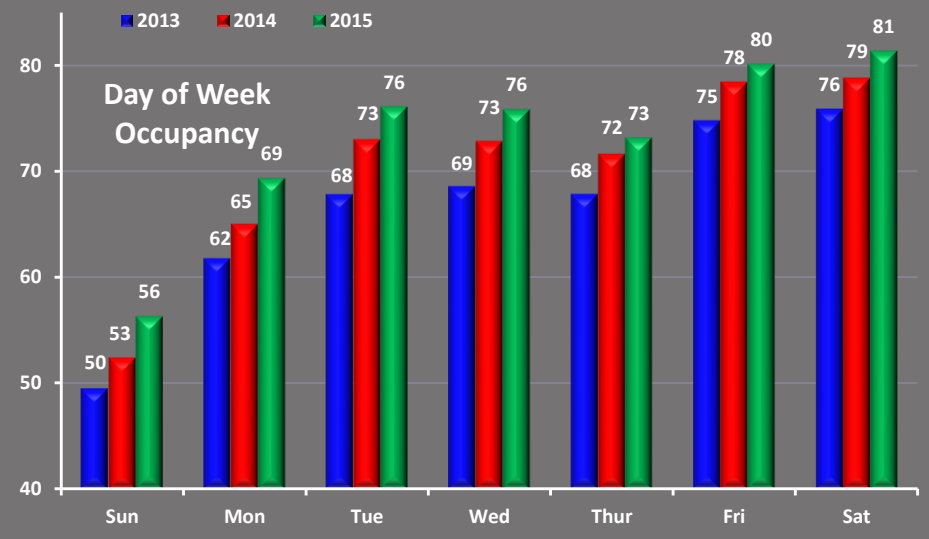
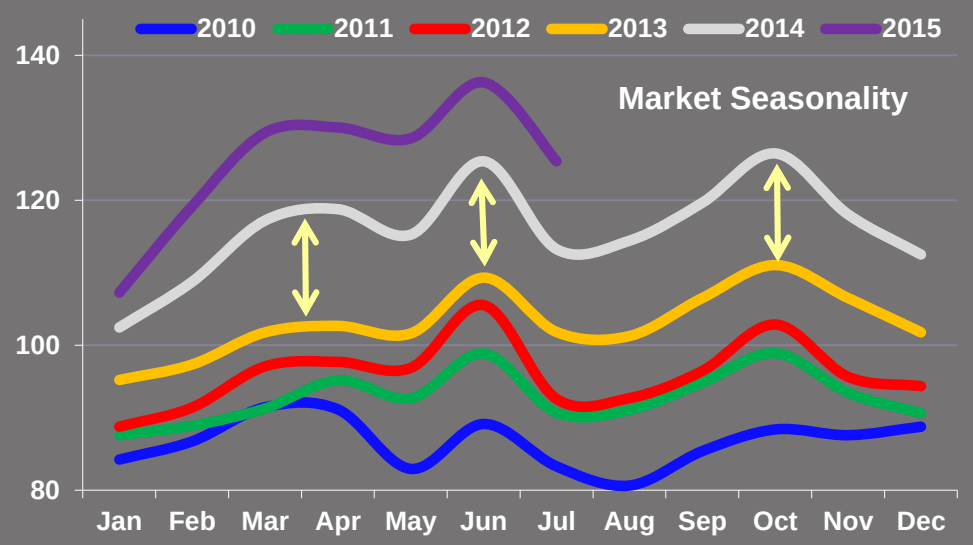
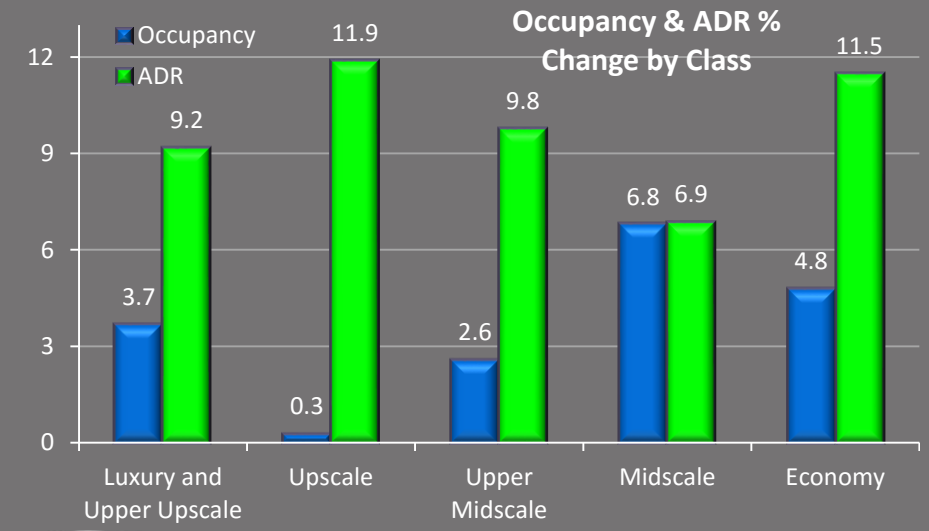
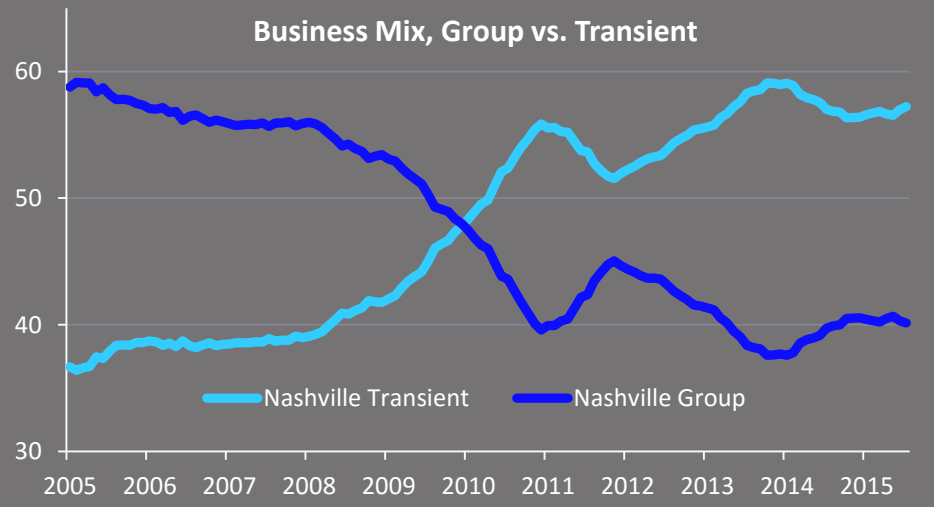
Sample Market Study – *more examples:*









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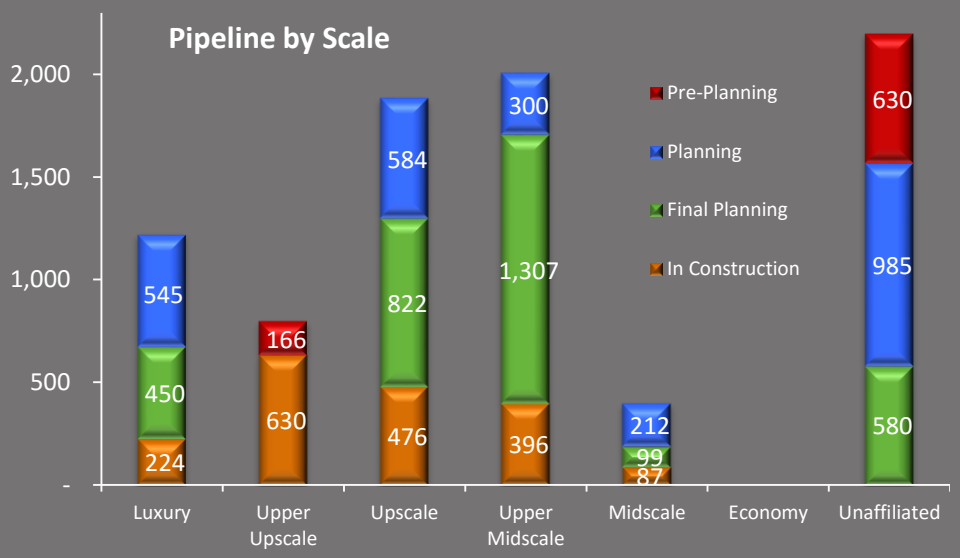
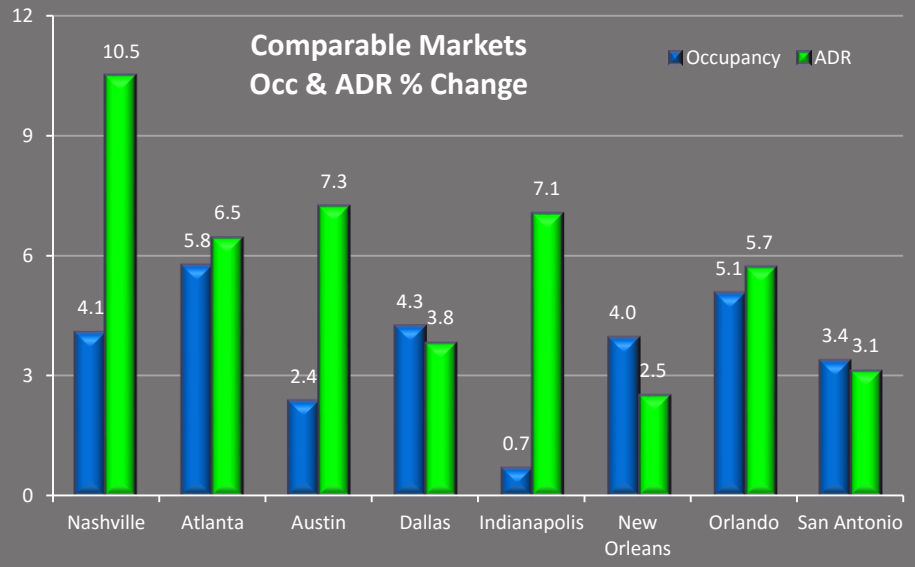
Sample Market Study – *more examples:*





Outlook		
	2015 Forecast	2016 Forecast
Supply	**2.7%**	**2.6%**
Demand	**4.3%**	**3.3%**
Occupancy	**1.5%**	**0.7%**
ADR	**8.3%**	**6.9%**
RevPAR	**10.0%**	**7.6%**

Summary – Industry Takeaways

- **Above average Supply growth in last years, lots of pipeline activity in future, popular place to build a hotel**
- **Significant positive impact of new convention center**
- **Popular place for group business and weekend getaways**
- **Strong recent Demand growth**
- **Very strong recent ADR growth contributing to record RevPAR and Revenue growth**
- **Big change to group/transient business mix**
- **Also significant changes to weekday/weekend metrics**

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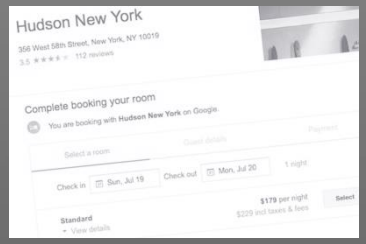
- Over 100 slides on current issues, hot topics and industry challenges
- Also industry relevant research ideas for professors and students
- Updated on regular basis, downloadable from SHARE Center Dropbox

Future Trends in Hospitality and Tourism

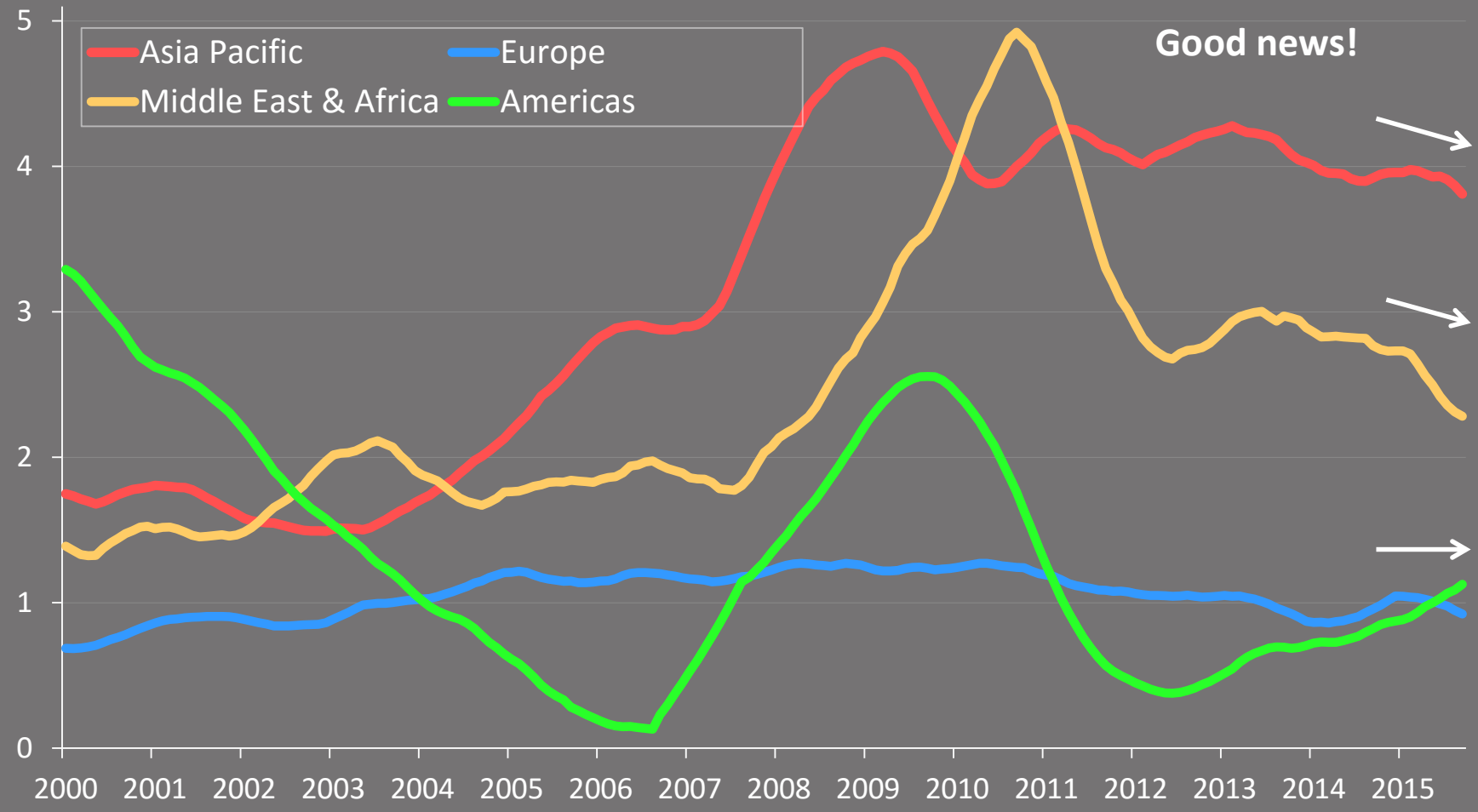
1. Performance Trends
2. Development Trends
3. Hotel Branding
4. Revenue Management
5. Technology Trends
6. Sharing Economy
7. International Tourism Trends



Conclusion - "Unprecedented time of opportunity for Hospitality & Tourism education!"

World Regions Supply % Change – Supply decreasing or stable

Running 12-month Rooms Available Percent Change, Jan 2000 – Sep 2015



Europe, AP and MEA decreasing, Europe below 1%, Americas stable, just over 1%

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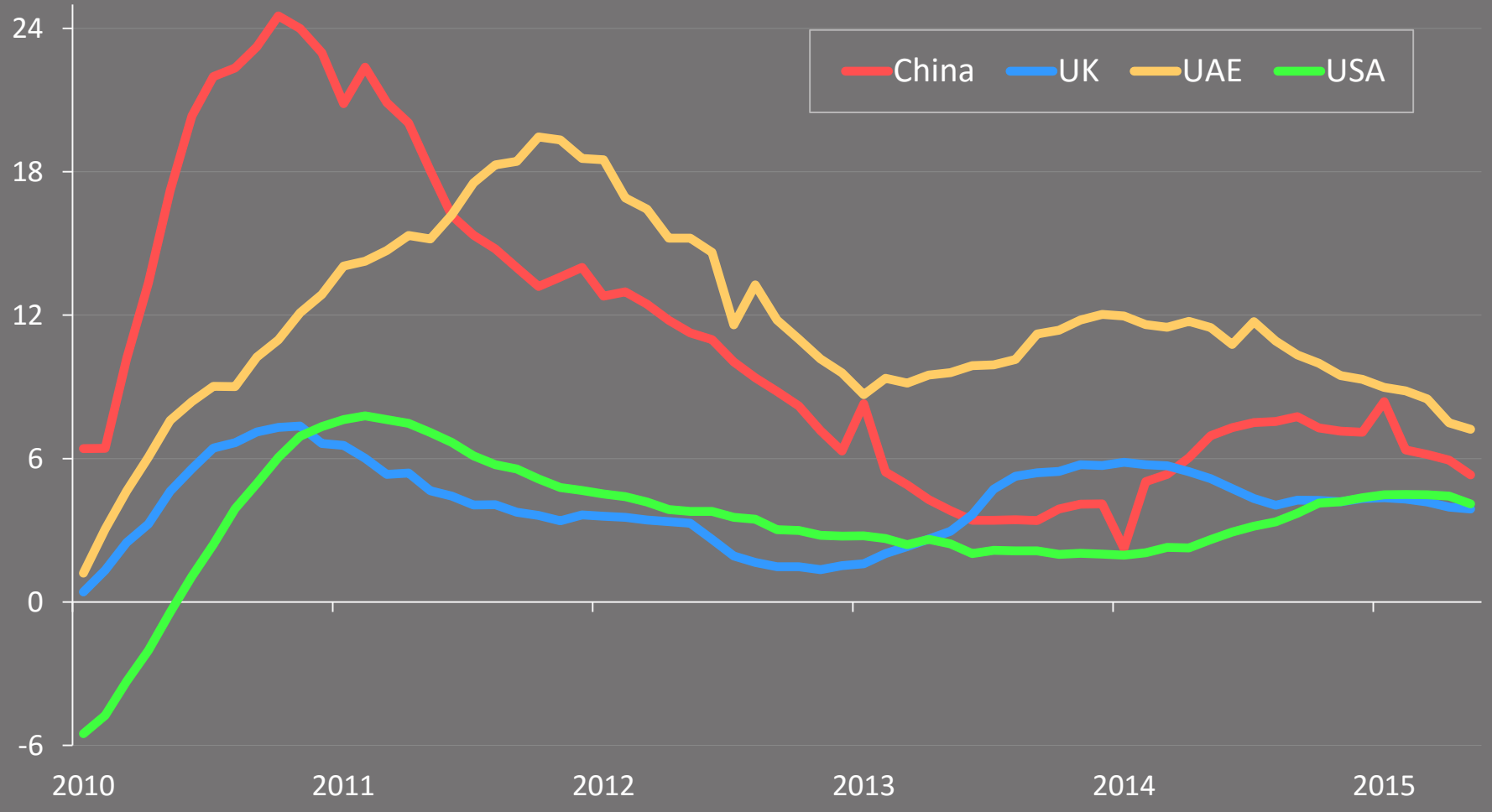
Sample Countries Recent Demand % Chg – positive, slowing a bit

Running 12-month Rooms Sold Percent Change, 2010 – May 2015



All in strong positive territory; some reacceleration in 2014, level off in 2015

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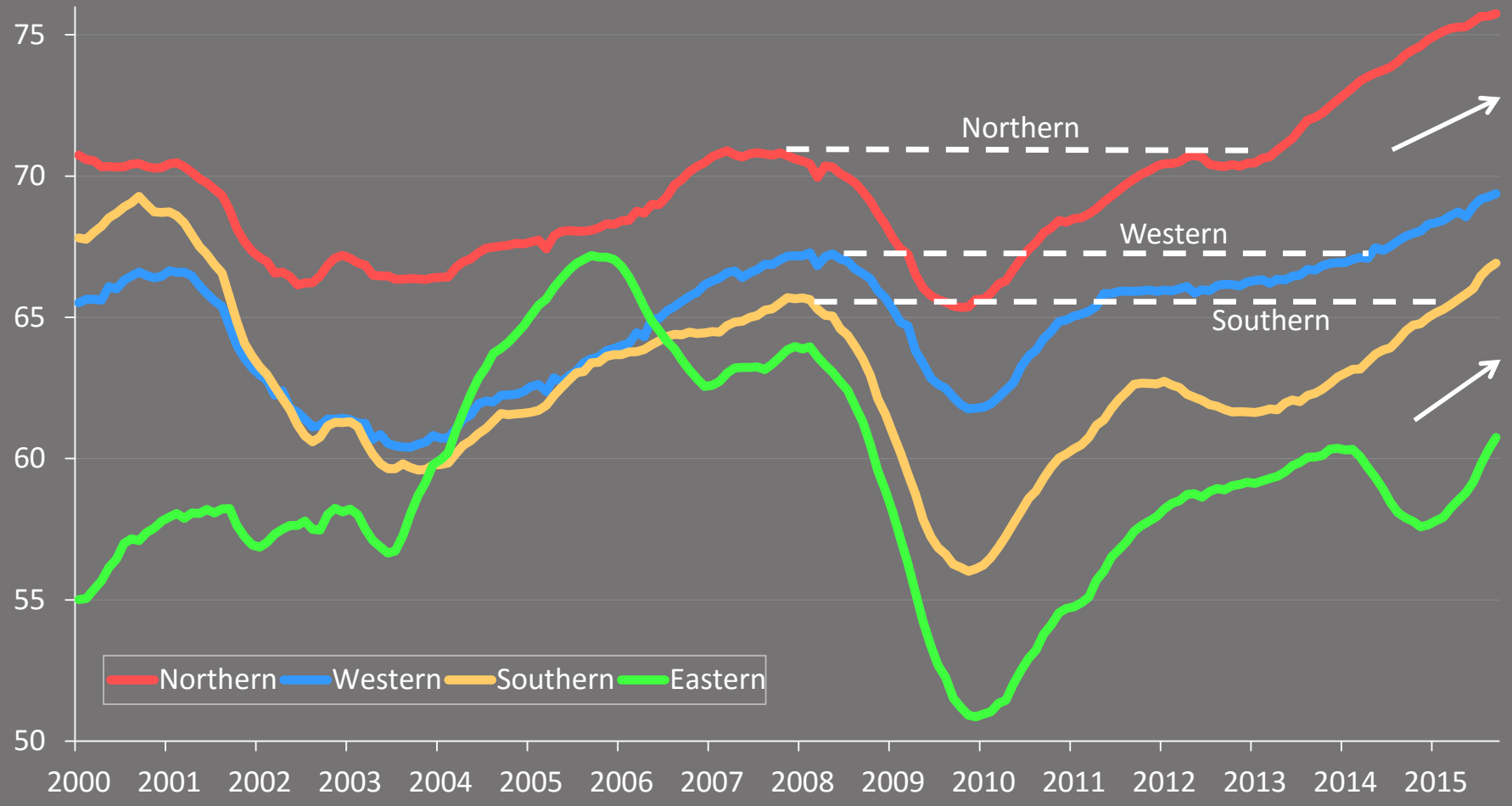
Europe Subcontinents Actual Occupancy – 3 recovered, all up!

Running 12-month Actual Occupancy, 2000 – May 2015



N, W, & S surpassed 2008 peak, all subcontinents are increasing sharply

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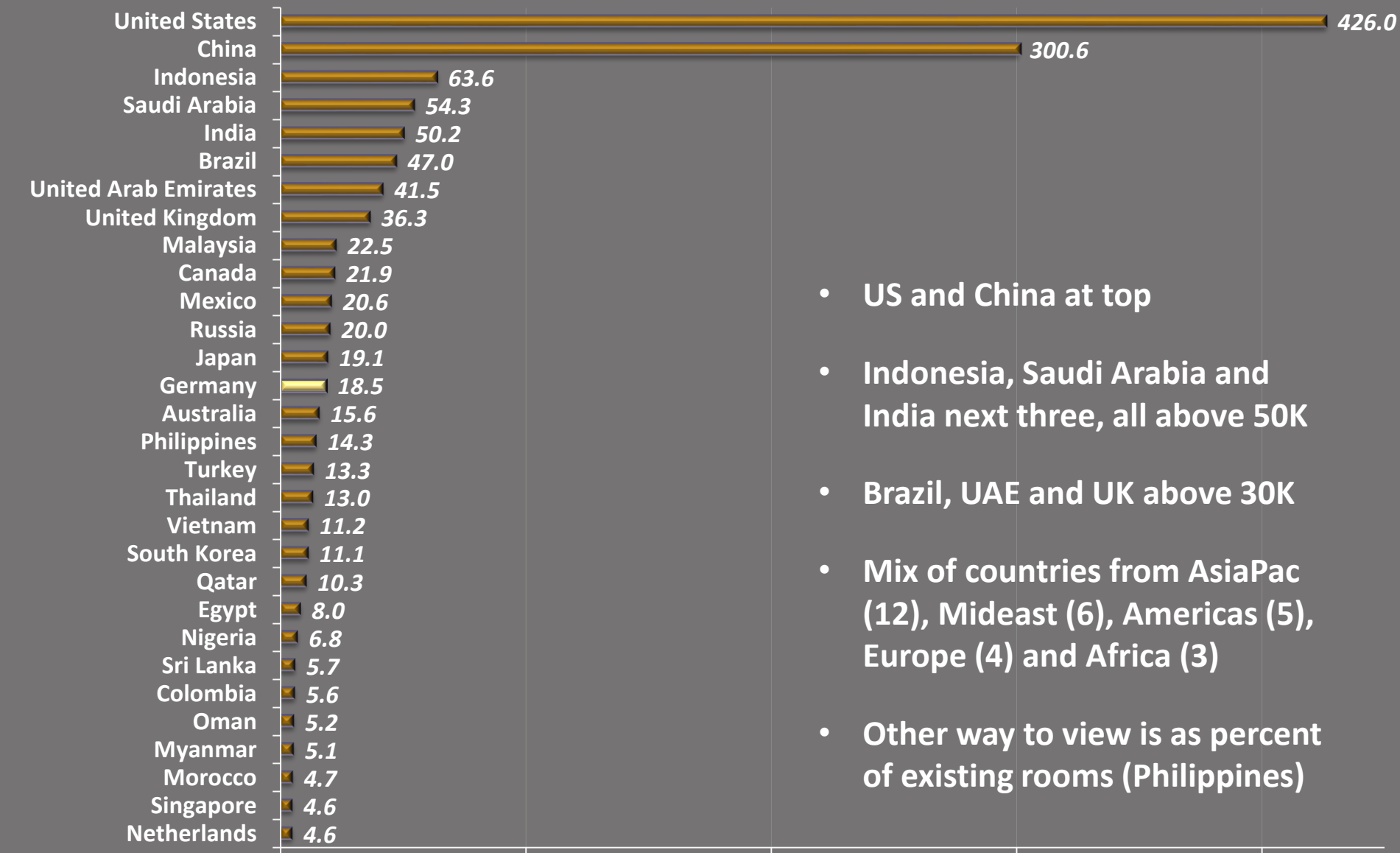
Global Future Development - Top Countries with Most Rooms In Pipeline

Top 30 Countries by Rooms Under Contract as of June 2015, Greater than 4500 Rooms, in Thousands



- US and China at top
- Indonesia, Saudi Arabia and India next three, all above 50K
- Brazil, UAE and UK above 30K
- Mix of countries from AsiaPac (12), Mideast (6), Americas (5), Europe (4) and Africa (3)
- Other way to view is as percent of existing rooms (Philippines)

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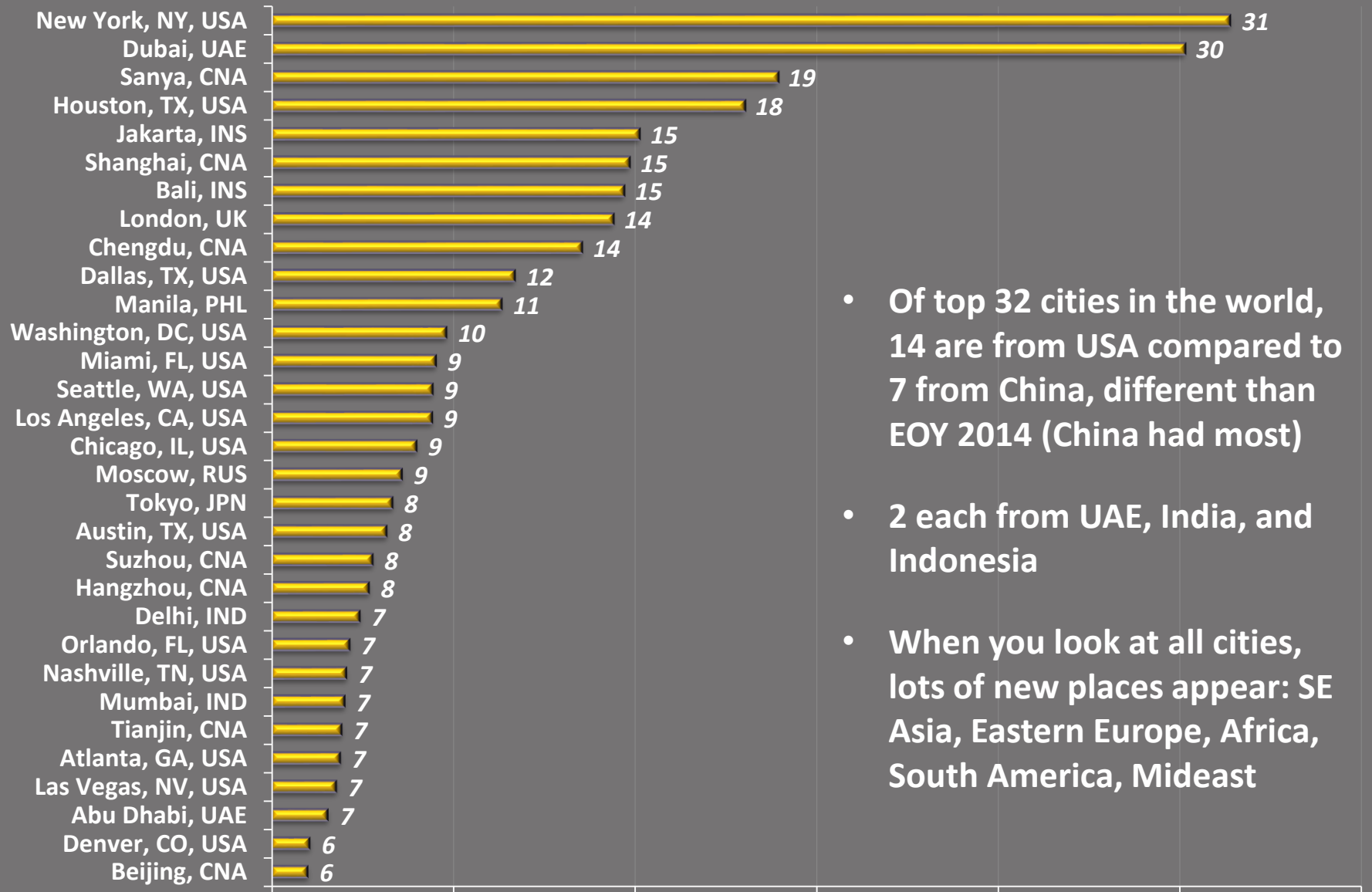
Global Future Development - Top Cities with Most Rooms in Pipeline

Top 31 Cities by Rooms Under Contract as of June 2015, Greater than 6500 Rooms, in Thousands



- Of top 32 cities in the world, 14 are from USA compared to 7 from China, different than EOY 2014 (China had most)
- 2 each from UAE, India, and Indonesia
- When you look at all cities, lots of new places appear: SE Asia, Eastern Europe, Africa, South America, Mideast

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Hotel Industry Branding Trends

1. Boutiques
2. Soft Brands
3. Lifestyle
4. Additional Special Emphases
5. Collaboration
6. Diversification
7. New Brands (and innovation)
8. Expansion
9. Redesign
10. Dual Branding
11. Acquisitions and Announcements
12. Branding “in the news”

(excerpt from “Hospitality & Tourism Future Trends”)

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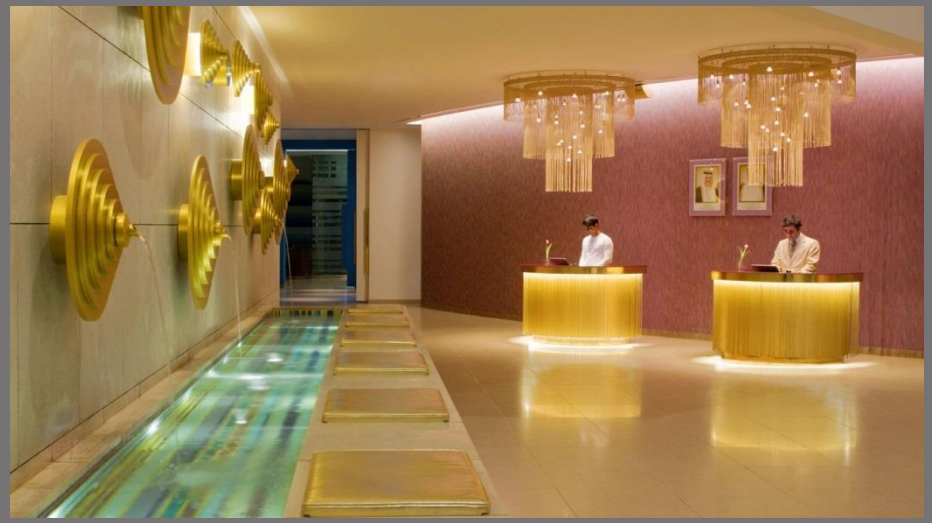
Soft Brand Examples (prop & room counts included)

Autograph Collection by Marriott

Tribute by Starwood

Curio by Hilton in Hamburg



Quorvus Collection by Carlson Rezidor

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Special Focus Brand Examples

Citizen M - millennial

Element/Starwood – eco-concious

Hualuxe/IHG – Chinese traveler

Tryp – family friendly

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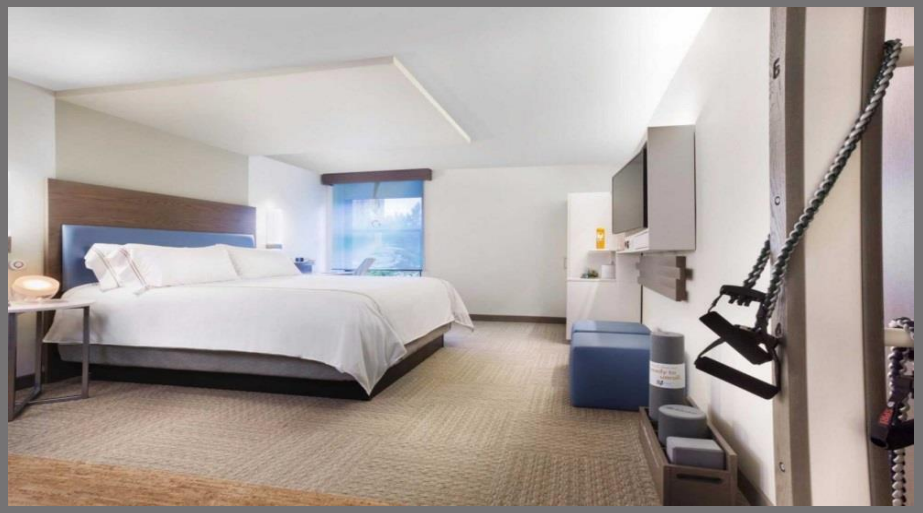
More Special Focus Brand Examples

Freehand – hybrid hotel & hostel



EVEN/IHG - health

21C Museum Hotels - art

Makarim Hotel in Mecca

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Collaboration Examples in the Hotel Industry

National Geographic – 24 hotels

Virgin Hotel – Nashville, Tennessee, USA

Bulgari Hotel – Milan, Italy

Margaritaville – Hollywood, FL, USA

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Additional excerpts from H&T Future Trends

- Revenue Management
- Technology
- Sharing Economy
- International Tourism

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Certification in Hotel Industry Analytics

The CHIA training program covers critical industry foundations (terminology, formulas and methodologies, analytical skills) and includes many application exercises

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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

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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

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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

GM Explanations for Performance Percent Changes

Positive Percent Changes

1. I'm a good general manager
2. I have a great staff

Negative Percent Changes

1. Economic cycles – in downturn, everyone negative
2. Calendar issues – different number of WD/WE days
3. Holiday issues – holiday such as Valentines day, Easter, …
4. Special event (last year) – conference, sporting, weather, …
5. Hotel-specific event – such as a renovation, cancellation, …

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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
123456	201112	10633	5394	50.7	8.9	87978	39503	44.9	-7.7	113.0	18.0
123456	201201	10633	5454	51.3	-12.6	87978	45755	52.0	-8.8	98.6	-4.2
123456	201202	9947	7056	70.9	7.8	79464	51202	64.4	-5.5	110.1	14.0
123456	201203	10633	9528	89.6	9.6	87978	75245	85.5	5.2	104.8	4.1
123456	201204	10290	9390	91.3	3.8	85140	73186	86.0	2.0	106.2	1.8
123456	201205	10633	9511	89.4	9.2	87978	77857	88.5	2.3	101.1	6.7
123456	201206	10290	8936	86.8	6.1	85140	76728	90.1	4.2	96.4	1.9
123456	201207	10633	9207	86.6	1.0	87978	76176	86.6	4.3	100.0	-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

Analyzing performance of life like hotels

find possible problems, opportunities for improvement and future strategies

		RevPAR					
		My Property		Competitive Set		Index (RGI)	
Day of Week	Time Period		% Chg		% Chg		% 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 Dat				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				-5.4	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 Compe

December 2012

		Transient	% Chg	Group	% Chg
Occ (%)	My Property	54.4	-0.1	8.9	-56.0
	Comp set	56.3	-7.4	7.5	-40.9
	Index (MPI)	96.6	8.0	118.2	-25.4
ADR	My Property	362.55	24.9	177.97	-17.3
	Comp set	338.14	12.6	269.39	44.2
	Index (ARI)	107.2	11.0	66.1	-42.6
RevPAR	My Property	197.28	24.8	15.84	-63.6
	Comp set	190.48	4.2	20.28	-14.8
	Index (RGI)	103.6	19.8	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	52.03	22.3
	Comp set	138.98	11.0	36.69	-10.7
	Index (RGI)	86.5	-11.2	141.8	37.0

- ***Similar Transient and Group Occupancy***
- ***Higher Transient ADR and lower Group ADR?***

Student Projects

Last year we created a resource to help professors conduct nearly 30 different types of student projects, including foundations, step-by-steps, data and suggested deliverables.

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Student Research Projects

- **Hotel-Related Overviews**

1. Local Market Overview
2. Comparable Market Analysis
3. Tracking Ongoing Performance
4. Existing Supply Analysis
5. Conversion Activity Analysis
6. Future Supply Analysis
7. Profitability Study
8. Destination Forecasting

- **Impact Analyses**

9. Weather-Related
10. Sporting Event
11. Holiday Shift Study
12. Crisis-Related
13. Potential Special Event
14. New Attraction
15. Selected Hotel Comparative Study
16. Correlating Hotel & Other Travel Data
17. Development Potential
18. Economic Cycle Comparative Analysis

- **Market Segment Research**

19. Weekday/Weekend and DOW Analysis
20. Group versus Transient Analysis
21. Seasonality Analysis
22. School Vacation/Schedule Analysis
23. Compression/Overflow Analysis
24. Sellout Night Analysis

- **Guest/Visitor Studies**

25. Traveler Origin/Intention Analysis
26. Visitor Profile Analysis
27. Guest Satisfaction/Review Analysis
28. Destination Branding Study

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The Value of Super Bowl XLVI – ADR and Revenue Generated per Room

Distance
ADR, Feb 2-5, 2012
Room Revenue per Available Room

0-20 miles
$301.46
$1,149

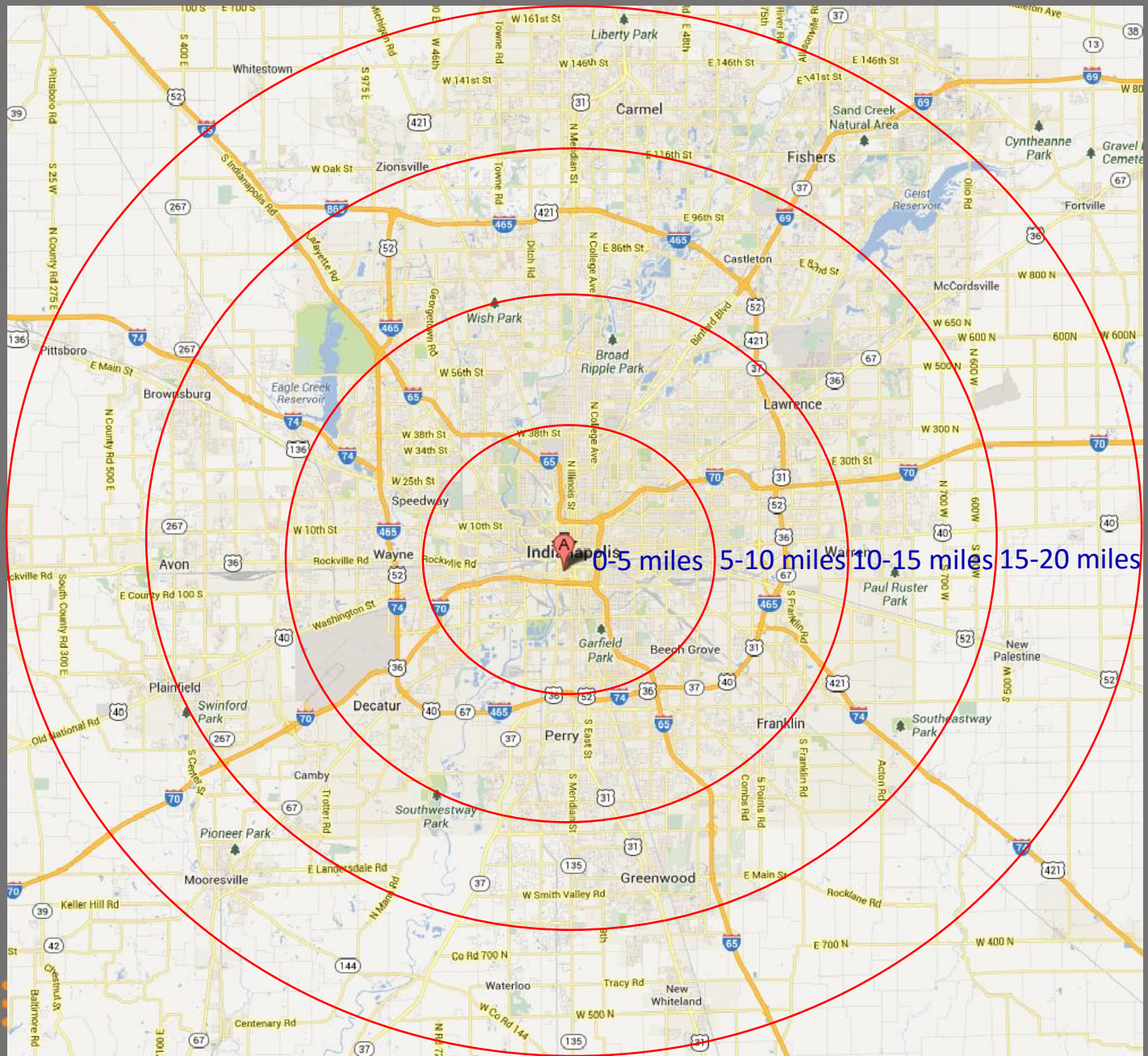
0-5 miles
$387.73
$1,518

5-10 miles
$270.15
$988

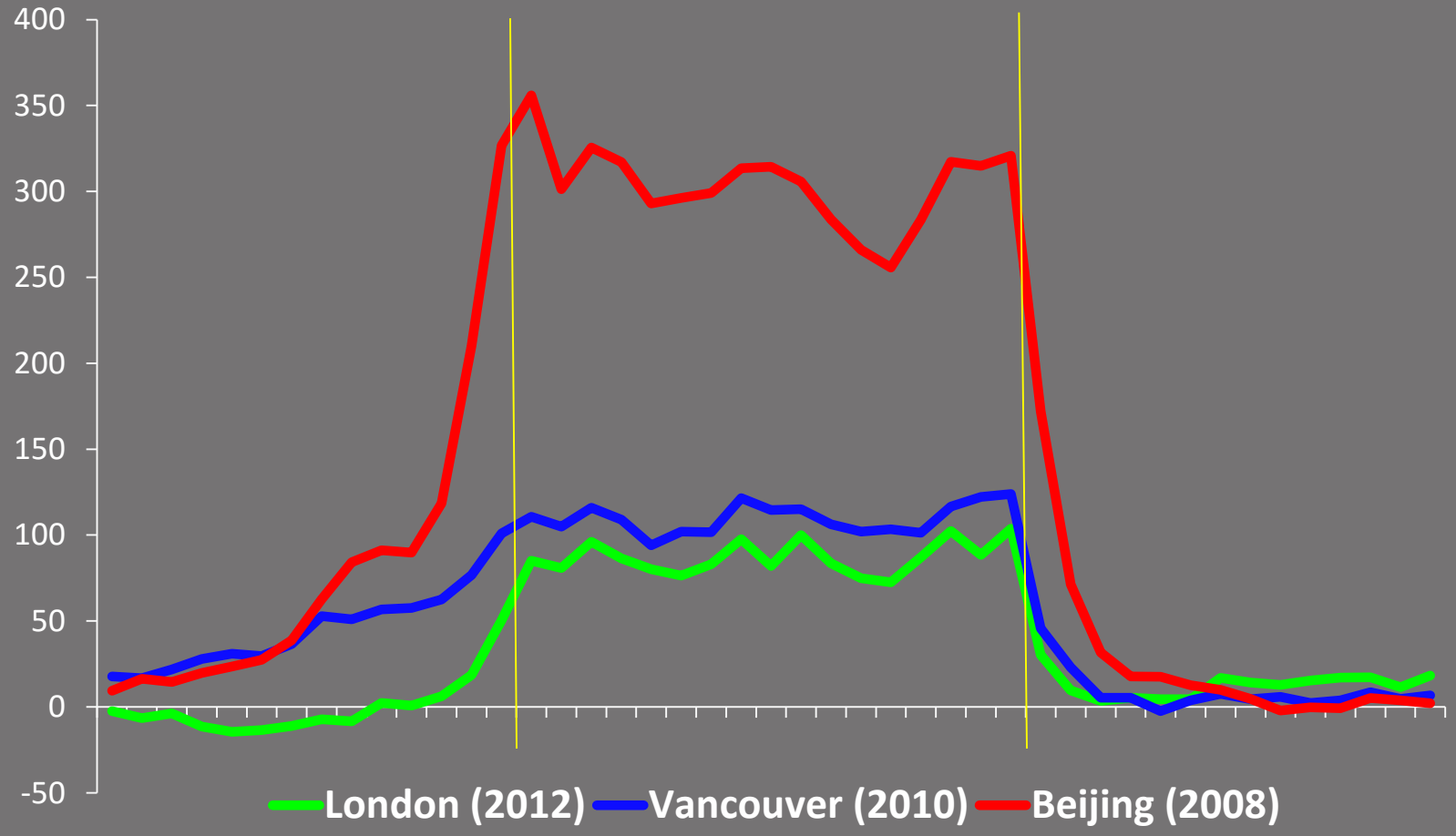
10-15 miles
$252.70
$969

Total Room Revenue:
$31,198,251

$28.5 mm more generated than during same four days in 2011



ADR Premiums for London, Vancouver and Beijing Olympics



YOY percentage change ADR (Local Currency), two weeks prior – two weeks following

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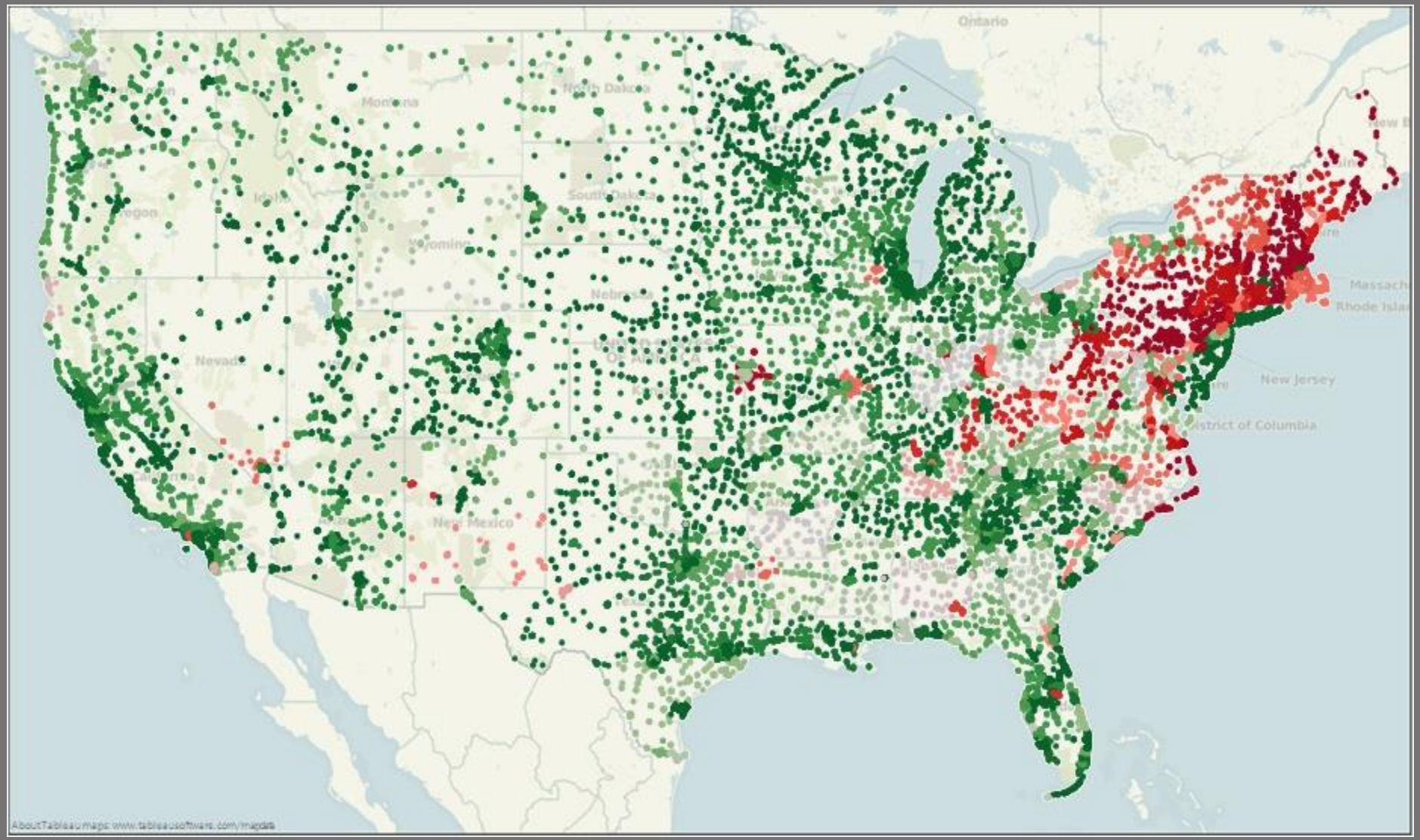
US Demand Percent Change during Hurricane Sandy



Oct 29 - Sandy turns NW and makes landfall near Atlantic City, New Jersey

STR ANALYTICS
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Outside the box!

H&T professors are among the most creative when I see the unique ways they utilize data/resources.

Let us know other things you are doing!

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Examples of H&T professors creatively using data:

1. Analyze hotel industry publications around the world (continents, subcontinents, countries, cities)
2. Simulate a tourism organization (track special events, research, press releases)
3. Prepare students for simulation exercises (RedGlobal, HOTS)
4. Use a Destination Report to help teach forecasting
5. Compare P&L/accounting data for different types of hotels
6. What is the best calendar for the hotel industry?
7. Use hotel longitude/latitude data with GIS program
8. Study modeling with hotel industry data
9. Correlating STR performance data with 3rd party data (review, guest satisfaction, air/arrival, employee/HR, survey)

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Simulating a Tourism Organization - Beijing

Tab 2 - Multi-Segment

Beijing Sample

For the month of: October 2014

Currency: CNY - Chinese Yuan Renminbi

	Current Month – October 2014 vs October 2013												Year to Date – October 2014 vs October 2013												Participation			
	Occ %		ADR		RevPAR		Percent Change from October 2013						Occ %		ADR		RevPAR		Percent Change from YTD 2013						Properties		Rooms	
	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2014	2013	2014	2013	2014	2013	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	Census	Sample	Census	Sample
China	69.9	70.4	598.79	614.89	418.34	432.76	-0.7	-2.6	-3.3	0.9	4.4	3.6	66.0	64.5	567.63	585.26	374.69	377.38	2.4	-3.0	-0.7	4.2	4.9	7.4	11121	3184	1865656	644563
Market and Sub Markets																												
Beijing	75.6	75.5	581.33	605.66	439.44	457.38	0.1	-4.0	-3.9	-1.3	2.7	2.8	70.2	69.2	565.22	589.17	396.69	407.94	1.4	-4.1	-2.8	-0.1	2.7	4.1	1278	391	219610	81711
CBD/Dongzhimen/Jianguomen	75.8	73.9	873.14	946.36	661.64	699.80	2.5	-7.7	-5.5	-2.6	3.1	5.6	69.4	65.9	868.78	929.61	603.22	612.35	5.4	-6.5	-1.5	0.4	1.9	7.4	110	43	23983	13935
Downtown/Financial Street	77.6	80.6	645.53										72.6	72.4	608.14	637.92	441.57	461.68	0.3	-4.7	-4.4	-3.1	1.3	1.6	219	77	35413	17035
Yanshai/Guozhan Center	74.7	74.5	612.43										70.6	67.7	598.23	608.20	422.37	411.77	4.3	-1.6	2.6	2.9	0.3	4.6	84	30	17516	8786
Beijing South	77.2	79.1	420.59										73.8	75.1	403.20	407.87	297.44	306.14	-1.7	-1.1	-2.8	0.4	3.3	1.5	315	98	47311	16518
Beijing West	78.0	76.2	514.00										70.6	69.6	511.27	529.60	361.02	368.78	1.4	-3.5	-2.1	-1.1	1.1	2.5	157	37	31316	7578
Beijing North	77.3	77.7	555.47	568.47	429.21	441.95	-0.6	-2.3	-2.9	-2.8	0.1	-0.5	72.2	71.4	526.42	545.65	380.08	389.75	1.1	-3.5	-2.5	-1.9	0.6	1.7	128	27	22860	6489
Outer Beijing	68.1	63.6	380.20	435.33	258.88	277.08	7.0	-12.7	-6.6	-0.2	6.8	14.3	60.6	60.0	396.88	443.51	240.65										41211	11370
Classes																												
Beijing Luxury Class	71.7	69.7	1,230.74	1,339.56	882.68	933.35	2.9	-8.1	-5.4	-1.0	4.7	7.8	63.5	57.9	1,234.95	1,332.53	784.65										15672	10625
Beijing Upper Upscale Class	72.3	71.1	794.73											63.6	783.96	836.38	527.24										21606	14145
Beijing Upscale Class	71.9	71.8	610.99											65.0	596.32	627.89	386.78										35602	21243
Beijing Upper Midscale Class	77.9	78.2	476.13											72.2	464.56	467.95	331.53										49426	11436
Beijing Midscale Class	82.4	75.4	305.79											68.1	300.87	297.65	220.59										40615	3474
Beijing Economy Class	81.1	84.7	234.04	235.29	189.92	199.28	-4.2	-0.5	-4.7	0.7	5.6	1.2	80.5	83.7	234.76	237.91	189.07										56793	20788
Sizes																												
Beijing Greater Than 500 Rooms	72.9	70.5	836.98	883.79	609.93	622.73	3.4	-5.3	-2.1	-2.4	-0.4	3.0	65.3	61.8	820.00	883.89	535.33										26234	14293
Beijing 300 - 500 Rooms	73.6	74.6	661.44	677.81	487.04	505.78	-1.3	-2.4	-3.7	0.3	4.1	2.8	67.5	66.6	646.31	664.00	436.06										53966	30726
Beijing 150 - 299 Rooms	77.1	75.8	595.98										71.4	70.5	559.76	565.05	399.82										66894	19156
Beijing 75 - 149 Rooms	81.0	82.9	261.56										79.4	81.6	260.62	260.06	206.86										61150	13228
Locations																												
Beijing Urban	76.2	76.8	550.00										70.8	70.6	530.38	555.07	375.62										187608	63191
Beijing Suburban	73.9	73.7	698.49	725.26	515.89	534.31	0.3	-3.7	-3.4	-3.9	-0.5	-0.3	68.4	65.8	693.41	707.91	474.16										21430	13841
Beijing Airport	74.2	64.9	646.63	660.83	479.82	429.05	14.3	-2.1	11.8	13.3	1.3	15.8	68.2	62.5	651.00	663.04	443.89										8874	3955
Chinese Markets																												
Shanghai	78.8	75.4	655.75	637.54	516.70	480.69	4.5	2.9	7.5	8.7	1.1	5.7	71.7	65.7	604.51	601.02	433.50										212969	79470
Guangzhou	74.8	69.9	851.85											53.5	649.59	681.36	457.28										82366	21501
Shenzhen	87.5	83.6	560.76											73.9	547.76	652.02	461.38										67083	23529
Hangzhou	69.4	67.8	608.18											59.1	550.23	572.06	338.16										58551	18064
Chengdu	70.3	74.8	449.66											66.1	417.37	446.93	271.68										48656	25864
Hong Kong SAR	85.5	84.8	1,545.52	1,601.57	1,320.94	1,357.48	0.8	-3.5	-2.7	-1.4	1.3	2.2	86.0	83.8	1,407.81	1,402.20	1,210.04										65272	33709
Asia Pacific Markets																												
Bangkok	71.0	73.1	590.48	618.66	419.02	452.18	-2.9	-4.6	-7.3	-8.1	-0.9	-3.8	59.0	74.4	586.29	631.39	346.16	469.47	-20.6	-7.1	-26.3	-25.4	1.2	-19.6	345	118	73754	33523
Hanoi	74.6	69.9	671.38										65.7	66.3	670.62	681.05	440.41	451.88	-1.0	-1.5	-2.5	1.2	3.9	2.8	166	18	12193	4254
Jakarta	66.3	73.7	571.17											8.5	590.85	633.15	380.96	433.91	-5.9	-6.7	-12.2	-6.0	7.0	0.7	274	73	46362	18744
Kuala Lumpur	70.4	76.0	693.55											2.6	725.22	732.41	513.87	531.62	-2.4	-1.0	-3.3	0.5	4.0	1.5	119	34	33423	13980
Seoul	86.3	86.3	1,224.30											6.9	1,192.79	1,148.09	929.41	882.95	1.3	3.9	5.3	9.4	3.9	5.3	126	34	27909	10903
Sydney	87.4	87.7	1,125.41	1,208.15	983.19	1,059.69	-0.4	-6.8	-7.2	-6.7	0.6	0.2	83.4	82.3	1,095.68	1,145.47	913.93	942.16	1.4	-4.3	-3.0	-1.7	1.3	2.7	357	165	39447	29994
Tokyo	91.9	91.1	996.44	982.43	915.51	894.74	0.9	1.4	2.3	4.8	2.4	3.3	86.3	85.9	962.07	949.65	830.13	815.35	0.5	1.3	1.8	3.4	1.6	2.1	448	130	39147	40102

Geographic breakdowns

Class/price subcategories

Sizes and Location types

Comparable Chinese cities

Comparable Asian cities

- ***Professor can create a user defined report personalized for a specific geographic area***
- ***Possible to track performance over time, analyze special events***

A blank row indicates insufficient data.

Source 2014 STR Global, Ltd.

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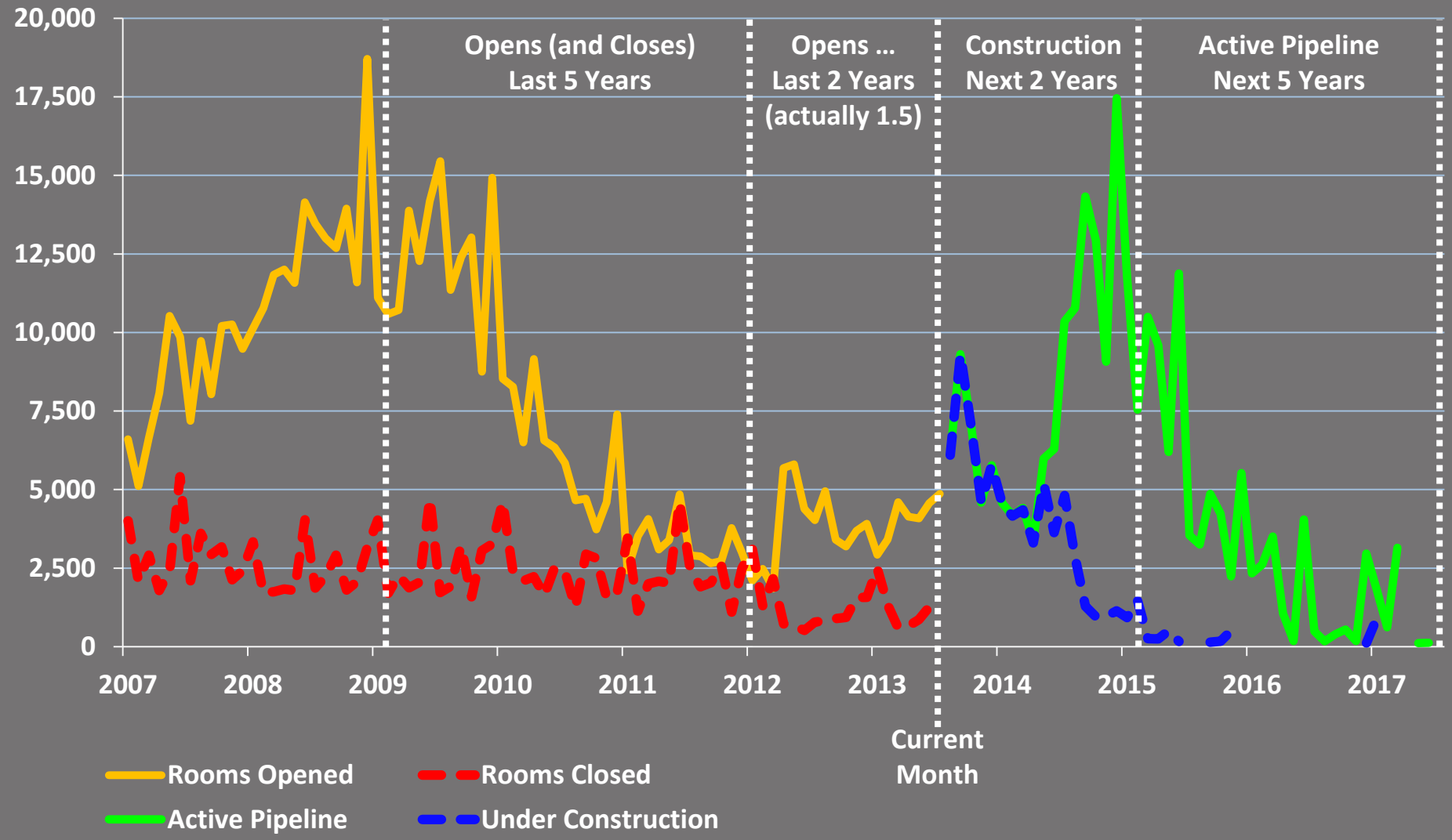
Past and Future Supply Analysis for a Market



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Compare P&L/Accounting data for different hotels

STR ANALYTICS

HOST/Profitability Report

Nashville, TN

	Nashville, TN Upscale Class			New York, NY Luxury Class		
	2014			2014		
	Ratio to Sales [1]	Amount Per Available Room	Amount Per Occupied Room Night	Ratio to Sales [1]	Amount Per Available Room	Amount Per Occupied Room Night
REVENUE	%	$	$	%	$	$
Rooms	77.4 %	$ 45,820	$ 158.76	53.1 %	$ 38,269	$ 137.60
Food	12.7	18,732	64.91	21.2	15,716	56.51
Beverage	4.1	3,738	12.95	7.7	2,790	10.03
Other Food & Beverage	2.8	1,769	6.13	8.1	1,529	5.50
Other Operated Departments	1.9	7,499	25.98	9.5	6,270	22.54
Rentals & Other Income	1.1	880	3.00	0.4	285	1.00
TOTAL REVENUE	100.0 %	$ 78,438	$ 271.78	100.0 %	$ 64,858	$ 233.21
DEPARTMENTAL EXPENSES						
Rooms	23.1 %	$ 10,596	$ 36.71	24.9 %	$ 9,540	$ 34.30
Food & Beverage	61.5	14,912	51.67	64.2	12,863	46.25
Other Operated Departments	48.7	3,653	12.66	52.9	3,319	11.94
TOTAL DEPARTMENTAL EXPENSE	37.2 %	$ 29,160	$ 101.04	39.7 %	$ 25,722	$ 92.49
DEPARTMENTAL PROFITS						
Rooms	76.9 %	$		75.1 %	$ 28,729	$ 103.30
Food & Beverage	38.5			35.8	7,171	25.78
Other Operated Departments	51.3			47.1	2,950	10.61
TOTAL DEPARTMENTAL PROFITS	62.8 %	$		60.3 %	$ 39,136	$ 140.72
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	7.3 %			7.9 %	5,148	18.51
Marketing (***excluding*** *Franchise F*	6.4			6.4	4,168	14.99
Franchise Fees (*royalty and marke*	1.1			1.0	667	2.40
Utility Costs	3.3	2,576	8.93	3.3	2,166	7.79
Property Operation & Maintenance	3.6	2,846	9.86	4.3	2,766	9.94
TOTAL UNDISTRIBUTED OPERATI	21.6	$ 16,976	$ 58.82	23.0 %	$ 14,915	$ 53.63
GROSS OPERATING PROFIT	41.2 %	$ 32,302	$ 111.92	37.3 %	$ 24,221	$ 87.09

NY/Luxury hotels have higher Ratio to Sales % for F&B and Other Operated Departments compared to Nashville/ Upscale hotels

Western Carolina University

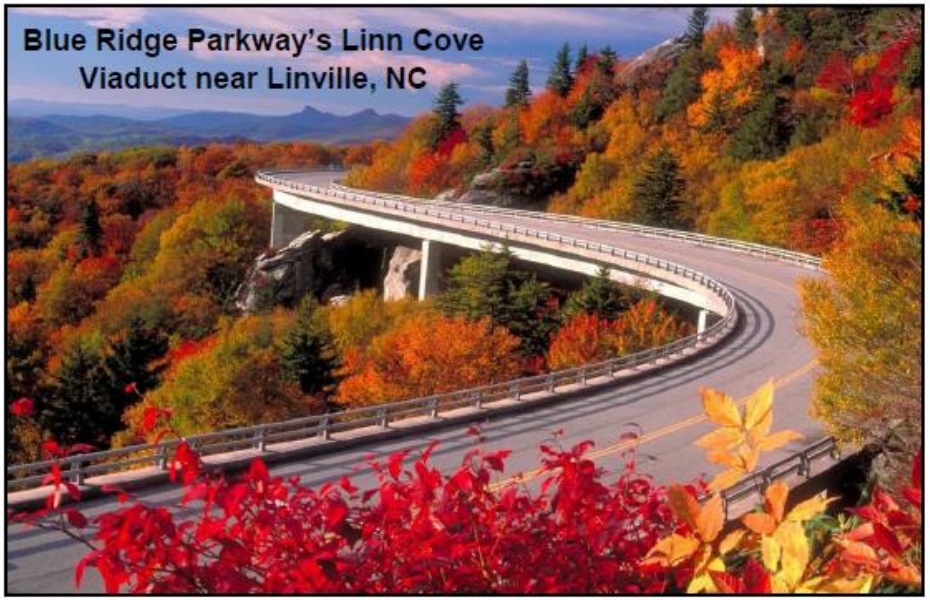
COLLEGE OF BUSINESS

October Fall Foliage Season Travel Trends & 2013 October Tourism Forecast for Western North Carolina

This report was prepared by Dr. Steve Morse, in conjunction with students enrolled in class HT 438: "Strategic Management in the Hospitality & Tourism Industry" Fall 2013 at Western Carolina University.

Steve Morse, Ph.D.

Economist & Director
Hospitality & Tourism Management
College of Business
Western Carolina University
Cullowhee, NC 28723
Ph: (828) 227-3386
E-mail: scmorse@wcu.edu



Source: Smith Travel Research, Hotel performance data for 21 counties in Western NC, Dr. Steve Morse and analysis from the Fall Semester 2013 students enrolled in Hospitality and Tourism Management 438 (HT 438: Strategic Mgt. for the Hospitality & Tourism Industry).

STR Examples

research we have done as well as projects performed by consultants, hotel companies and tourism organizations with STR data

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Additional Research examples – *ideas for you*

- Compression/Overflow
- Group/Transient (change in business mix)
- School vacation (impact of switch)
- Seasonality (ADR changes, shoulder months)
- Gas price (impact of in/decrease)
- Sandy and Katrina (hurricanes)
- Ash cloud (cancellations, airport hotels)
- Olympics, World Cup, Expo (positive or negative)
- Gulf Oil Spill (tourism loss versus side effects)
- New attraction/Convention Center (potential gain)
- National Parks (mountains versus beaches, drive-to holidays)
- Impact of government business and shutdown
- Currency fluctuation, inflation adjustment

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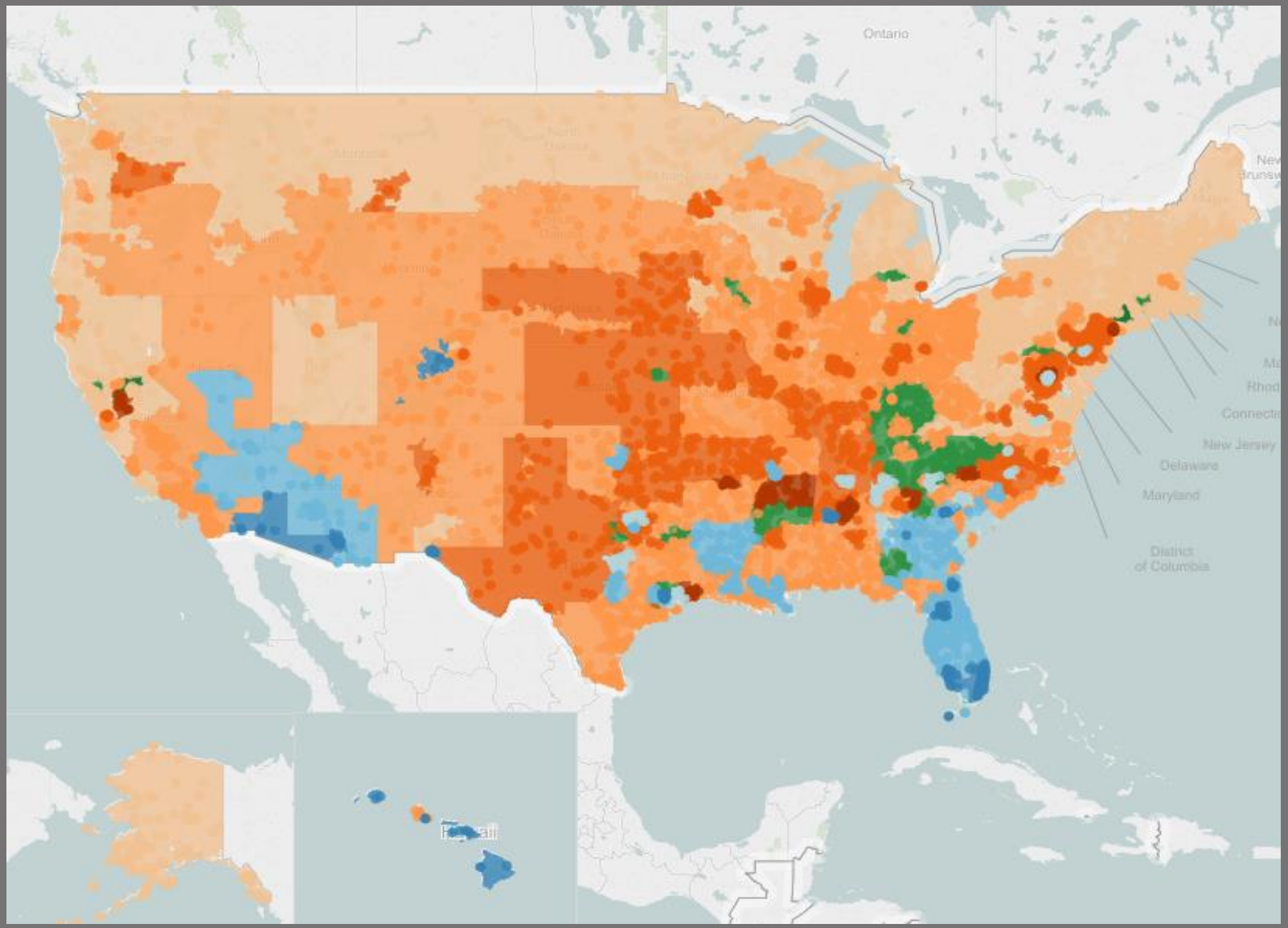
Seasonality Analysis – Peak Months by Tract



Based on TTM period ending 10/2014

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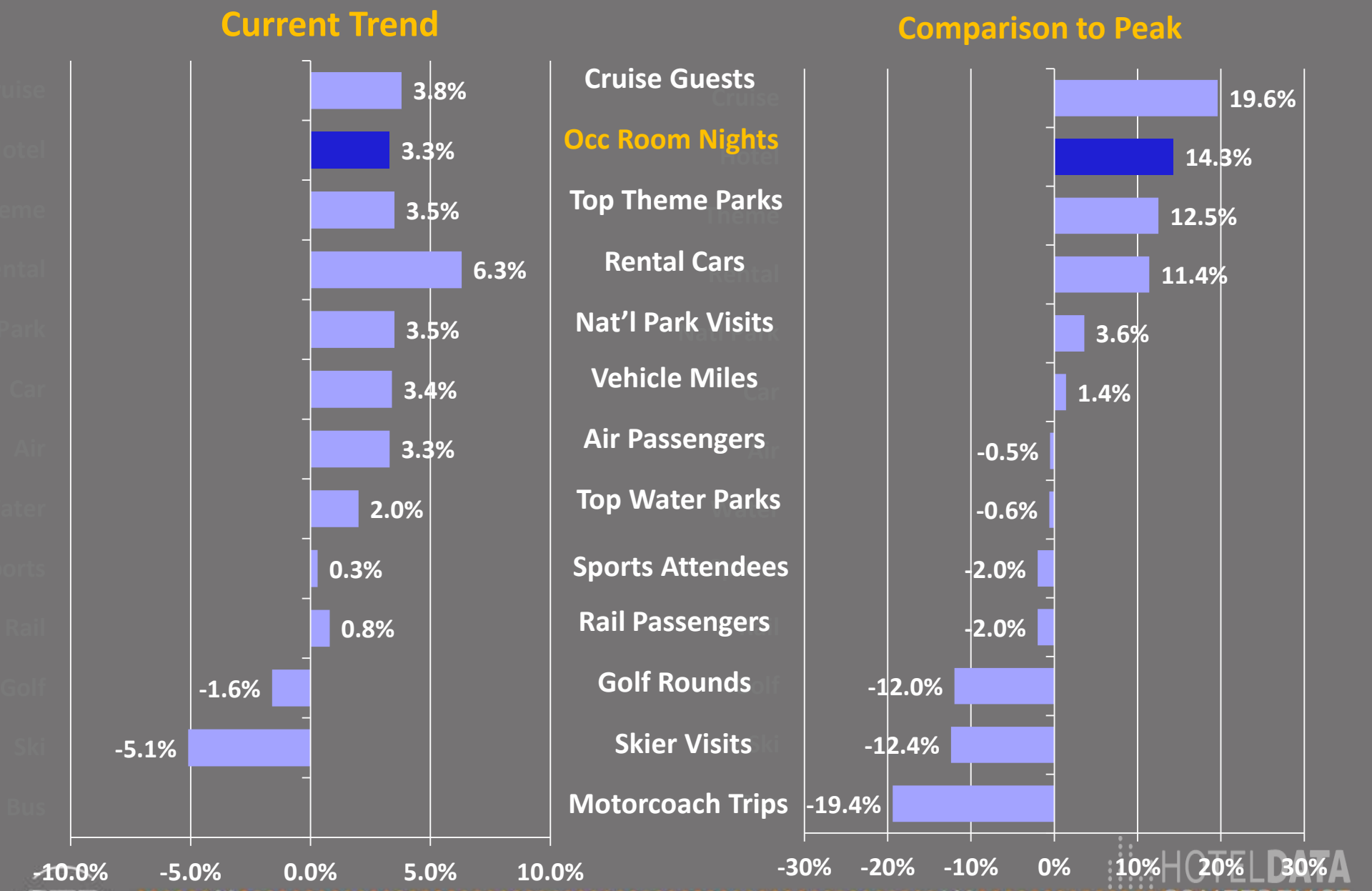
Correlation of Hotel to Additional Travel/Tourism Data



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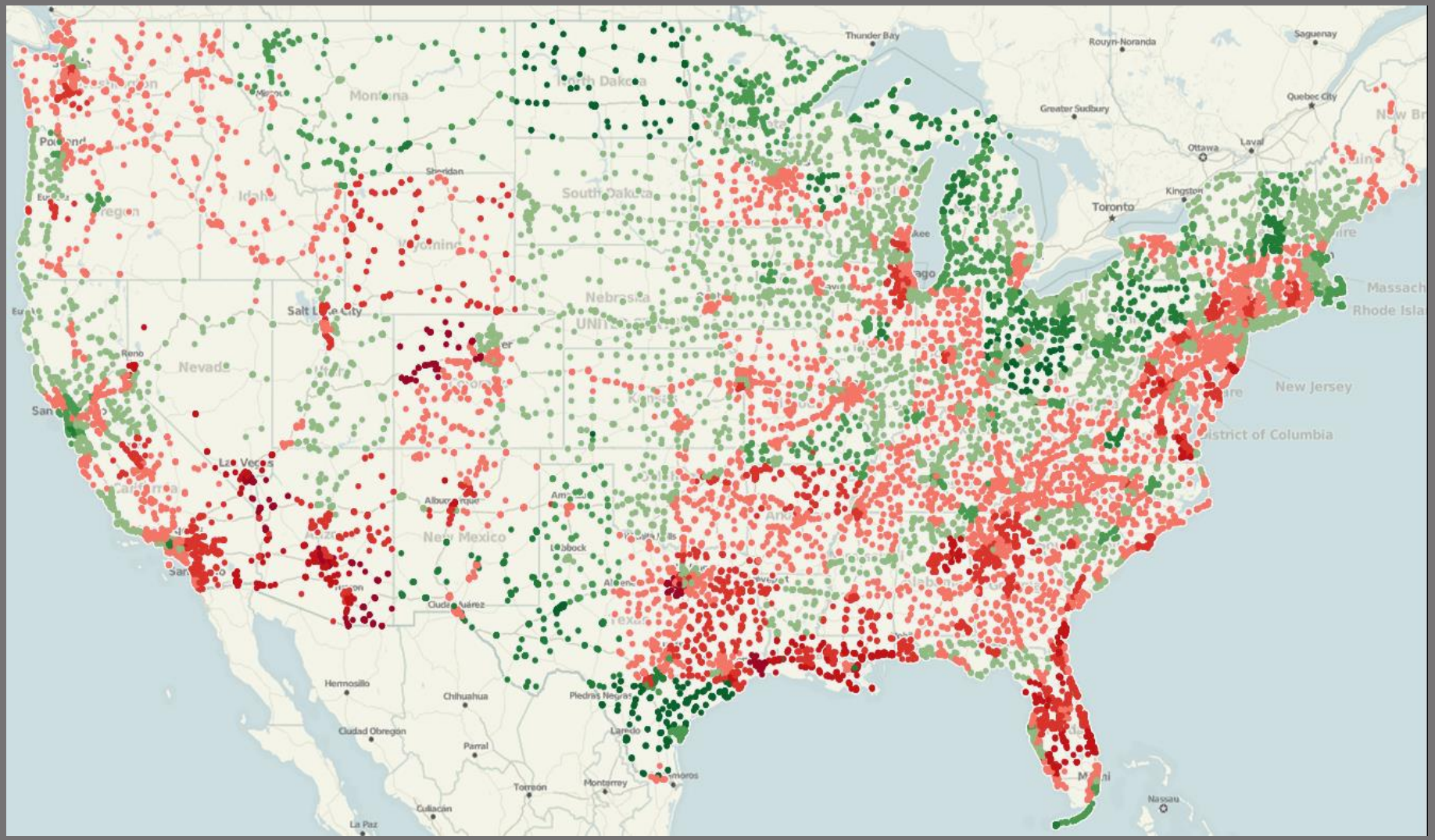
US RevPAR Recovery by Submarket – tableau example

Current RevPAR compared to prior peak



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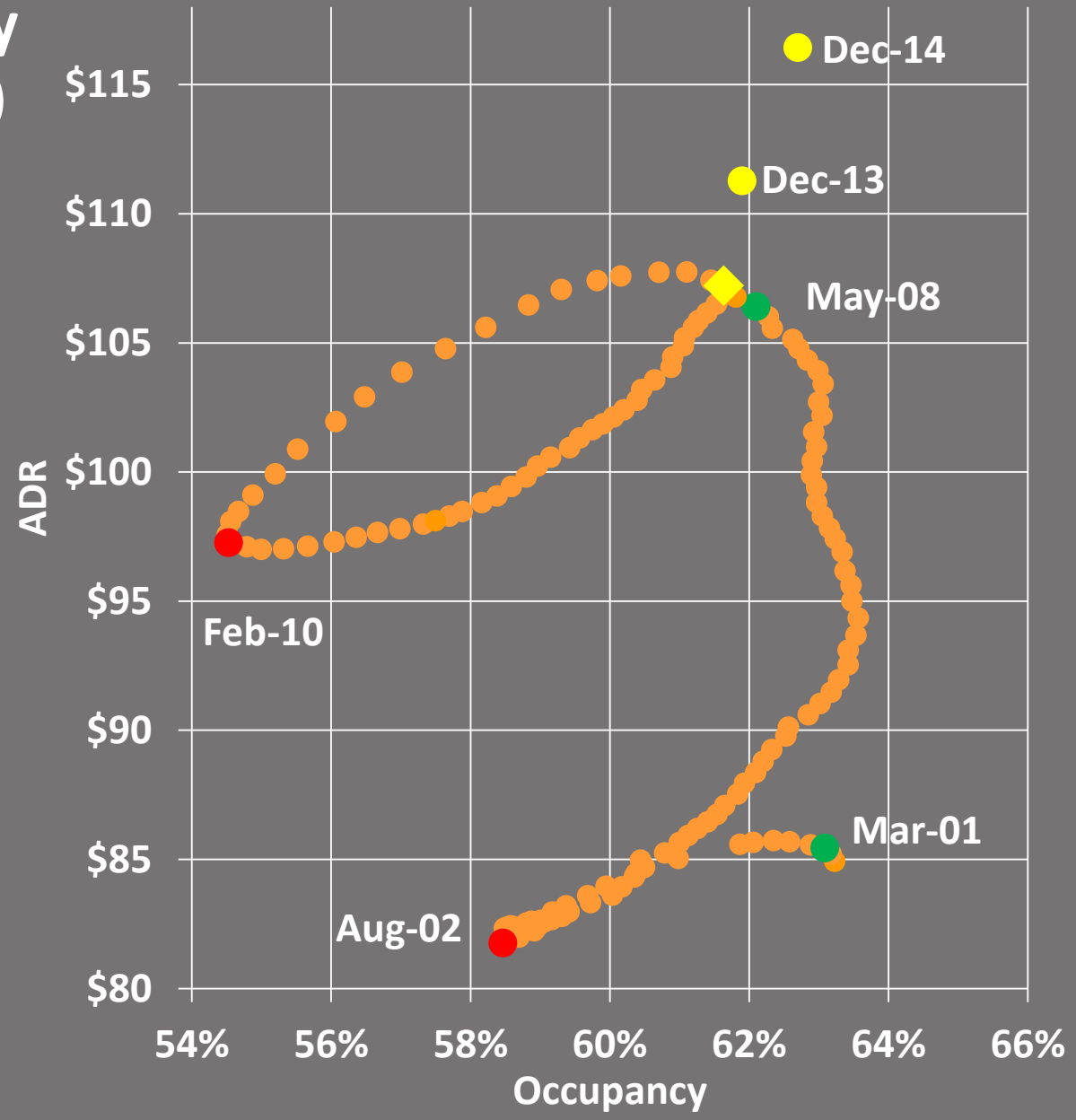
US RevPAR Recovery
(special graph example)
12-Month Moving Average
2001-2014

Effectively presenting Hospitality and tourism data – increasing understanding and usability



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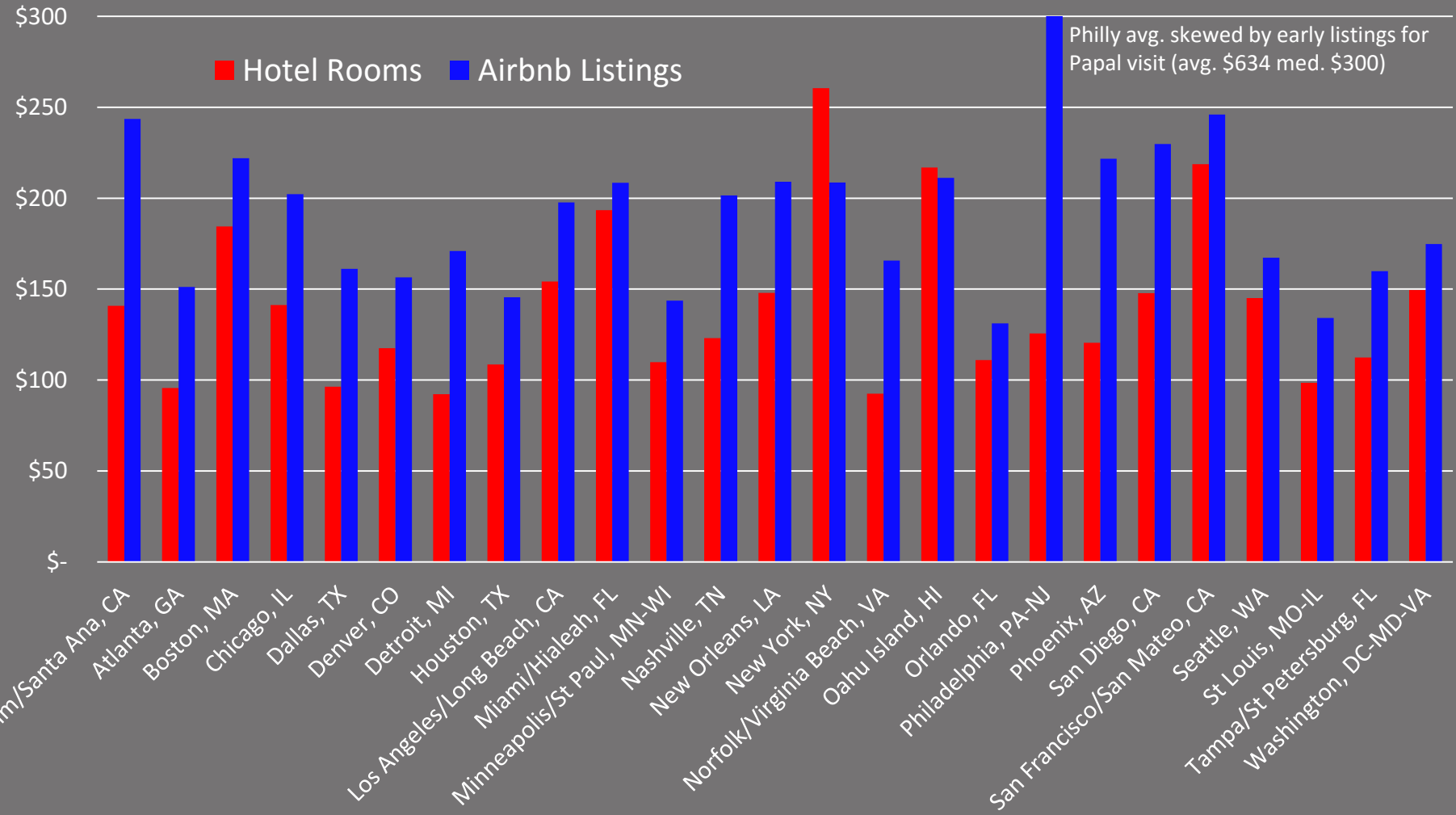
Hotel ADR vs. Airbnb Average Rate in the Top 25 Markets

as of July 2015



Source: STR, Inc. and InsideAirbnb.com

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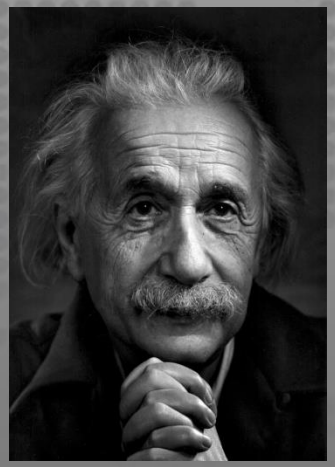
"Research consists in seeing what everyone else has seen, but thinking what no one else has thought"

- Albert Szent-Gyorgyi
Nobel Prize Winning Physiologist



"If we knew what it was we were doing, it would not be called research would it?"

- Albert Einstein
Nobel Prize Winning Physicist

"An expert is one who knows more and more about less and less until he knows absolutely everything about nothing."

- Nicholas Murray Butler
Nobel Peace Prize Recipient

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Some observations and ideas – hopefully they've helped

Four years ago ….

What else can we do together?

Let us know how we can help.

Steve Hood, steve@str.com

+1 615 824 8664, extension 3315

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