



# Global Hotel Performance

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# Agenda

 The World

 Asia Pac

 Europe

 Americas

 US



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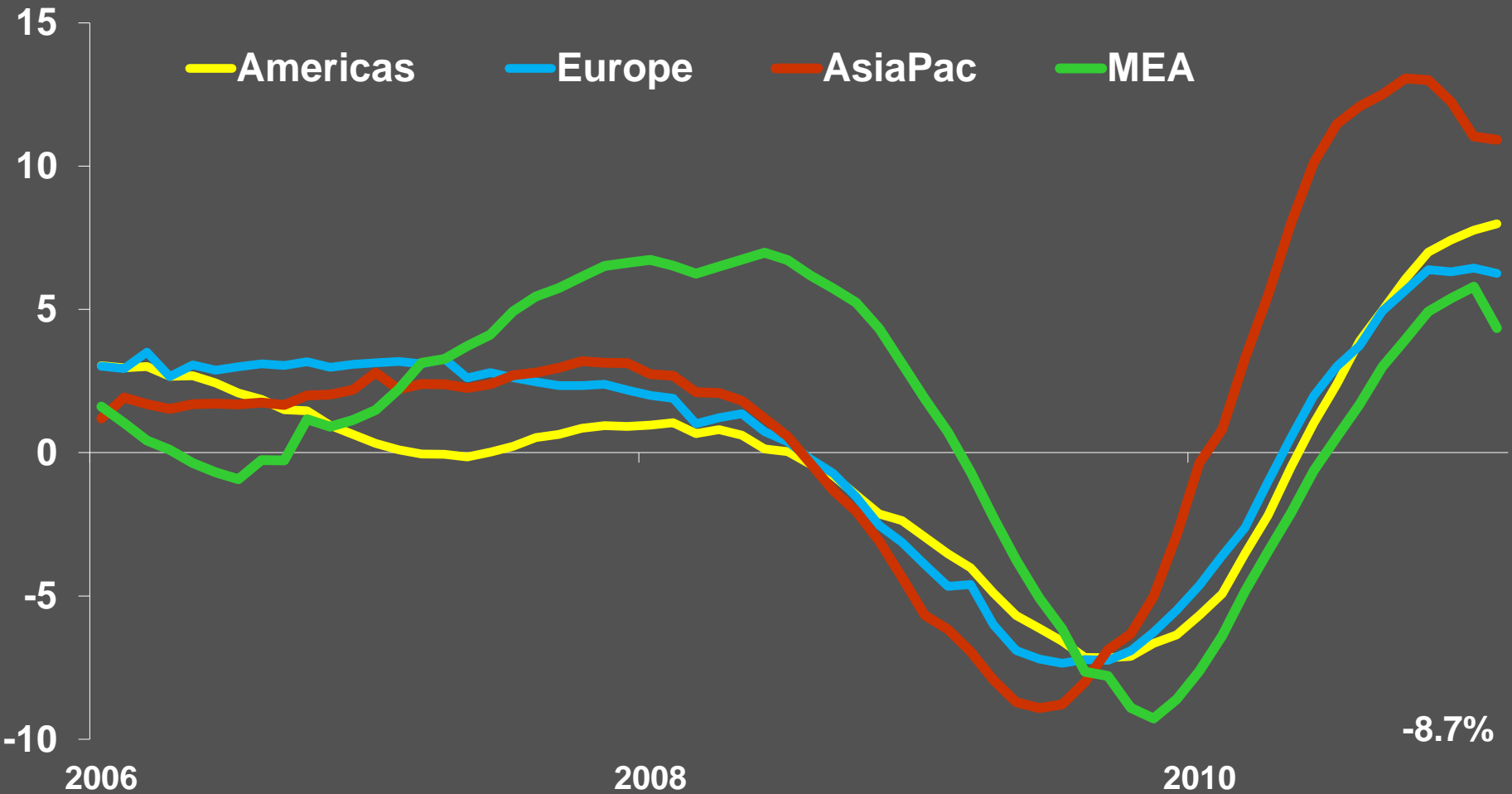
# The World



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# Demand Recession, Global Recovery



\*World Regions, Demand % Change, 12 MMA 1/06 – 2/11





# Asia Pac



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# Asia Pac- Key Statistics For All Hotels

Full Year 2010

		<u>% Change</u>
• Hotels	19 k	
• Room Supply	940 mm	2.9%
• Room Demand	630 mm	12.2%
• Occupancy	66%	9.1%
• A.D.R.	\$130	10.6%
• RevPAR	\$87	20.7%
• Room Revenue	\$81 bn	24.2%

# Asia Pac- Key Statistics For All Hotels

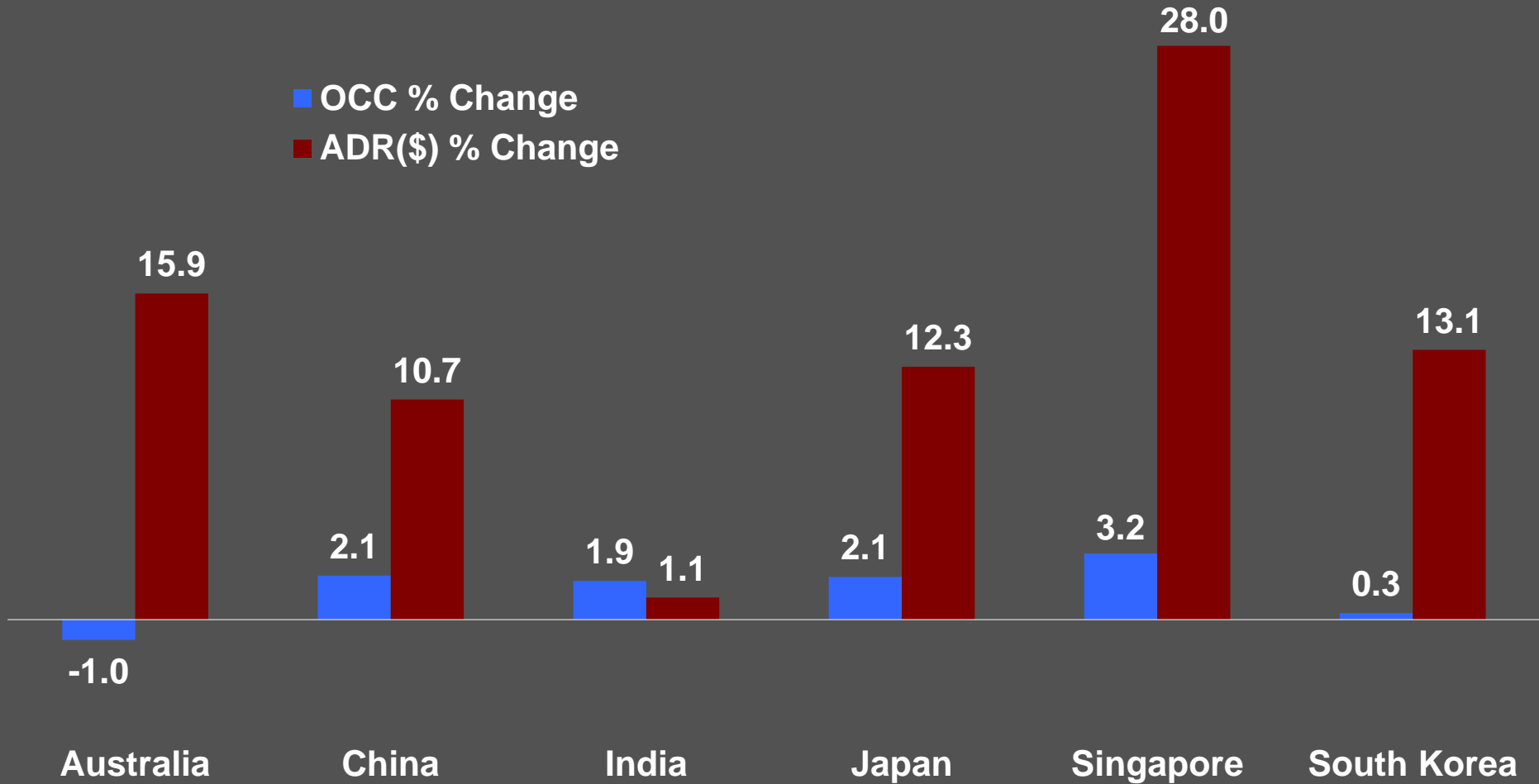
YTD February 2011

		<u>% Change</u>
• Room Supply		2.7%
• Room Demand		4.5%
• Occupancy	63%	1.7%
• A.D.R.	\$144	13.2%
• RevPAR	\$90	15.2%



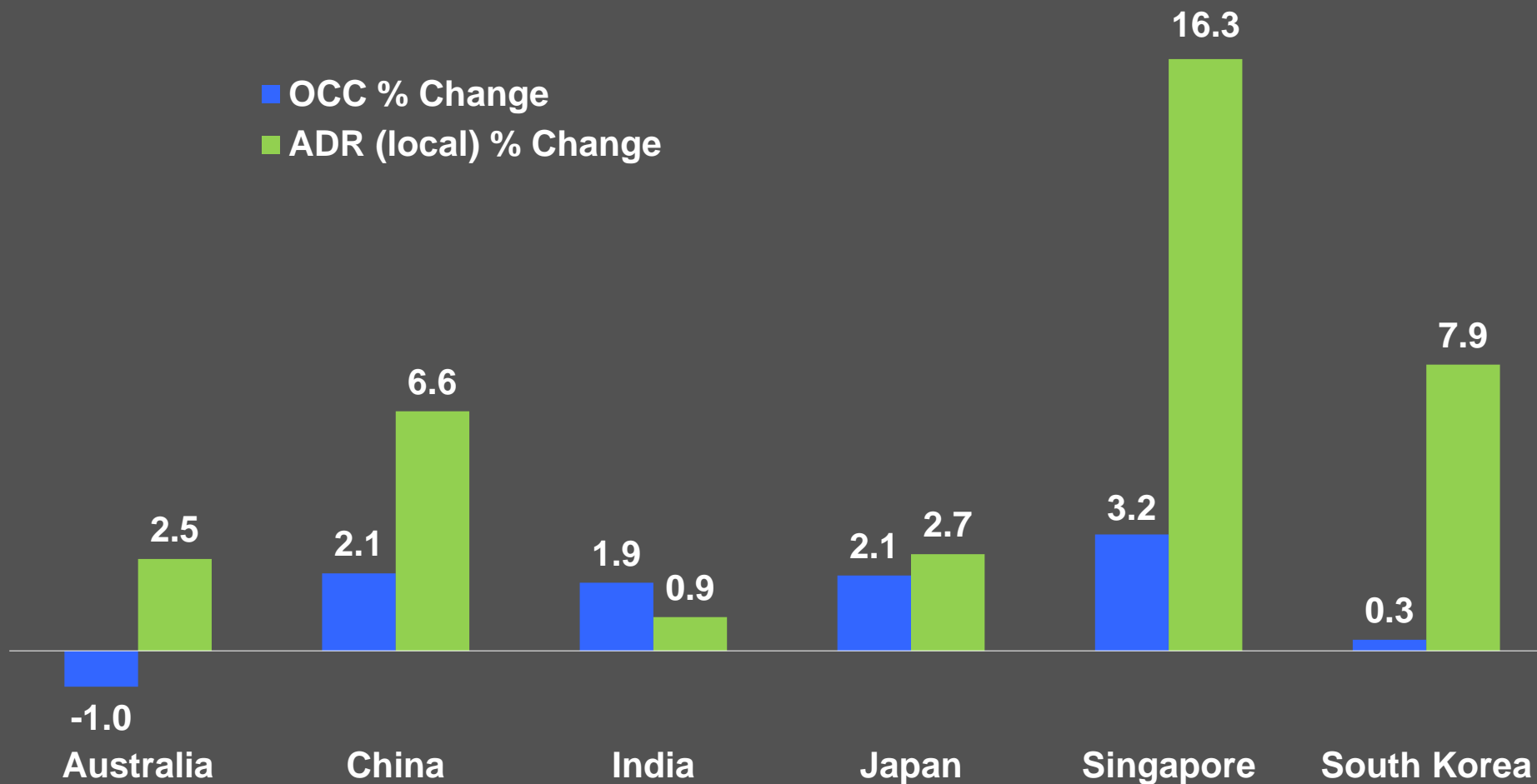
# Amazing Rate Growth in AsiaPac (in \$)

■ OCC % Change  
■ ADR(\$ ) % Change



\*Select Destinations- ADR & OCC % Change, YTD FEB 2011

# Good Local Rate Growth in AsiaPac



\*Select Destinations- ADR & OCC % Change, YTD FEB 2011



# Europe



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# Europe - Key Statistics For All Hotels

Full Year 2010

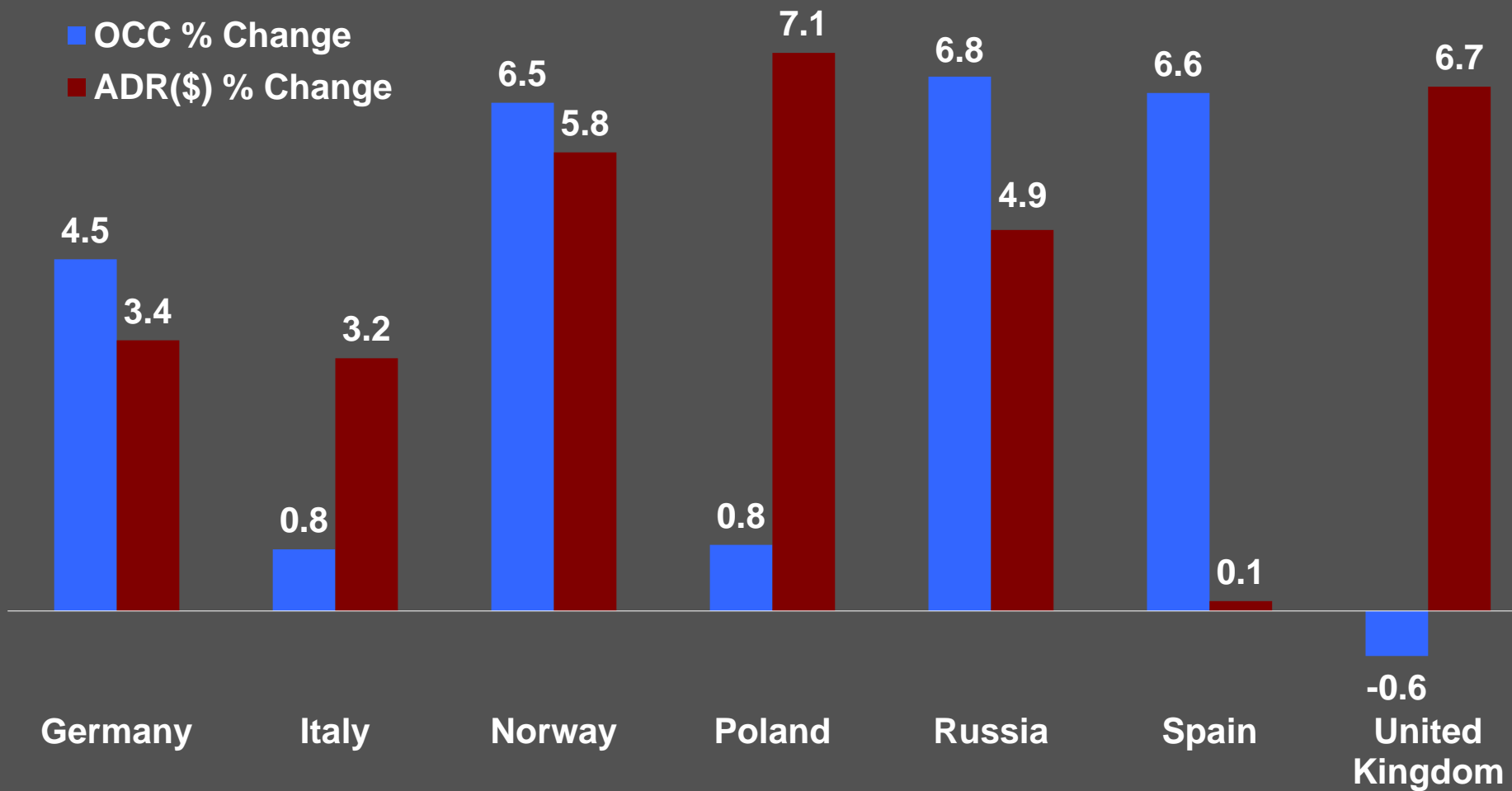
		<u>% Change</u>
• Hotels	51 k	
• Room Supply	1.4 bn	1.1 %
• Room Demand	904 mm	6.3%
• Occupancy	64%	5.1%
• A.D.R.	€99	4.6%
• RevPAR	€63	9.9%
• Room Revenue	€89 bn	11.2%

# Europe - Key Statistics For All Hotels

YTD February 2011

		<u>% Change</u>
• Room Supply		1.1%
• Room Demand		3.8%
• Occupancy	53%	2.7%
• A.D.R.	€97	5.7%
• RevPAR	€52	8.5%

# Occupancy Rebounds Well



\*Select Destinations- ADR & OCC % Change, YTD FEB 2011



# Americas



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# Americas - Key Statistics For All Hotels

Full Year 2010

		<u>% Change</u>
• Hotels	67 k	
• Room Supply	2.2 bn	1.8%
• Room Demand	1.2 bn	7.4%
• Occupancy	58%	5.6%
• A.D.R.	\$100	0.6%
• RevPAR	\$58	6.2%
• Room Revenue	\$129 bn	8.1%

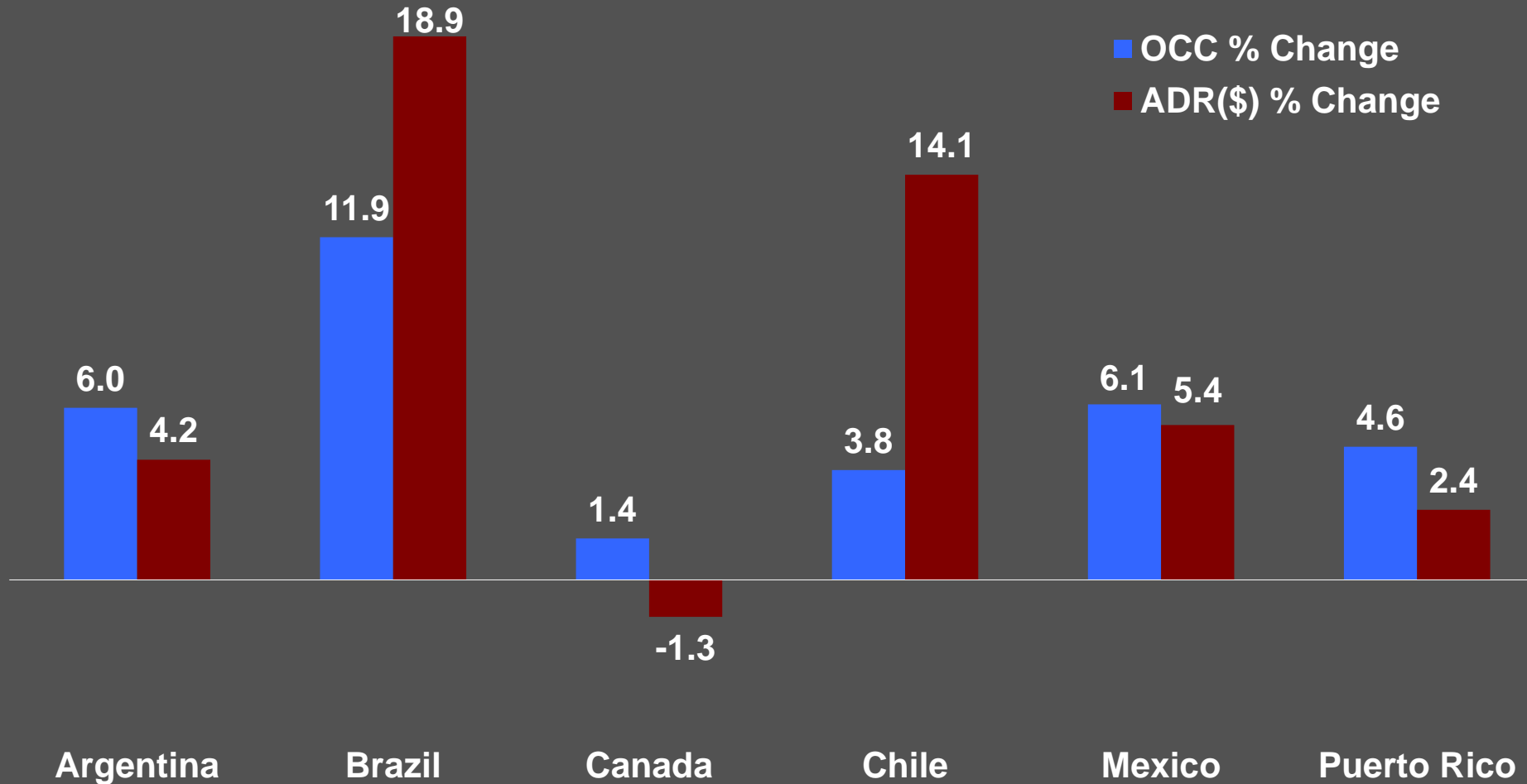


# Americas - Key Statistics For All Hotels

YTD February 2011

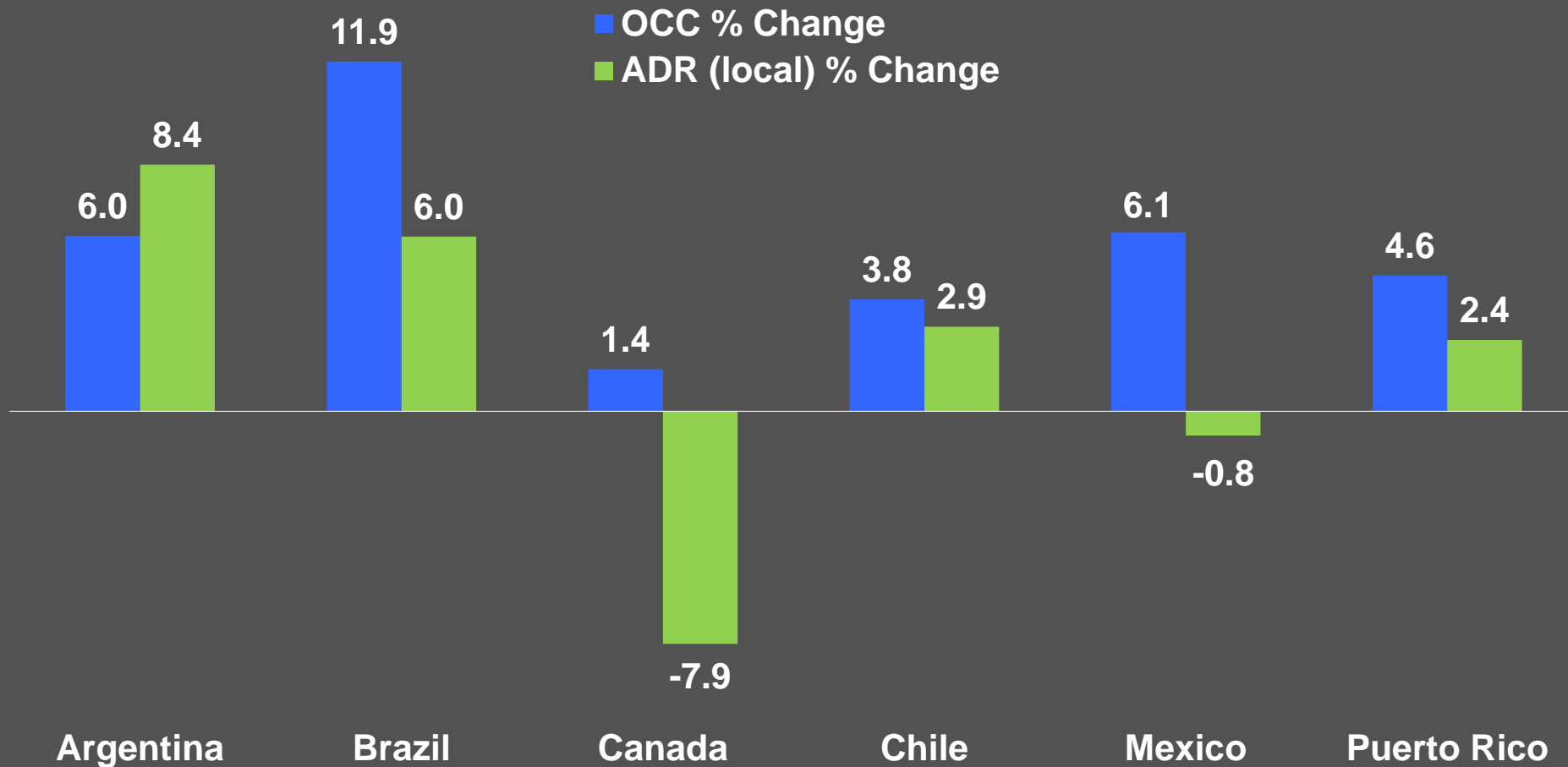
		<u>% Change</u>
• Room Supply		1.1%
• Room Demand		6.4%
• Occupancy	52%	5.3%
• A.D.R.	\$101	2.6%
• RevPAR	\$53	8.0%

# Strong Rate Growth in \$ & OCC Recovery



\*Select Destinations- ADR & OCC % Change, YTD FEB 2011

# Local Rate Growth Picture Slightly Different



\*Select Destinations- ADR & OCC % Change, YTD FEB 2011



US



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# Total US - Key Statistics For All Hotels

Full Year 2010

		<u>% Change</u>
• Hotels	52k	
• Room Supply	1.7 bn	2.0%
• Room Demand	1.0 bn	7.8%
• Occupancy	57.6%	5.7%
• A.D.R.	\$98	-0.1%
• RevPAR	\$56.50	5.5%
• Room Revenue	\$99.5 bn	7.6%

# Total US - Key Statistics For All Hotels

YTD February 2011

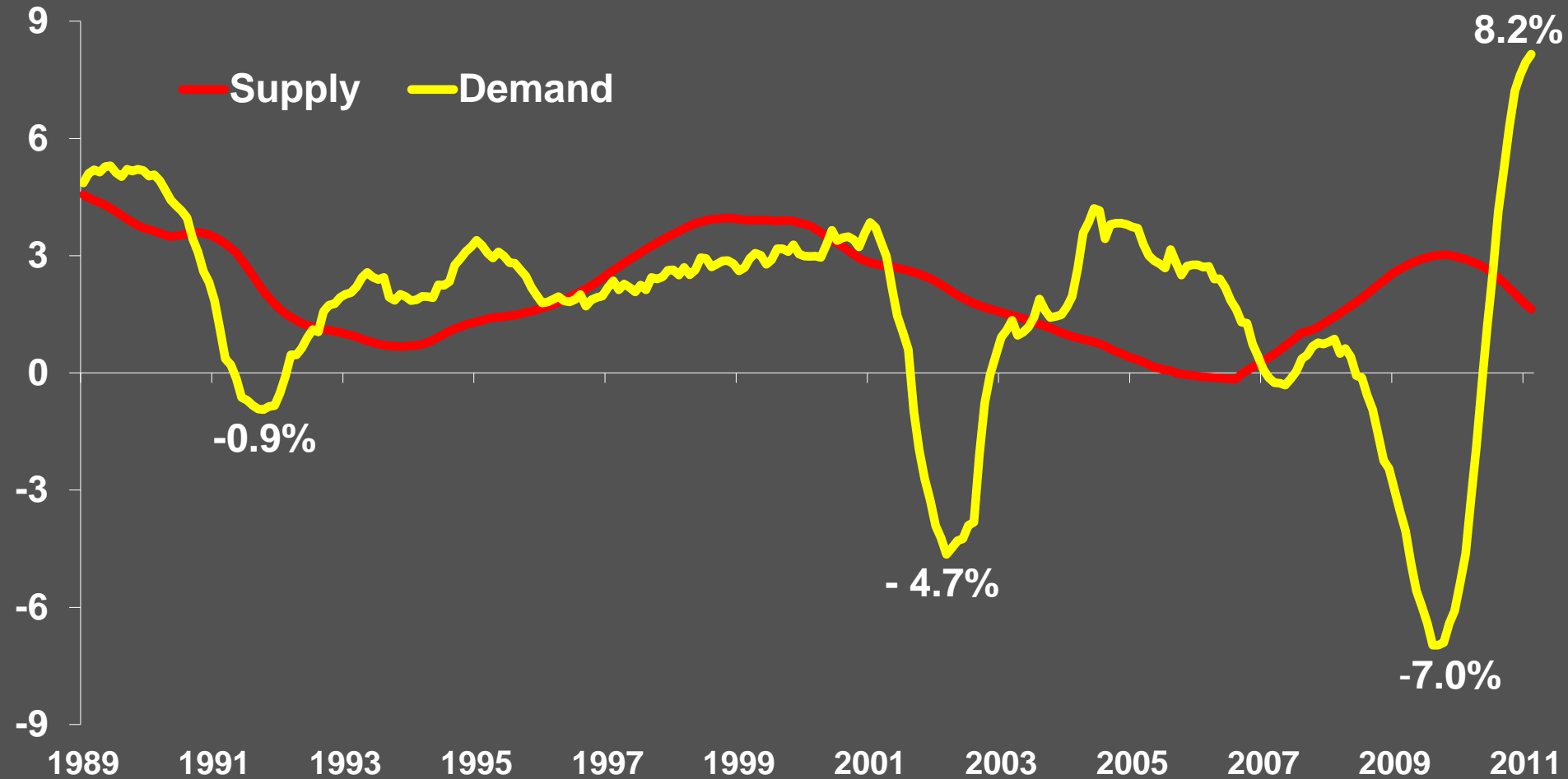
		<u>% Change</u>
• Room Supply		1.0%
• Room Demand		6.5%
• Occupancy	51.5%	5.4%
• A.D.R.	\$98	2.7%
• RevPAR	\$50	8.3%

# 10 Yr. Average Annual ADR Change: 1.6%. *Seriously?*

Metric	% Change from 2008	% Change from 2007	% Change from 2000
Supply	+5.0	+7.6	+15.2
Demand	+1.1	-1.3	+5.0
OCC	-3.7	-8.3	-8.9
ADR	-8.6	<b>-6.0</b>	<b>+15.8</b>
RevPAR	-12.0	-13.8	+5.6

\*Total US, Major Indicators % Change, YE 2010 vs. Prior Years

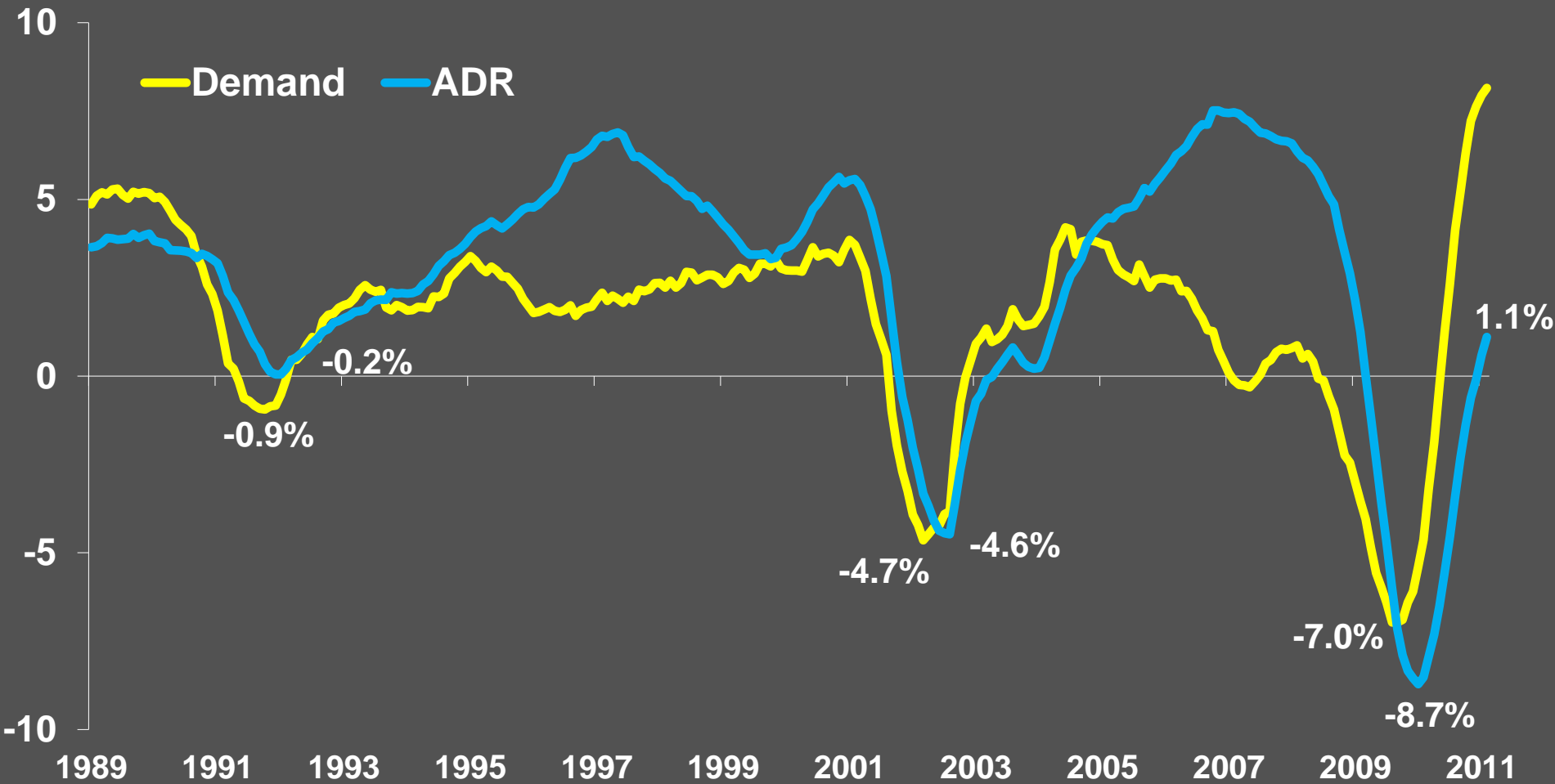
# Strongest Demand Rebound Ever. Supply Line Turning



\*Total US, Supply & Demand % Change, 12 MMA 1/89 – 2/11

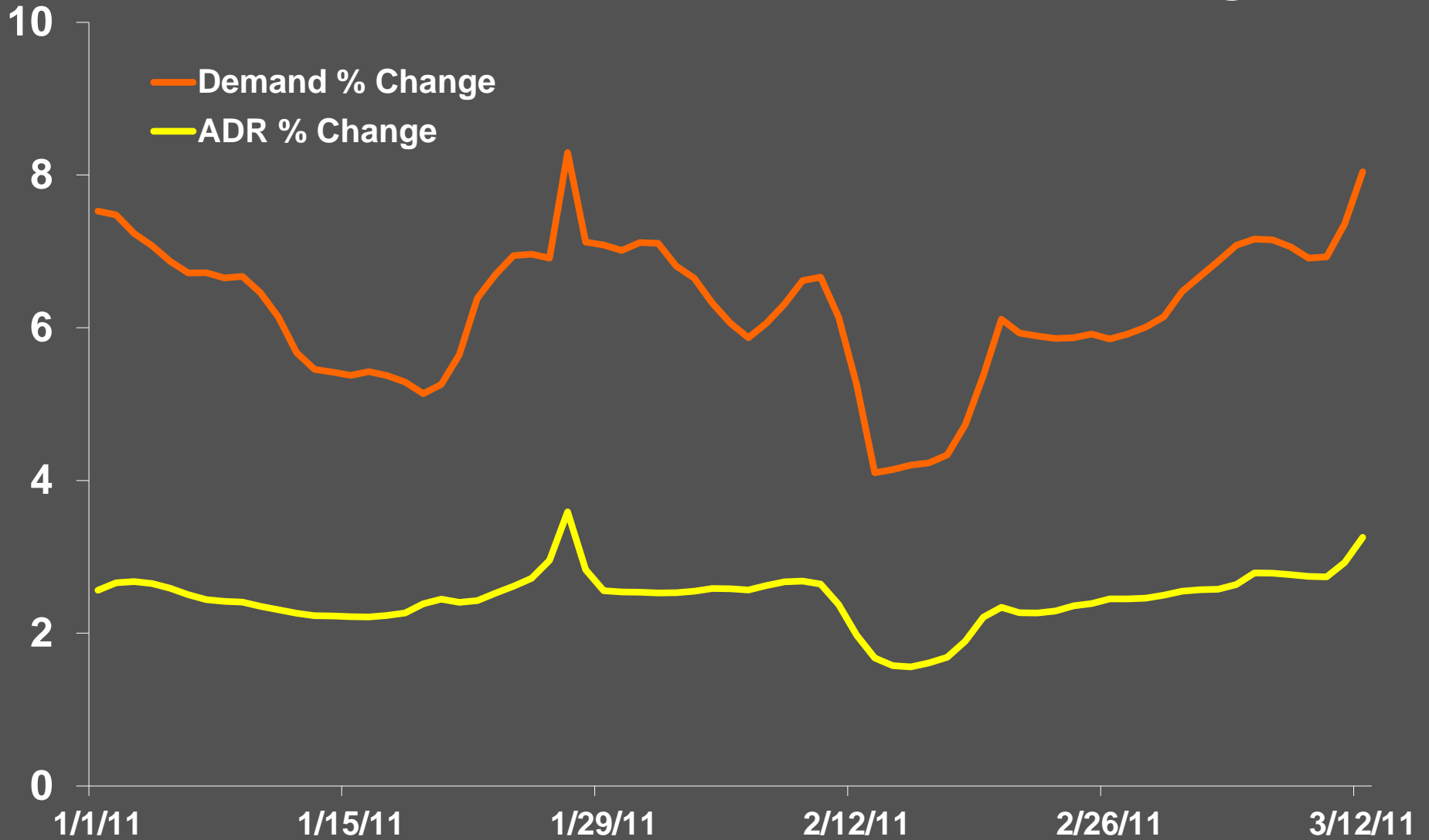


# Demand Leads ADR, But Swings Get More Extreme



\*Total US, ADR & Demand % Change, 12 MMA 1/89 – 2/11

# 2011: Demand Recovers – ADR is Not Following?



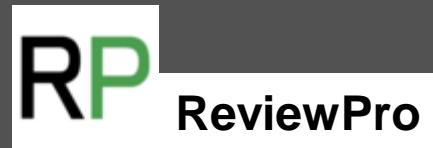
\*Total US Demand & ADR % Change, 28 Day Moving Average, 1/1 - 3/12/11

# Absolute ADR Will Not Recover for At Least 2 Years



\* Total US, ADR, 12 MMA, 1/00 – 2/11

# The Buzz: Social Media Scraping Companies (a small sample)



# 2011: The Year of The Hotel “Flasher”

The screenshot shows the homepage of voyageprive.com. At the top, the logo "voyageprive.com" is displayed in white on a dark background. Below the logo, the text "Exclusive travel offers, by invitation only" is centered. A horizontal bar below this contains the word "JETSETTER" on the left and the tagline "Luxury brands Hand-selected experiences Members-only prices" on the right. The main content area is split into two columns. The left column features the "livingsocial | ESCAPES" logo and a paragraph: "Each week, we'll feature a new collection of authentic trips and getaways. Check back often... and get ready to ESCAPE." The right column features the "Rue La La" logo and the text "MOST WANTED BRANDS. PRIVATE SALE PRICES. OOH LA LOVE!". At the bottom of the screenshot, the "off & away" logo is visible.

**voyageprive.com**

Exclusive travel offers, by invitation only

**JETSETTER** *Luxury brands Hand-selected experiences Members-only prices*

livingsocial | **ESCAPES**



Each week, we'll feature a new collection of authentic trips and getaways. Check back often... and get ready to ESCAPE.

**Rue La La**

**MOST WANTED BRANDS. PRIVATE SALE PRICES. OOH LA LOVE!**

**off & away**

# Takeaways

-  Global Room Demand Rebounds (Somewhat)
-  The Action is in BRIC
-  Sloooooow Room Rate Recovery



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