



STR Global

A new era in hotel benchmarking

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the new name in global hotel benchmarking

STR Global Limited

- Combines expertise of HotelBenchmark by Deloitte, The Bench and STR
- No affiliation to any hotel brand or consultancy
- Currently we track over 35,000 hotels and we report on over 550 markets daily, weekly and monthly
- New website and reports from November 17, 2008

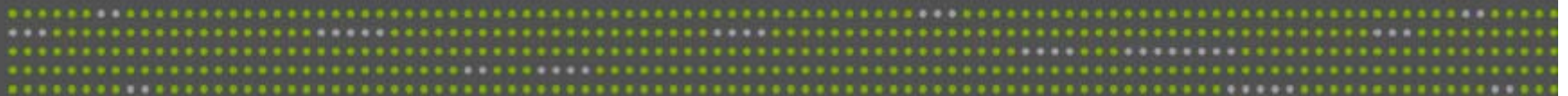


HotelBenchmark™

STR Global formed in March 2008



Defining benchmarking



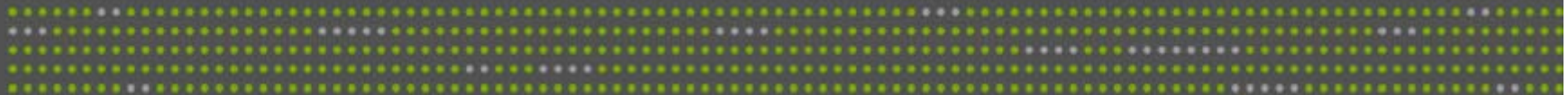
What is benchmarking?

the ***continuous process*** of **measuring** your products, services and business practices against your toughest competitors or against industry leaders

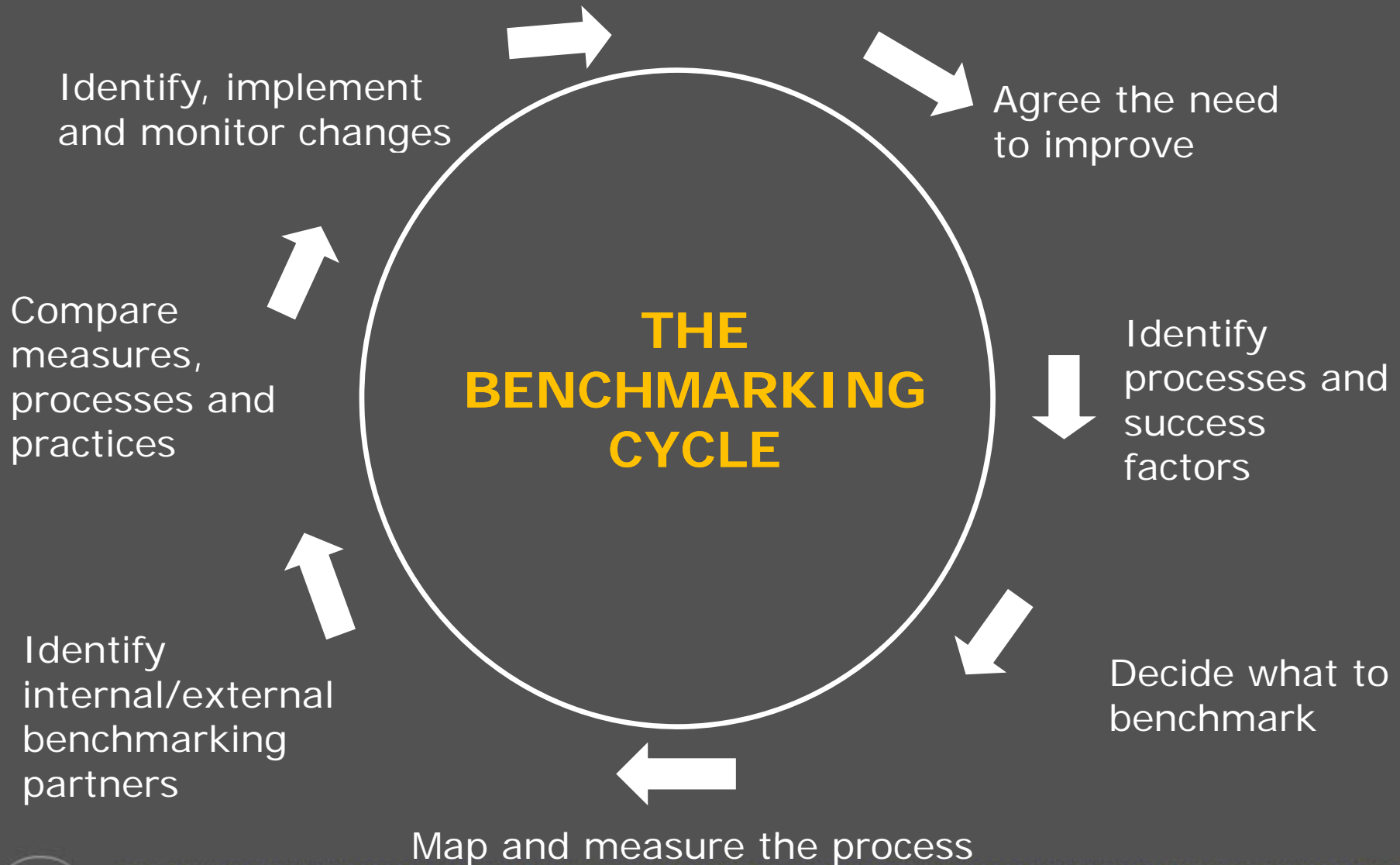
tool to enable a company to perform at a ***best-in-class*** level in any given business process

identify, quantify and ***prioritize*** improvement opportunities offering the **greatest potential return, plus highlight areas at risk.**

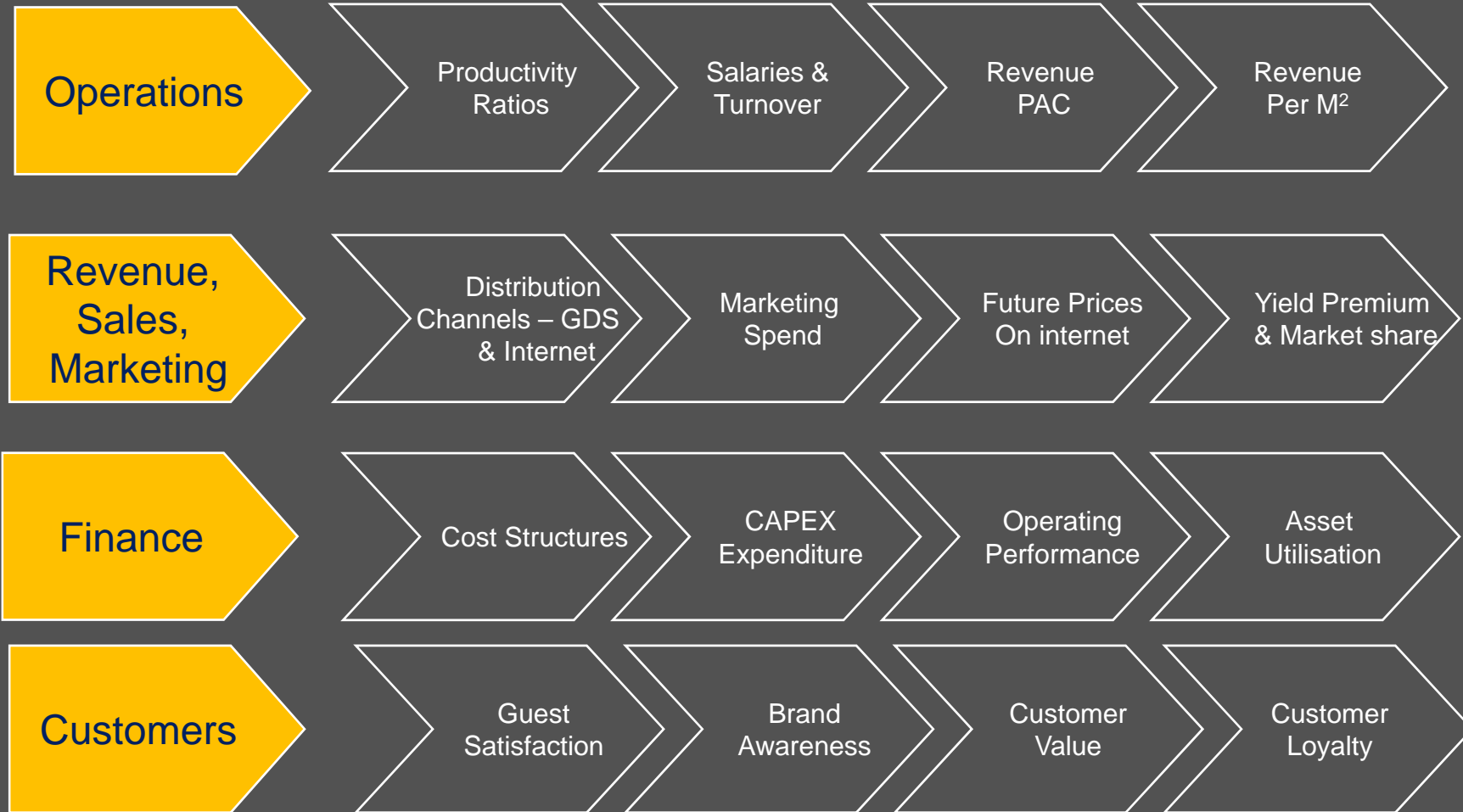
Need for consistency in what you're benchmarking



The benchmarking cycle



Just some of the areas that can be benchmarked...



Used at any level – department, property or head office

Value of benchmarking – unit level

Rooms

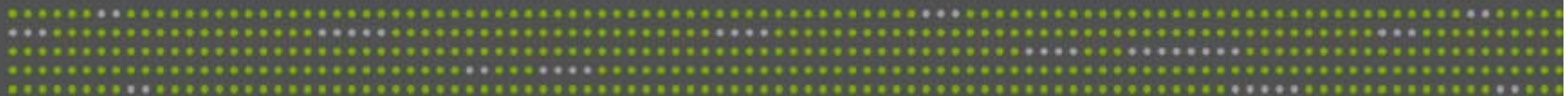
- Are my occupancy levels any good?
- How do my average rates compare to my competitors?
- How is my week versus weekend business?
- Am I growing my share of the market?
- Am I going to get my bonus?
- Is my revenue strategy right ?
- Does my Sales & Marketing effort need changing?

Other operating departments

- Do my F&B outlets generate as much revenue as my competitors?
- How efficient is the hotel at converting revenue to profit?
- How does my payroll compare with the industry norm?
- Do I need to revise my budgets for next year?

Guest service

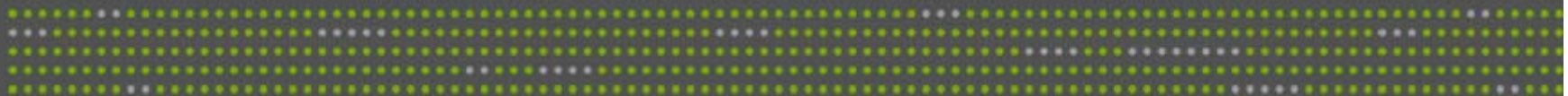
- How did our guests rate their experience?
- Could our service standards be improved?



Frequency of benchmarking...

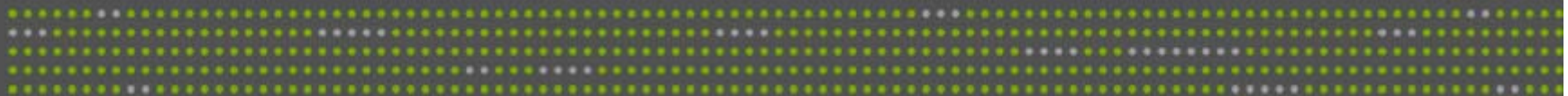
Depends on the users requirements

- | | | |
|-----------|---|---|
| Hourly | - | prices your competitors selling at online |
| Daily | - | last nights performance |
| | - | forward looking rates and availability |
| Weekly | - | split of mid week and weekend business |
| | - | review GDS bookings |
| Monthly | - | variance against budget |
| Quarterly | - | customer satisfaction reports |
| Annually | - | profit and loss performance |



Benchmarking – key metrics

- Occupancy $\frac{\text{No. of rooms sold}}{\text{No. of rooms available}}$ %
- ADR $\frac{\text{Net Room Revenue}}{\text{Rooms sold}}$ £
- RevPAR $\frac{\text{Net Room Revenue}}{\text{No. of rooms available}}$
- Market Indices MPI, ARI, RGI
- Financial IBFC, EBITDA



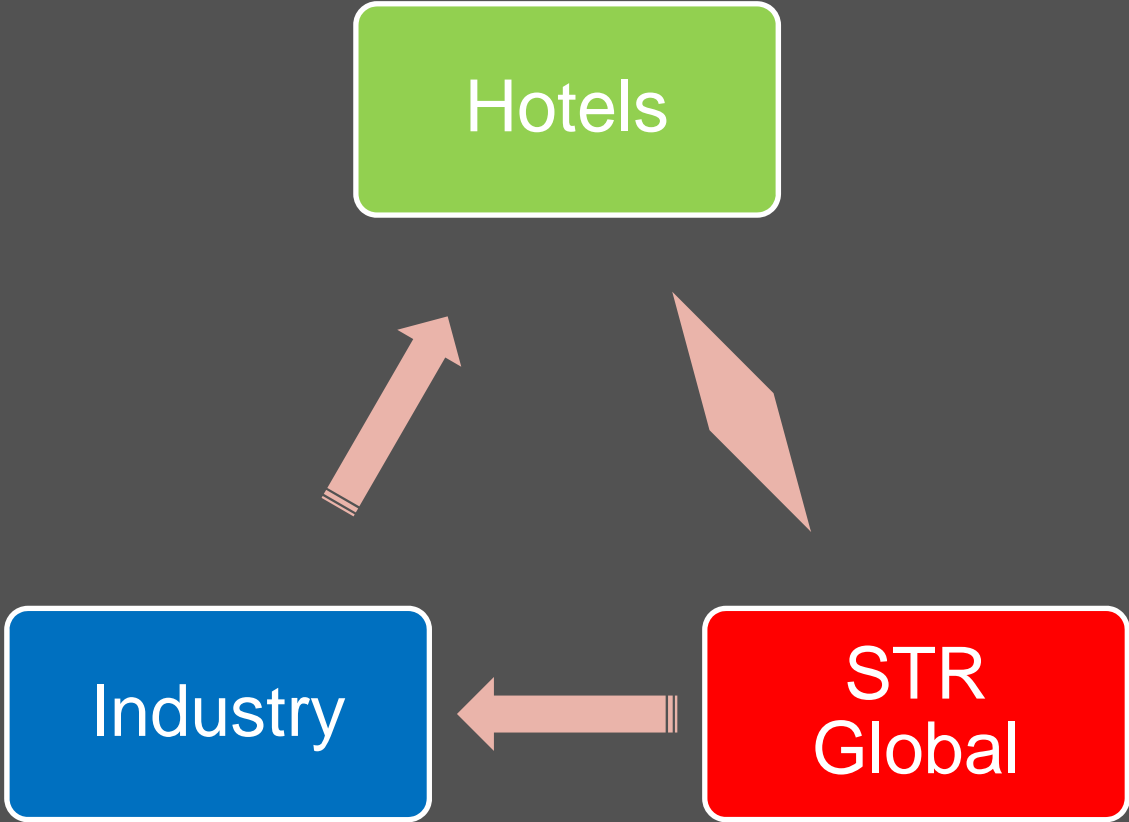
External influences affecting performance



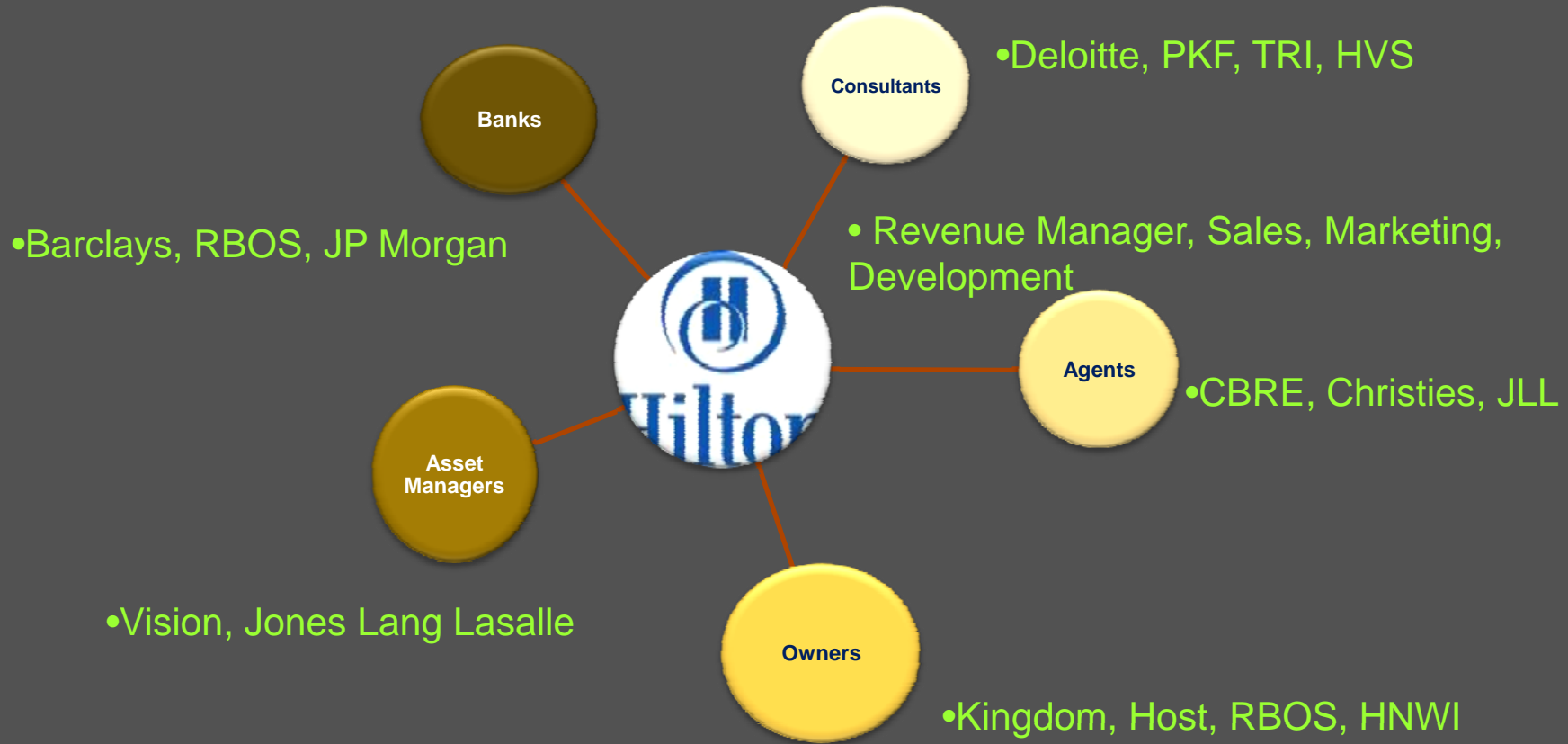
Supply v demand equilibrium impacts hotel pricing

Data Flow

Collecting data from over 35,000 hotels worldwide

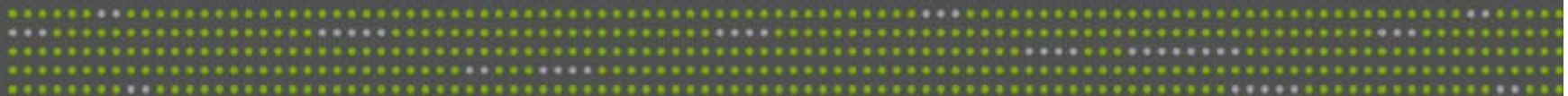


Who may need our data?



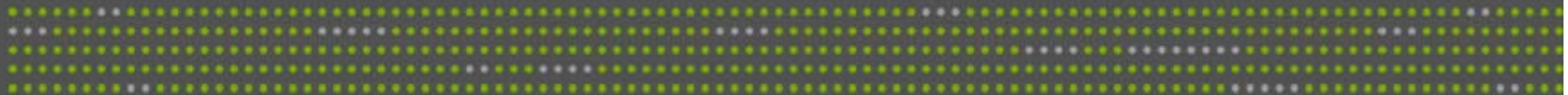
If you are a hotelier

- STAR Reports
 - *The benchmarking suite*
- Hotel Survey
 - Free market information
- Corporate Reports
 - 'Executive Summary' on your portfolio
- Trend Reports
 - development, re-positioning projects
- Hotel Market Forecast
 - forecast predictions for 42 European markets
- Profitability Reports
 - understand your revenues, costs and profits



If you are a hotel industry observer

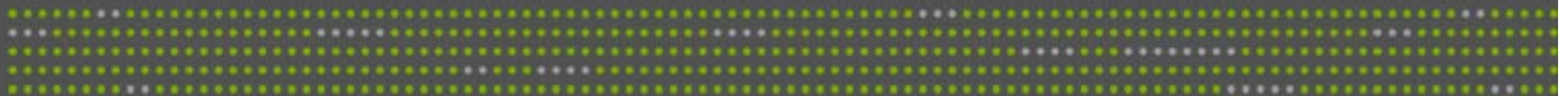
- Global Hotel Reviews
 - Covering Europe, Americas, Asia Pacific, Middle East/Africa
- Annual online subscription
 - keep an eye on hotel markets of your choice
- Trend Reports
 - ad-hoc reports, project based, development
- Annual Profitability Reports
 - understand revenues, costs and profits of a market
- Hotel Market Forecast
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STAR: Daily, weekly & monthly

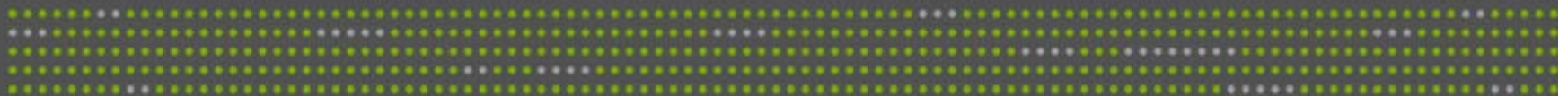
Our suite of benchmarking reports

- Daily
- Weekly
- Monthly
- Online Access 24/7



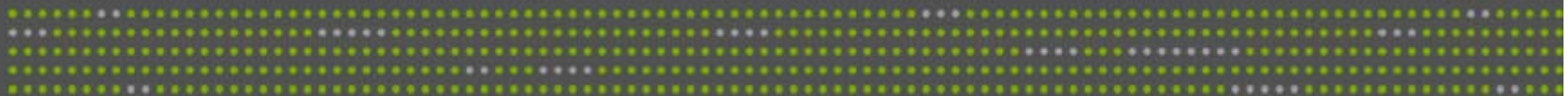
The Benefits of STR Global

- Assisting your revenue management and marketing
- Full knowledge about your market position
- Follow your position in your competitive set
- Follow your position in your market class
- The Ministry of Tourism will know exactly where the market is moving and can focus better on supporting the destination



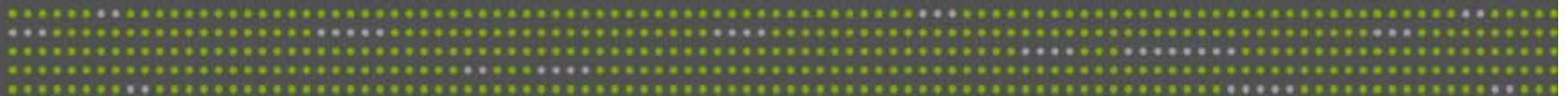
How to join?

- **STAR program** – when submitting online daily data you get Daily, Weekly, Monthly STAR reports by mail as well as online access 24/7 to pull reports in excel as requested – Cost 750£ per hotel per year including a competitive set and ranking among as well as market class and industry data
- **FREE of charge** - when submitting online daily data you get daily market information from Muscat in return. Online access.



Why should you join our Daily Benchmarking Program?

- You need to know which days you are strong / weak to put focus and effort on Sales and Yield on correct days
- You need to know your market and competitive set position to be able to react to market trend changes
- When all people within one destination know their strengths and weaknesses, then RevPAR flourishes



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