



*Welcome!*

# Certification in Hotel Industry Analytics

## Train the Trainer

Feb 10-11 (Nashville); Sep 14-15; 21-22; 28-29; Oct 5-6; Dec 17-18, 2012;  
Mar 22-23, 2013; Apr 18-19 (Europe/EHL); May 20-21 (Hong Kong/HK Poly);  
July 22-23 (ICHRIE); Sep 20-21; Oct 1-31; Oct 14-15 (Germany/ANGELL)  
Dec 18-19 (WRSTH/UCF); Jan 28-28 (Philippines/COHREP);  
Feb 17-18 (London/Oxford Brookes), Mar 7-8 (Nashville)

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# Quick Update on the SHARE Center and an Introduction to “Certification in Hotel Industry Analytics”



# STR (Smith Travel Research)

- The recognized global leader in hotel research, STR provides a benchmarking service to the industry.
- STR obtains performance data from over 70% of US hotels and 50% of WW hotels, including 90% of chain hotels and most significant independent hotels.
- STR provides monthly, weekly, and daily STAR Reports to nearly 50K hotels.
- STR maintains a Census database of over 156,000 hotels throughout the world.



# Who does STR serve?

- **Hotel Companies and Hotels** (most GM's bonuses related)
- **Convention & Visitor Bureaus, Tourism and travel organizations, Hotel associations** (AHLA, US Travel, Germany, Swiss, Austria)
- **Developers, Consultants, Appraisers** (all use STR data)
- **Wall Street, Accounting, Financial firms** (all hotel-related)
- **Media** (Wall St Journal, USA Today, Financial Times, London Times)
- **National & international hotel conferences** (presentations)
- **Hotel vendors** (HBO, Starbucks, Google, Expedia, LodgeNet, Sealy)
- **Governments** (US: GSA, FEMA, Commerce, BLS, NPS; Australia)
- **Academia** (universities, professors, students)



# Brief History

- 1985 – founded, started collecting hotel census data
- 1987 – started collecting monthly performance data
- 1992 – started collecting Canada, Mexico, and Caribbean data
- 1997 – started collecting worldwide performance data
- 1999 – started collecting daily performance data
- 2001 – started collecting segmentation (group/transient) data
- 2003 – started collecting pipeline data
- 2008 – launched STR Global (offices in London, Milan, Singapore, Beijing, Guangzhou, Tokyo, Dubai, Sydney, Jakarta, Mumbai)  
also launched HotelNewsNow.com (free news service)
- 2009 – launched STR Analytics and the Hotel Data Conference
- 2011 – launched the SHARE Center



# Update on the STR SHARE Center

- Stands for “Supporting Hotel-related Academic Research and Education”
- A global partnership between ICHRIE and STR, as well as other organizations (AHLEI, AHFME, iHITA, ARES)
- The mission:
  - Provide thorough and timely data for academic research
  - Provide comprehensive and relevant training materials for the classroom
- Launched in 2011, nearly 300 schools involved from 37 different countries, including over 125 non-US schools



# The SHARE Center has nearly 300 members Schools in 37 Countries

## U.S.

A-B Tech  
 American Public Univ System  
 Appalachian State Univ  
 Arizona State Univ  
 Atlantic Cape Community College  
 Auburn Univ  
 Ball State Univ  
 Baruch College  
 Berry College  
 Black Hills State Univ  
 Boston Univ  
 Bradley Univ  
 Brevard College  
 BYU - Hawaii  
 California State Poly Pomona  
 California State University – Dominguez Hills  
 California State University – East Bay  
 Central Connecticut State Univ  
 Cheyney Univ of Pennsylvania  
 Clemson Univ  
 College Of Charleston  
 College of Coastal Georgia  
 College of the Canyons  
 College of the Ozarks  
 Colorado State Univ  
 Columbia Univ  
 Cornell Univ  
 Dakota County Technical 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  
 Intl Air & Hospitality Academy  
 Iowa State Univ  
 Ivy Tech Community College  
 James Madison Univ

Johnson & Wales – Charlotte  
 Johnson & Wales – Denver  
 Johnson & Wales – Nth Miami  
 Johnson & Wales – Providence  
 Kansas State Univ  
 Kendall College  
 Kent State Univ  
 LaGuardia Community College  
 Lane Community College  
 Lasell College  
 Lehigh Univ  
 Longwood Univ  
 Lynn University  
 Massachusetts Institute of Technology  
 Metropolitan State Univ Denver  
 Miami Dade College  
 Michigan State Univ  
 Mississippi State Univ  
 Missouri State Univ  
 Mt Hood Community College  
 New Mexico State Univ  
 New York City College of Technology  
 New York Univ  
 Niagara Univ  
 North Dakota State Univ  
 Northampton Community College  
 Northern Arizona Univ  
 Northern Illinois Univ  
 Northwestern Univ  
 NYIT School of Mgmt  
 Ohio State Univ  
 Oklahoma State Univ  
 Old Dominion Univ  
 Paul Smith's College  
 Pennsylvania State Univ  
 Pepperdine Univ  
 Pima County Community College  
 Pittsburgh State Univ  
 Purdue Univ  
 Purdue Univ – Calumet  
 Purdue Univ – Fort Wayne  
 Richard Stockton College of NJ  
 Roosevelt Univ  
 Saint Leo Univ  
 San Diego State Univ  
 San Francisco State Univ  
 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  
 SUNY Delhi  
 Temple Univ  
 Texas A&M Univ  
 Texas Tech Univ  
 Univ of Akron

Univ of Alabama  
 Univ of Arkansas  
 Univ of California - Irvine  
 Univ of Central Florida  
 Univ of Delaware  
 Univ of Denver  
 Univ of Florida  
 Univ of Houston  
 Univ of Kentucky  
 Univ of Maryland Eastern Shore  
 Univ of Massachusetts - Amherst  
 Univ of Memphis  
 Univ of Mississippi  
 Univ of Missouri  
 Univ of Nevada – Las Vegas  
 Univ of New Hampshire  
 Univ of Hew Haven  
 Univ of New Orleans  
 Univ of North Carolina  
 Univ of North Carolina - Charlotte  
 Univ of North Carolina – Greensboro  
 Univ of Pennsylvania  
 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 Utah  
 Univ of Washington  
 Univ of Wyoming  
 US Air Force Academy  
 Virginia State Univ  
 Virginia Tech Univ  
 Walnut Hill College  
 Washington State Univ  
 Webster Univ  
 West Virginia Univ  
 Western Carolina Univ  
 Western Illinois Univ  
 Western Kentucky Univ  
 Widener Univ  
 York College of Pennsylvania  
 Youngstown State Univ

## Non-U.S.

Algonquin College (CAN)  
 ANGELL Akademie Freiburg (GER)  
 Arellano Univ (PHL)  
 Asian School of Hospitality Arts (PHL)  
 Bandung Institute of Tourism (INS)  
 Bataan Peninsula State Univ (PHL)  
 Beijing Hospitality Institute (CNA)  
 Beijing International Studies Univ (CNA)  
 Benedicto College (PHL)  
 Burapha Univ International College (THA)  
 Cardiff Metropolitan Univ (UKM)  
 Cavite State Univ (PHL)

Central Colleges of the Philippines (PHL)  
 Centro Escolar Univ (PHL)  
 Centro Superior De Hosteleria De Galicia (SPA)  
 Cesar Ritz Colleges (SWI)  
 Chinese Univ of Hong Kong (CNA)  
 Conestoga College (CAN)  
 Cork Institute of Technology (IRE)  
 Cyprus Univ of Technology (CYP)  
 Dublin Institute of Technology (IRE)  
 Dusit Thani College (THA)  
 Duy Tan Univ (VET)  
 Ecole Hoteliere Lausanne (SWI)  
 Ecole Polytechnique (FRA)  
 Emirates Academy of Hospitality Mgt (UAE)  
 Enderun Colleges (PHL)  
 Erasmus Univ (BEL)  
 Essec Business School (FRA)  
 Estonian School of Hotel & Tourism Mgmt (EST)  
 Foundation Univ (PHL)  
 Glion Inst of Higher Education (SWI)  
 Griffith Univ (AUS)  
 Guagua National Colleges (PHL)  
 Haaga-Helia Uas (FIN)  
 Hazara Univ (PAK)  
 Hong Kong Polytechnic Univ (CNA)  
 Hotelschool The Hague (NTH)  
 HR Academy (KRS)  
 Imus Institute (PHL)  
 ISHRM School System (PHL)  
 Inst de tourisme et d'hotellerie du Quebec (CAN)  
 IUBH - Intl Hochschule Bad Honnef (GER)  
 Joji Ilagan College of Business and Tourism (PHL)  
 KonKuk Univ (KRS)  
 KTH Royal Institute of Technology (SWE)  
 Kyung Hee Univ (KRS)  
 La Consolacion College – Bacolod (PHL)  
 Leiden Univ (NTH)  
 Les Roches (SWI)  
 Leyte Normal Univ – Tacloban City (PHL)  
 Lipa City College (PHL)  
 London School of Economics and Politics (UKM)  
 Lyceum of the Philippines Univ - Batangas (PHL)  
 Lyceum of the Philippines Univ - Cavite (PHL)  
 Lyceum of the Philippines Univ – Laguna (PHL)  
 Lyceum of the Philippines Univ – Manila (PHL)  
 Malayan Colleges Laguna (PHL)  
 Manchester Metropolitan Univ (UKM)  
 Manuel S. Enverga Univ Foundation (PHL)  
 Meio Univ (JPN)  
 Mindanao State Univ (PHL)  
 MODUL Univ Vienna (AST)  
 Mount Saint Vincent Univ (CAN)  
 Naga College Foundation (PHL)  
 National Kaohsiung Univ (TRC)  
 National Univ – Manila (PHL)  
 National Univ of Singapore (SNG)  
 NHTV Breda Univ of Applied Sciences (NTH)  
 Niagara College (CAN)  
 Northpoint Academy for Culinary Arts (PHL)

Northern Iloilo Polytechnic State College (PHL)  
 Northwest Samar State Univ (PHL)  
 Notre Dame of Midsayap College (PHL)  
 Oceanlink Institute Inc. (PHL)  
 Orebro Univ (SWE)  
 Oxford Brookes Univ (UKM)  
 Philippine Christian Univ (PHL)  
 Philippine Women's University (PHL)  
 Polytechnic Institute of Viseu (POR)  
 Polytechnic Univ of the Philippines (PHL)  
 Private Hotel School (SAF)  
 Professional Electronics Institute (PHL)  
 Ryerson Univ (CAN)  
 Saint Louis University (PHL)  
 Saint Mary's Univ (PHL)  
 San Juan de Dios Educational Foundation (PHL)  
 Saxion Univ of Applied Sciences (NTH)  
 Schweizerische Hotelfachschule Luzern SHL (SWI)  
 Selkirk College (CAN)  
 Shanghai Business School (CAN)  
 Sheffield Hallam Univ (UKM)  
 Southfield Foreign Univ (PHL)  
 St Michael's College of Laguna (PHL)  
 Stenden Univ (NTH)  
 Strathmore Univ (KEN)  
 Sun Yat-Sen Univ (CNA)  
 Surigao State College of Technology (PHL)  
 Swiss Institute of Management (SWI)  
 Trinity Univ of Asia (PHL)  
 Univ College Northern Denmark (DEN)  
 Univ of Amsterdam (NTH)  
 Univ of Baguio (PHL)  
 Univ of Croatia (CRO)  
 Univ of Guelph (CAN)  
 Univ of Macau (CNA)  
 Univ of Santo Tomas (PHL)  
 Univ of Southern Queensland (AUS)  
 Univ of Surrey (UKM)  
 Univ of the Aegean (GRE)  
 Univ of Toronto (CAN)  
 Univ of West London (UKM)  
 Universidad de Deusto (SPA)  
 Universidad Panamericana (MEX)  
 Universidad San Ignacio De Loyola (PER)  
 Universidad do Algarve (POR)  
 Vancouver Island Univ (CAN)  
 Vatel (SWI)  
 Vern Univ of Applied Sciences (CRO)  
 Victoria Univ (AUS)  
 Vienna Univ of Applied Sciences (AST)  
 Wavercrest College of Hospitality (NIG)  
 West Visayas State Univ – Lambunao (PHL)  
 West Visayas State Univ – Pototan (PHL)  
 Western Philippines Univ (PHL)  
 Yeditepe Univ (TUR)  
 Zamboanga State College of Tech (PHL)



# SHARE Center Data

- Hotel Performance (Occupancy, ADR, RevPAR) data
- Hotel Profit & Loss (accounting) data
- Hotel Pipeline & Supply data
- Hotel Census data
- Hotel Company information
- Property & Room Counts
- Forecast reports
- Hotel Sales Transaction data
- User-defined Destination reports
- Ad-hoc Industry data files for research





# SHARE Center Resources

- Help with research, collaboration, merging third party data
- Training Programs
- Assistance with student projects
- Hotel Industry Reference information
- Sample Reports
- Subscriptions to industry publications
- Access to articles & presentations, [www.hotelnewsnow.com](http://www.hotelnewsnow.com)
- “Speaker Support” for Deans/Directors
- Campus visits, webinars, newsletter, educator forums
- Train the Trainer sessions for professors



# 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

- **Market Segment Research**

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

- **Special Studies**

24. Traveler Origin/Intention, Visitor Profile
25. Guest Satisfaction/Review Analysis
26. Feasibility Study
27. Valuation
28. Financial Statement Analysis

*Provide students with “hands-on” experience working with live data*



# New SHARE Center Developments

- Dropbox
  - Professors obtain accounts
  - Provides easy access to all of the latest resources
- Newsletter
  - Focused on specific topics, types of data and reports
  - Show how professors are using resources in the classroom
  - Highlight examples of research from professors and students
- Linked In group – increase communication and interaction
- YouTube Channel – online videos and introductions

## “Some sort of student certification”

- Since we started the SHARE Center, the single biggest request from professors was for some sort of student certification.
- Considerable interest in having a “stamp of approval” on students graduating from hospitality and tourism schools.
- At the end of 2011, we met with ICHRIE and AH&LEI (the Educational Institute of the AHLEI) and decided to offer a student certification as a joint effort.
- The primary contacts are Cynthia Deale (ICHRIE), Chris Jack (AH&LEI), and Steve Hood (STR SHARE Center).

# Progress Update

- A pilot program was launched in the summer of 2012 with 80 professors from 50 universities. Participants were surveyed and improvements were made.
- There are now 200 universities involved, from the US, Canada, South/Central America, Europe, Asia, and the Mideast/Africa. There are 75 non-US schools. Over 1000 students have received the CHIA certification.
- Sixteen Train the Trainer sessions have been conducted for 400 professors. Training materials, learning objectives, application exercises, and exam questions were reviewed. The program was fine tuned with feedback from professors.

# Certification Basics

- The official name is “STAR Certification in Hotel Industry Analytics”. The abbreviated name is “CHIA”.
- The certification is offered jointly by the ICHRIE, AH&LEI , and STR to undergraduate and graduate students.
- Universities that are interested in offering the certification are required to send at least one professor to a Train the Trainer session. There is no charge for this session to members of the SHARE Center.
- In the future schools will need to have one professor that has the CHIA certification (successfully passing the exam).

# Certification Details

- The exam cost to the student is \$75. Need-based scholarships will be considered.
- Training is focused on 4 content areas: Hotel Analytical Foundations, Hotel Math Fundamentals, Property Level Benchmarking, and Hotel Industry Performance Reports.
- Testing is administered by EI. There are 50 multiple choice questions on the exam and the minimum passing score is 70%.
- Students receive certificates and can use the “CHIA” designation after their name on their business card or resume/CV.



# 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 one 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.



# Certification Description

This is the leading hotel-related certification for university students graduating from Hospitality and Tourism programs. This recognition provides evidence of a thorough knowledge of the foundational metrics, definitions, formulas, and methodologies that are used by the hotel industry. Recipients have proven that they can “do the math” and interpret the results. They have demonstrated an ability to analyze various types of hotel industry data and to make strategic inferences based upon that analysis. Certification also confirms a comprehensive understanding of benchmarking and performance reports. Designees have a grasp of the current landscape of the hotel industry, including relevant current events. Achieving this distinction announces that you have a place among the best graduates in your profession and opens the doors to future career opportunities.



# Upcoming Train the Trainer Sessions

- Additional “Train the Trainer” sessions are scheduled around the world:
  - April in Beijing, Shanghai, and Tianjin
  - May in Hong Kong, hosted by HK Poly
  - May at AsiaPacCHRIE in Kuala Lumpur, hosted by Taylors
  - July at ICHRIE in San Diego
  - October at EuroCHRIE in Dubai, hosted by Emirates Academy
- More sessions are being planned (Singapore, London, Eastern Europe, Africa, South America, India).
- Online TTT sessions are also available.

# Academic Certification – Industry Response

- The industry quickly became aware of the academic version of the CHIA Certification.
- One major hotel company recently asked a hospitality and tourism department head for her list of CHIA-certified students for two RM trainee positions and hired two.
- We've received many testimonials from graduates who felt the CHIA was instrumental in them obtaining their new job.
- We've also heard great feedback from graduates where they were able to demonstrate their analytics knowledge to their new employers.

# Launch of the Industry Version

- The launch of the industry version of the CHIA was just announced at the New York Hotel Show in November 2013. The industry version is being jointly offered by AHLEI and STR.
- Pilot CHIA training sessions have been conducted for many of the major hotel companies. Sessions have included general managers, revenue managers, corporate staff, and training staff. More sessions are scheduled.
- Nearly 100 industry professionals have already received their certification.
- The cost of the industry certification will be \$300 (\$250 for AH&LA members). It will count towards continuing education requirements. There is no “length of service” requirement.



# Future Possibilities

- **Advanced or focused versions of the CHIA certification are being considered in specific areas:**
  - **Revenue Management**
  - **Tourism**
  - **Finance and Accounting**
  - **Real Estate**
  - **Technology**
  - **Social, Local, Mobile**
  - **Sales and Marketing**
  - **Lodging Operations**

# Certification Content

- The certification relates to four core training areas:
  1. Hotel Industry Analytical Foundations
  2. Hotel Math Fundamentals, the metrics used by the Hotel Industry
  3. Property Level Benchmarking (STAR Reports)
  4. Hotel Industry Performance Reports (Trends, Pipeline, P&L and Destination Reports)



# Sample Learning Objectives

- **Hotel Math Fundamentals, metrics used by the hotel industry**
  - Define various performance metrics used by the hotel industry
  - Calculate various performance metrics based upon raw data
  - Demonstrate an ability to calculate data for multiple time periods
  - Explain differences in performance metrics between monthly and daily data
  - Demonstrate an ability to calculate competitive set metrics, including index numbers, based upon raw data
  - Define ranking and explain the method for calculating
  - Explain comp set sufficiency and participation issues and their relationship upon metrics

# Sample Learning Objectives - continued

- **Property Level Benchmarking with the STAR Reports**
  - Identify the various segments that a subject hotel is compared to on a STAR Report
  - Identify the various time periods that are measured on both Monthly and Weekly STAR reports
  - Identify the metrics displayed on the pages of a Weekly and Monthly STAR Report
  - Explain the significance of the Response page
  - Explain the value of the Weekday/Weekend and Day of Week metrics
  - Describe the STAR Report pages that display Group/Transient
  - Explain why monthly data on the Monthly STAR Report may differ from daily data on the Weekly STAR Report



# Sample Exam Questions

Use the spreadsheet below to answer the next questions regarding occupancy, ADR and RevPAR.

HOTEL X							
	A	B	C	D	E	F	G
1	2011	Supply	Demand	Revenue	Occupancy	ADR	RevPAR
2	Jan	3100	2345	167890			
3	Feb	2800	2109	145678			
4	Mar	3100	2468	198765			
5	Apr	3000	2567	204680			

1) Find the answer for cell E2, the January occupancy:

- a. 75.6%
- b. 75.3%
- c. 132.2%
- d. 71.5%

2) Find the answer for cell F3, the February ADR:

- a. \$75.32
- b. \$52.03
- c. \$80.54
- d. \$69.07

3) Find the answer for cell G5, the April RevPAR:

- a. \$64.12
- b. \$68.22
- c. \$79.74
- d. \$68.20

# Sample Exam Questions - continued

Use the spreadsheet below to answer the next questions regarding YTD numbers.

HOTEL X					
	A	B	C	D	E
1	2011	Supply	Demand	Revenue	ADR
2	Jan	3100	2345	164150	
3	Feb	2800	2109	189810	
4	Mar	3100	2468	246800	
5	Mar YTD				

1) Find the answer for C5, the March YTD Demand number:

- a. 2307
- b. 600760
- c. 6922
- d. 79.6

2) Find the answer for E5, the March YTD ADR number:

- a. 86.79
- b. 86.67
- c. 76.91
- d. 66.75

# Sample Exam Questions - continued

Use the following excerpt from the Comp Set page of a Monthly STAR report to answer the following questions.

Tab 4 - Competitive Set Report

RevPAR	2011				2012
	Sep	Oct	Nov	Dec	Jan
My Property	75.43	125.70	98.22	94.52	125.00
Competitive Set	76.61	106.86	98.40	85.61	119.85
Index (RGI)	98.5	117.6	99.8	110.4	104.3
Rank	5 of 7	2 of 7	4 of 7	3 of 7	3 of 7

### % Chg

My Property	4.3	12.0	-9.4	-6.1	33.2
Competitive Set	11.0	9.3	10.2	-5.2	13.3
Index (RGI)	-6.1	2.5	-17.8	-1.0	17.5
Rank	4 of 7	4 of 7	7 of 7	4 of 7	2 of 7

- 1) Which of the following statements is true, regarding January RevPAR performance?
  - a. The subject hotel outperformed the comp set (average), but there were two hotels in the comp set that had a higher RevPAR number
  - b. The subject hotel underperformed the comp set (average), and there were four hotels in the comp set that had a higher RevPAR number
  - c. The subject hotel outperformed the comp set (average), but there was one hotel in the comp set that had a higher RevPAR number
  - d. None of the above statements are true
- 2) Which of the following statements is true, regarding November RevPAR performance?
  - a. The subject hotel outperformed the comp set (average)
  - b. The RevPAR for the subject hotel this year was better than last year
  - c. The RevPAR for the comp set this year was almost the same as last year
  - d. The RevPAR growth for the subject hotel was the worst in the comp set

# Sample Exam Questions - continued

Use the following excerpt from the Classic page of a Trend report to answer the following questions.

Date	Occupancy		ADR		RevPar		Census & Sample %		
	This Year	% Chg	This Year	% Chg	This Year	% Chg	Census Props	Census Rooms	% Rooms STAR Participants
Jan 11	59.5	12.1	130.35	2.1	77.50	14.5	15	7,417	100.0
Feb 11	66.8	-0.9	129.49	0.3	86.53	-0.6	15	7,417	100.0
Mar 11	76.5	9.2	133.66	-5.5	102.31	3.2	15	7,417	100.0
Apr 11	79.1	12.3	143.36	3.8	113.45	16.5	15	7,417	100.0
May 11	71.1	0.7	140.89	12.5	100.22	13.2	15	7,417	100.0
Jun 11	80.6	4.6	150.39	10.3	121.18	15.4	15	7,417	100.0
Jul 11	76.3	-3.6	136.52	13.2	104.18	9.2	15	7,417	100.0
Aug 11	73.8	11.4	135.80	13.5	100.24	26.4	15	7,417	100.0
Sep 11	75.3	-3.3	144.37	14.2	108.65	10.4	15	7,417	100.0
Oct 11	81.4	2.2	151.41	15.0	123.24	17.5	15	7,420	100.0
Nov 11	71.1	36.2	140.90	6.4	100.15	45.0	15	7,420	100.0
Dec 11	60.0	-3.2	143.51	6.3	86.17	2.9	15	7,420	100.0
Jan YTD 2011	59.5	12.1	130.35	2.1	77.50	14.5			
Total 2011	72.6	7.9	140.45	7.1	102.02	15.6			
Jan 12	62.0	4.3	131.83	1.1	81.79	5.5	15	7,420	100.0
Jan YTD 2012	62.0	4.3	131.83	1.1	81.79	5.5			

- 1) The 2011 annual RevPAR Percent Change was:
  - a. Between 0 and 5
  - b. Between 5 and 10
  - c. Between 10 and 15
  - d. Between 15 and 20
  
- 2) What is NOT true regarding the information displayed on this page of the Trend report?
  - a. All hotels selected submitted data
  - b. These hotels experienced double-digit RevPAR growth for every month during the summer of 2011
  - c. There was a small room add in October
  - d. January 2012 Occupancy, ADR, and RevPAR were all higher than January 2011



*We look forward to working together!  
Let us know how we can help.*

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