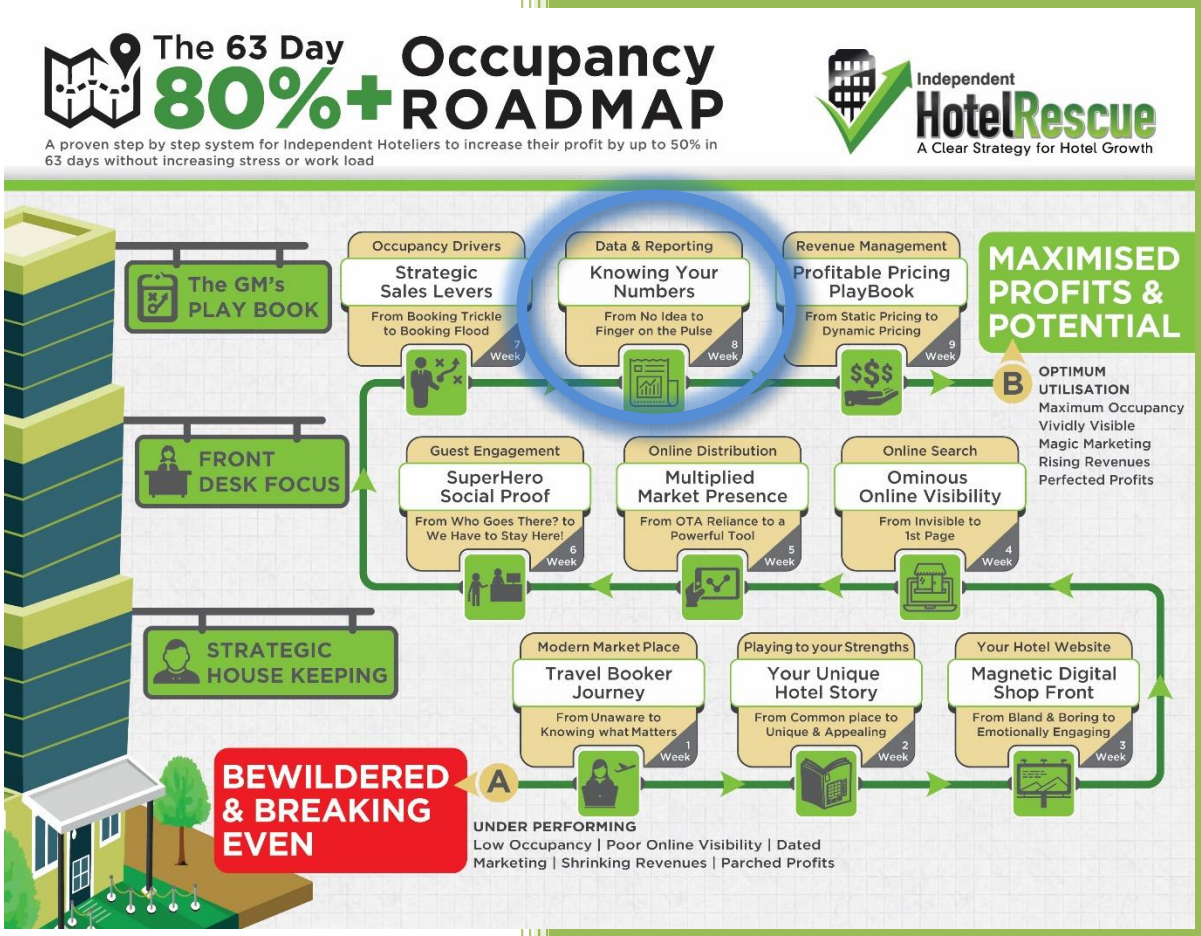
HotelStrategyCo.
A Clear Path to Growth

63 Day
80%+ Occupancy
ROADMAP



Module 8

Knowing Your Numbers

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Hotel Rescue 2017

Module 8 – Data & Reporting

Knowing Your Numbers

From No Idea to Finger on the Pulse

Section 1.

Data Integrity

Data is at the heart of any Hotel revenue management strategy so it is important that you are constantly both looking forward and back to monitor and review.

In order to capture information (data), to measure and compare, it is imperative that you collect and store this data in a systematic, secure and usable format. Many accommodation providers make the mistake of getting one or all of these components wrong. This could mean the data you are then basing your decisions on will be compromised.

So, the first step in getting closer to your numbers, is to ensure that the data you collect has 'data integrity', meaning it is,

- Relevant
- Accurate
- Up to date

How do we do this? First we must **decide on what we need to analyse**. Later in this module we will go through in detail what we believe are minimum requirements in terms of analysis and reporting.

Secondly, we need to ensure that the information is **captured consistently and accurately**. If you have a Property Management System (PMS) you can capture data along the booking cycle, through the stay until point of check out.

So what information should I capture? At point of booking, you would automatically capture the guest name, rate value (presumably attached to a rate code), booking date, check in date, check out date as well as contact details. This information alone will give you enough data to measure:

- Occupancy
- Rooms Revenue
- Average Daily Rate
- RevPAR
- Length of Stay
- Lead times.

This information is vital for historical productivity data and future analysis in Business on the Books (BOB), Booking Curves (Pace) and forecasting reports and tools.

Other data that you can capture that may be useful for analysis:

We recommend segmenting guest data in logical groupings. Here are two further data capture points that we know will prove valuable down the track

1. **Market Segments**

   This can be as simple as segmenting your guests into Corporate and Leisure Markets, but it may be relevant to add such Markets as Government, Conference, Wholesale, Group business and perhaps even Crew (airline).

   The important thing is that you customize this to the style and needs of your property.

2. **Channel Segments**

By tracking the Channel from which your customer made their bookings, you will be able to determine where you need to concentrate possible promotional spend. In its simplest form channels are split into **Electronic** and **Direct**. Electronic would be anything that would come to you automatically, without someone from the property required to sell/complete the booking (eg Online Travel Agents, your own website and GDS), whilst direct refers to the rest (eg over the phone, email or in person). If your systems allow, we would suggest the following Channel segmentation:

Electronic

- Brand online (your own branded website)
- OTA's
- GDS (if applicable)

Direct

- Telephone
- Email
- Desk (walk in)

Section 2

What Data Counts

So, what do you do with all the data that you collect? Below is a list of reports we suggest worth running regularly, to assist you in your decision making.

Historical

- Occupancy Patterns

By analysing your historical data, you can identify patterns such as Day of Week (DOW), year on year and monthly occupancy and rate variances.

Hotel X		
DOW	Occ%	ADR
Monday	51%	$ 99.11
Tuesday	79%	$ 105.98
Wednesday	89%	$ 108.76
Thursday	75%	$ 104.39
Friday	82%	$ 103.12
Saturday	95%	$ 112.01
Sunday	45%	$ 98.14

Hotel X		
Month	Occ%	ADR
January	71%	$ 105.14
February	69%	$ 102.13
March	65%	$ 101.41
April	72%	$ 104.13
May	54%	$ 98.13
June	52%	$ 99.68
July	72%	$ 102.45
August	73%	$ 105.87
September	68%	$ 101.99
October	76%	$ 102.14
November	70%	$ 106.54
December	82%	$ 109.97

- Lead Time

In order to grasp when your customers book, you should analyse the lead time of your historical bookings. Historical lead time will assist with your forecasting as you will find patterns over a period of time. Lead times are simply the number of days before a stay, the booking is made. Usually it is worth looking at Day of week (DOW) patterns and monthly patterns at the very least.

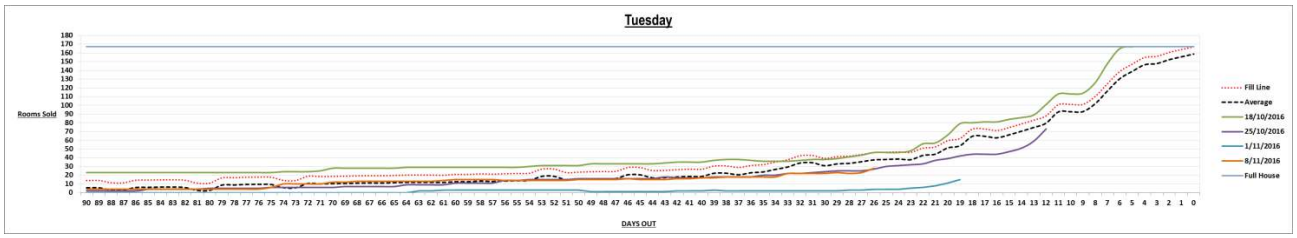
Note, module 9 goes into lead time calculation further

- Business on the Books (BOB)

Knowing your future holdings, compared to last year, budget and if possible what you were holding at the same time last year will greatly assist you in understanding your business. It will assist you in your forecasting as well as give you an indication on what rates you can/should charge. By capturing future rooms sold and rooms revenue by day, on a regular basis (preferably every day, but at least weekly), you will soon be able to pick patterns, and understand where your business is heading.

- Booking Pace

Related to the BOB report, a Pace or Pick up report requires regular capturing of future holdings. Doing so will allow you to compare holdings for a day or period over a period of time, thus understanding the booking pace for the property. It usually helps if these numbers are graphed. See example below, which is of a hotel tracking the next 4 Tuesdays from 90 days out before staying at the hotel.



Booking pace tracking does not need to be as detailed as the example above. By regularly tracking holdings, you can compare your booking pace with a previous period, eg the same time last year. The key is to capture the data regularly (ie at a set time every time). Many PMS's allow you to schedule reporting. If so, we recommend you schedule the same holdings report daily at a set time.

This is a more advanced use of your data, however one that most properties can benefit from immensely. The key is to at least start capturing the data so when you are ready you can build these reports out.

Future

Forecasting

Never the easiest thing to achieve, but worth it if you can achieve it with some level of accuracy. Imagine if you knew, for a fact, what your occupancy levels were going to be for the next 6 months! How would that assist you in setting your pricing?

All the above reports, in conjunction with Market intelligence such as an Event Schedule and Competitor Rate Intelligence (see Section 3) will assist you in your forecasting. Regular forecasting will not only give you confidence in pricing your hotel into the future. It will also give you as an operator, an idea of your future revenues, and will assist with managing your variable costs such as labour.

Section 3

External Data

Internal PMS data and the integrity thereof are vital to gauge your property's performance and opportunities, but are of course limited to your own property's results and the information that comes from it. So, while valuable, it can be quite insular at times.

The next step would be to benchmark your property with the wider market and your direct competitors. Below are some examples that assist you with this. It is worth noting that these are examples only. Whilst we have experience with using/working with these products, there is no direct interest from Hotel Rescue with the specific providers.

Rate Shop Reports

How you set your public price, especially online, often relates to the competitor's pricing. These days pricing can change daily or even multiple times per day. It has become nearly impossible to keep an eye on these changes manually. To do so effectively is not feasible without assistance. Thankfully there are various products that do this for you, both automatically (ie scheduled reports) and on an adhoc basis.

Rategain's "Pricegain", Travelclick's "Rate360", Siteminder's "Prophet" and "OTA Insight" are sophisticated products, allowing you to source rates from all sorts of electronic channels (Hotel's own branded sites, OTA's, GDS and even Metasearch sites). As they source data from multiple platforms, they can also offer insight into Rate Parity across channels. These can be purchased for a reasonably small monthly subscription fee.

https://rategain.com/hotel-software/hotel-rate-shopping/

https://www.travelclick.com/rate360.html

https://www.siteminder.com/channel-manager/

https://www.otainsight.com/

Expedia and Booking.com now offer their own rate shopping tools at no cost, and are a decent substitute to the paid versions. However please note, these options are restricted in that they only access rates on their own platforms.

Historical Market Intelligence

STR offers data benchmarking, analytics and marketplace insights. Participation is required by submitting performance data – at a minimum Occupancy and ADR - on a daily basis. In return the property can benchmark their performance against an approved competitive set and/or markets. The solution is somewhat restricted in regional areas where strict competitor set rules are not satisfied (see sources section on page 10), however in larger regional and rural areas, STR statistics are the go-to market benchmarking source.

http://www.strglobal.com/

Historical and Future performance data

Travelclick's "Demand360" offers insights into historical and future performance compared to your competitive set, by segment and channel. It shows a complete picture of all booking channels, from GDS and OTA's to brand websites and hotel direct reservations. The information is restricted to include participating properties and chains, but does include many larger chain's data such as Marriott, Hilton and soon Accor.

https://www.travelclick.com/demand360.html

GDS data

Travelclick's "Agency360" offers detailed, dynamic intelligence data into the GDS channel. The main feature of this tool is your own and Competitor data and detailed Agent productivity via the GDS specifically. It also features historical and future Pace data via the GDS. Cost varies across Markets but is worth investing in for properties looking at developing their Corporate GDS footprint.

https://www.travelclick.com/agency360.html

The key point to remember is that while your own data is good and can provide you with great insight and opportunity, it is not until you begin comparing your data with external benchmarks that you get a stronger feel for how you are really performing and therefore be in a position to make much better informed decisions.

Section 4.

Reporting Rhythms

How often should I run my reports? And what reports should I run? It is easy to saturate yourself with reports and data. Not only can it be time consuming to create reports, it can also be a costly exercise. We believe reporting should be run consistently, both in terms of how often, but also in a formatting sense. Streamlining you reporting rhythms will ensure it is valuable to your business without taking up hours in your day.

Daily Reporting

In this day and age, with public pricing being dynamic, we recommend tracking the following on a daily basis:

- Pricing – yours vs competitors inside current month and next month at a minimum
- Pick-up – since yesterday, and a secondary time frame (eg since 1 week ago)
- Holdings – daily, and summarised by fiscal periods (ie monthly and yearly)
- Pace – if your reporting is sophisticated enough, track day-by-day pace

Weekly Reporting

- Pricing – yours vs competitors for the next 3 – 6 months
- Forecasting – in-month and next month **by day** at a minimum. Track your forecasting success* (see below for more detail)

Monthly Reporting

- Pricing – yours vs competitors for the next 12 months
- Forecasting – for the next 3 – 6 months
- Historical productivity eg.
    - Channel
    - Market
    - Agent
    - Company
    - Rate Code
    - Room type

Run previous month, and Year to date (YTD) productivity numbers, comparing them to the same period last year and/or budget figures. This allows you to track the success or otherwise of your strategies.

Budgets and Targets

In order to effectively track your success, it is important you set yourself a budget as well as shorter term target. We like to encourage setting targets that always out-perform last year's effort. Sometimes this is not possible (eg when a one off peak event occurs), but generally this should

always be the goal.

Forecasting

Whilst Budgeting and Targets set your striving goals, most important of all is **realistic** forecasting. That means, using all the aforementioned tools, to predict, to the best of your ability how your hotel will perform (Average Daily Rate and Occupancy) **by day** into the future.

This forecast should be updated and tracked regularly. As a guide we suggest:

- Daily forecasting for the next month
- Weekly forecasting for the next 3 months
- Monthly forecasting for the next 6 months

This may seem pedantic or a waste of time to some, however you will quickly come to terms with the importance of this practice. All of a sudden you will find yourself across your numbers much more than ever before. You should track your forecasting success (or sometimes lack thereof) regularly. An industry standard is a 5% variance – ie your Rooms Revenue forecast should be within 5% of the final result – within the month.

Section 5.

Reporting Examples & Ideas

Below are some representations of what your reporting outputs may look like.

Pricing:

		Rate Shopping									
Date	DOW	My Hotel	Y'day My Hotel	Comp 1	Y'day Comp 1	Comp 2	Y'day Comp 2	Comp 3	Y'day Comp 3	Comp 4	Y'day Comp 4
14/11/2017	Tue	$199	$159	Sold	$171	Sold	$379	Sold	Sold	Sold	Sold
15/11/2017	Wed	$169	$149	$322	$195	$299	$259	$209	$209	$180	$196
16/11/2017	Thu	$139	$139	$175	$169	$169	$169	$139	$139	$156	$205
17/11/2017	Fri	$159	$159	$154	$154	$139	$179	$149	$149	$172	$164
18/11/2017	Sat	$179	$169	$154	$154	Sold	Sold	$169	$169	$200	$200
19/11/2017	Sun	$119	$119	$154	$154	$129	$129	$139	$139	$216	$216
20/11/2017	Mon	$139	$129	$170	$170	$209	$209	$159	$159	Sold	Sold
21/11/2017	Tue	$149	$139	$170	$170	Sold	$359	$159	$159	Sold	Sold
22/11/2017	Wed	$149	$139	$154	$154	$234	$219	$159	$159	Sold	Sold
23/11/2017	Thu	$139	$139	$164	$164	$169	$169	$149	$149	$235	$235
24/11/2017	Fri	$199	$199	$199	$199	$269	$269	$199	$199	$172	$180

Pick-up:

Date	DOW	Pick-up	Sell Rate	7 Day Pick-up
14/11/2017	Tue	19	$ 145.75	35
15/11/2017	Wed	9	$ 133.40	25
16/11/2017	Thu	20	$ 129.86	25
17/11/2017	Fri	5	$ 121.09	7
18/11/2017	Sat	4	$ 120.91	7
19/11/2017	Sun	-8	$ 142.84	-4
20/11/2017	Mon	4	$ 147.05	5
21/11/2017	Tue	2	$ 221.83	3
22/11/2017	Wed	2	$ 158.44	4
23/11/2017	Thu	1	$ 157.64	0
24/11/2017	Fri	-1	$ 48.72	-2

Holdings:

Date	DOW	Rms Sold	Occ %	Rms Rev	ADR
14/11/2017	Tue	61	95.3%	$ 7,731	$ 126.74
15/11/2017	Wed	51	79.7%	$ 6,529	$ 128.01
16/11/2017	Thu	46	71.9%	$ 5,934	$ 128.99
17/11/2017	Fri	50	78.1%	$ 7,570	$ 151.39
18/11/2017	Sat	52	81.3%	$ 8,371	$ 160.98
19/11/2017	Sun	13	20.3%	$ 1,569	$ 120.67
20/11/2017	Mon	14	21.9%	$ 1,868	$ 133.42
21/11/2017	Tue	15	23.4%	$ 2,181	$ 145.37
22/11/2017	Wed	20	31.3%	$ 2,742	$ 137.10
23/11/2017	Thu	22	34.4%	$ 3,088	$ 140.37
24/11/2017	Fri	58	90.6%	$ 10,018	$ 172.73

Pace:

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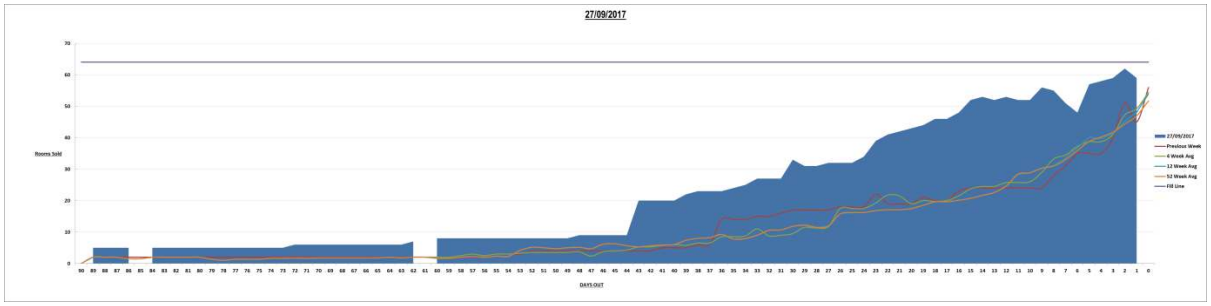


Historical Productivity:

MTD Market Mixed Summary - Historical - Fiscal starting

Market Group	Actual Room Nights	Budget Room Nights	LY Room Nights	Actual Mix	Budget Mix	LY Mix	Actual ADR	Budget ADR	LY ADR	Actual Room Revenue	Budget Revenue	LY Room Revenue	Actual FB Revenue	LY FB Revenue	Actual Other Revenue	LY Other Revenue	Actual Total Revenue	LY Total Revenue
CORPORATE Total	**2,054**	**1,081**	**929**	**51.8%**	**32.3%**	**32.3%**	**141.53**	**173.25**	**149.79**	**290,694**	**187,280**	**139,156**	**79,716**	**35,715**	**4,213**	**804**	**374,624**	**175,676**
BAR	1,315	623	398	33.2%	18.6%	13.8%	144.63	179.35	155.80	190,190	111,735	62,010	51,329	14,317	2,325	595	243,844	76,922
Contract	220	150	235	5.5%	4.5%	8.2%	152.68	160.91	142.60	33,590	24,137	33,512	8,916	9,517	868	610	43,373	43,638
Loyalty	519	308	296	13.1%	9.2%	10.3%	128.93	166.91	147.42	66,914	51,408	43,635	19,472	11,881	1,020	-401	87,406	55,115
LEISURE Total	**924**	**1,285**	**1,070**	**23.3%**	**38.4%**	**37.2%**	**137.26**	**175.39**	**158.93**	**126,824**	**225,381**	**170,053**	**28,136**	**37,051**	**1,037**	**-283**	**155,996**	**206,821**
BAR	661	1,145	961	16.7%	34.2%	33.4%	139.08	174.51	160.06	91,929	199,817	153,815	18,395	31,428	696	300	111,021	185,543
Domestic Wholesale	18	0	3	0.5%	0.0%	0.1%	122.73		149.09	2,209	0	447	395	23	-4	0	2,600	470
International Wholesale FIT	4	0	0	0.1%	0.0%	0.0%	142.96			572	0	0	45	0	7	0	624	0
Loyalty	241	140	106	6.1%	4.2%	3.7%	133.25	182.60	148.97	32,114	25,564	15,790	9,301	5,538	336	-585	41,751	20,743
Update on Arrival	0	0	0	0.0%	0.0%	0.0%				0	0	0	0	62	0	2	0	64
GOVERNMENT Total	**126**	**47**	**58**	**3.2%**	**1.4%**	**2.0%**	**133.71**	**160.19**	**140.46**	**16,848**	**7,529**	**8,147**	**2,434**	**1,733**	**3**	**-13**	**19,285**	**9,867**
BAR	46	22	25	1.2%	0.7%	0.9%	140.52	207.00	146.17	6,464	4,554	3,654	1,435	665	28	-27	7,927	4,292
Contract	80	25	33	2.0%	0.7%	1.1%	129.80	119.00	136.14	10,384	2,975	4,493	999	1,068	-25	14	11,358	5,574
CONFERENCE Total	**574**	**828**	**648**	**14.5%**	**24.8%**	**22.5%**	**137.41**	**180.78**	**141.13**	**78,874**	**149,684**	**91,452**	**41,938**	**66,783**	**10,923**	**11,072**	**131,734**	**169,307**
Conference External	368	644	176	9.3%	19.3%	6.1%	127.37	184.00	145.70	46,874	118,496	25,643	8,490	8,042	235	382	55,599	34,067
Conference In-House	206	184	472	5.2%	5.5%	16.4%	155.34	169.50	139.43	32,000	31,188	65,809	10,125	46,472	1,518	10,263	43,642	122,544
Other	0	0	0	0.0%	0.0%	0.0%				0	0	0	23,324	12,269	9,169	427	32,493	12,696
GROUP Total	**211**	**0**	**75**	**5.3%**	**0.0%**	**2.6%**	**140.74**		**131.97**	**29,697**	**0**	**9,898**	**6,060**	**2,065**	**189**	**218**	**35,947**	**12,181**
Entertainment	62	0	0	1.6%	0.0%	0.0%	147.32			9,134	0	0	1,214	0	165	0	10,513	0
International Wholesale	9	0	0	0.2%	0.0%	0.0%	75.45			679	0	0	262	0	0	0	941	0
Other Group Travel	140	0	75	3.5%	0.0%	2.6%	142.03		131.97	19,884	0	9,898	4,585	2,065	25	218	24,493	12,181
OTHER Total	**77**	**104**	**98**	**1.9%**	**3.1%**	**3.4%**	**66.85**	**70.42**	**72.39**	**5,147**	**7,324**	**7,095**	**122,576**	**99,793**	**11,720**	**4,883**	**139,443**	**111,771**
Free Of Charge	24	44	36	0.6%	1.3%	1.3%	0.00	0.00	3.61	0	0	130	322	865	3	-501	325	494
House Account	1	0	0	0.0%	0.0%	0.0%	-147.27			-147	0	0	121,021	95,893	11,672	5,135	132,546	101,027
Industry Discount	39	44	49	1.0%	1.3%	1.7%	92.68	137.00	109.67	3,615	6,028	5,374	1,011	2,542	42	239	4,668	8,155
Other	0	0	0	0.0%	0.0%	0.0%				0	0	0	0	0	0	0	0	0
Reward Redemption	13	16	13	0.3%	0.5%	0.5%	129.23	81.00	122.38	1,680	1,296	1,591	222	493	2	11	1,904	2,094
Grand Total	**3,966**	**3,345**	**2,878**	**100.0%**	**100.0%**	**100.0%**	**138.20**	**172.56**	**147.95**	**548,084**	**577,198**	**425,800**	**280,860**	**243,140**	**28,085**	**16,682**	**857,028**	**685,622**

	Actual
Room Available	5,363
Occupancy %	74.0%
REVPAR	102.20

Last Year
5,899
48.8%
72.18

Forecasting:

	Holdings					STLY Holdings					Final LY					LY Pick up					Forecast Based on LY Pick up					Adjusted Forecast				
		Rms	Occ%	ADR	Rms Revenue		Rms	Occ%	ADR	Rms Revenue	Rms	Occ%	ADR	Rms Revenue		Rms	Occ%	ADR	Rms Revenue		Rms	Occ%	ADR	Rms Revenue			Rms	Occ%	ADR	Rms Revenue
						Friday, 1 July 2016	Week1	70	71%	$ 97.26	$ 6,808	70	71%	$ 97.26	$ 6,808		0	0%	$ -	$ -											
Saturday, 1 July 2017	Week1	94	96%	$ 135.39	12,727	Saturday, 2 July 2016	Week1	93	95%	$ 125.63	$ 11,683	93	95%	$ 125.63	$ 11,683		0	0%	$ -	$ -		94	96%	$ 135.39	$ 12,727		Week1		0%		$ -
Sunday, 2 July 2017	Week1	70	71%	$ 98.97	6,928	Sunday, 3 July 2016	Week1	63	64%	$ 80.01	$ 5,041	63	64%	$ 80.01	$ 5,041		0	0%	$ -	$ -		70	71%	$ 98.97	$ 6,928		Week1		0%		$ -
Monday, 3 July 2017	Week1	89	91%	$ 108.57	9,662	Monday, 4 July 2016	Week1	88	90%	$ 106.40	$ 9,363	88	90%	$ 106.40	$ 9,363		0	0%	$ -	$ -		89	91%	$ 108.57	$ 9,662		Week1		0%		$ -
Tuesday, 4 July 2017	Week1	98	100%	$ 122.78	12,032	Tuesday, 5 July 2016	Week1	92	94%	$ 116.32	$ 10,702	92	94%	$ 116.32	$ 10,702		0	0%	$ -	$ -		98	100%	$ 122.78	$ 12,032		Week1		0%		$ -
Wednesday, 5 July 2017	Week1	98	100%	$ 116.33	11,400	Wednesday, 6 July 2016	Week1	90	92%	$ 125.21	$ 11,269	90	92%	$ 125.21	$ 11,269		0	0%	$ -	$ -		98	100%	$ 116.33	$ 11,400		Week2		0%		$ -
Thursday, 6 July 2017	Week2	96	98%	$ 115.69	11,106	Thursday, 7 July 2016	Week2	95	97%	$ 133.07	$ 12,642	95	97%	$ 133.07	$ 12,642		0	0%	$ -	$ -		96	98%	$ 115.69	$ 11,106		Week2		0%		$ -
Friday, 7 July 2017	Week2	83	85%	$ 121.90	10,118	Friday, 8 July 2016	Week2	79	81%	$ 108.23	$ 8,550	79	81%	$ 108.23	$ 8,550		0	0%	$ -	$ -		83	85%	$ 121.90	$ 10,118		Week2		0%		$ -
Saturday, 8 July 2017	Week2	92	94%	$ 140.07	12,887	Saturday, 9 July 2016	Week2	97	99%	$ 126.99	$ 12,318	97	99%	$ 126.99	$ 12,318		0	0%	$ -	$ -		92	94%	$ 140.07	$ 12,887		Week2		0%		$ -
Sunday, 9 July 2017	Week2	74	76%	$ 105.12	7,779	Sunday, 10 July 2016	Week2	72	73%	$ 93.54	$ 6,735	72	73%	$ 93.54	$ 6,735		0	0%	$ -	$ -		74	76%	$ 105.12	$ 7,779		Week2		0%		$ -
Monday, 10 July 2017	Week2	92	94%	$ 122.90	11,306	Monday, 11 July 2016	Week2	94	96%	$ 104.70	$ 9,842	94	96%	$ 104.70	$ 9,842		0	0%	$ -	$ -		92	94%	$ 122.90	$ 11,306		Week2		0%		$ -
Tuesday, 11 July 2017	Week2	90	92%	$ 125.72	11,315	Tuesday, 12 July 2016	Week2	90	92%	$ 109.65	$ 9,868	90	92%	$ 109.65	$ 9,868		0	0%	$ -	$ -		90	92%	$ 125.72	$ 11,315		Week2		0%		$ -
Wednesday, 12 July 2017	Week2	83	85%	$ 120.23	9,979	Wednesday, 13 July 2016	Week2	92	94%	$ 113.78	$ 10,468	92	94%	$ 113.82	$ 10,471		0	0%	$ -	$ 4		83	85%	$ 120.27	$ 9,983		Week3		0%		$ -
Thursday, 13 July 2017	Week3	75	77%	$ 116.06	8,704	Thursday, 14 July 2016	Week3	89	91%	$ 117.69	$ 10,475	93	95%	$ 119.66	$ 11,128		4	4%	$ 163.41	$ 654		79	81%	$ 118.45	$ 9,358		Week3		0%		$ -
Friday, 14 July 2017	Week3	60	61%	$ 115.11	6,907	Friday, 15 July 2016	Week3	82	84%	$ 102.97	$ 8,443	94	96%	$ 107.81	$ 10,134		12	12%	$ 140.91	$ 1,691		72	73%	$ 119.41	$ 8,598		Week3		0%		$ -
Saturday, 15 July 2017	Week3	78	80%	$ 127.60	9,953	Saturday, 16 July 2016	Week3	86	88%	$ 133.37	$ 11,470	98	100%	$ 141.83	$ 13,899		12	12%	$ 202.39	$ 2,429		90	92%	$ 137.57	$ 12,381		Week3		0%		$ -
Sunday, 16 July 2017	Week3	44	45%	$ 101.92	4,485	Sunday, 17 July 2016	Week3	62	63%	$ 100.99	$ 6,261	66	67%	$ 105.59	$ 6,969		4	4%	$ 176.99	$ 708		48	49%	$ 108.18	$ 5,193		Week3		0%		$ -
Monday, 17 July 2017	Week3	63	64%	$ 110.55	6,965	Monday, 18 July 2016	Week3	68	69%	$ 107.79	$ 7,330	82	84%	$ 111.25	$ 9,123		14	14%	$ 128.05	$ 1,793		77	79%	$ 113.73	$ 8,757		Week3		0%		$ -
Tuesday, 18 July 2017	Week3	65	66%	$ 112.87	7,337	Tuesday, 19 July 2016	Week3	61	62%	$ 109.85	$ 6,701	92	94%	$ 115.88	$ 10,661		31	32%	$ 127.74	$ 3,960		96	98%	$ 117.67	$ 11,297		Week3		0%		$ -
Wednesday, 19 July 2017	Week3	72	73%	$ 112.88	8,127	Wednesday, 20 July 2016	Week3	59	60%	$ 103.92	$ 6,131	92	94%	$ 114.28	$ 10,514		33	34%	$ 132.81	$ 4,383		105	107%	$ 119.14	$ 12,510		Week4		0%		$ -
Thursday, 20 July 2017	Week4	54	55%	$ 107.21	5,790	Thursday, 21 July 2016	Week4	50	51%	$ 106.20	$ 5,310	83	85%	$ 111.74	$ 9,274		33	34%	$ 120.12	$ 3,964		87	89%	$ 112.11	$ 9,754		Week4		0%		$ -
Friday, 21 July 2017	Week4	53	54%	$ 113.15	5,997	Friday, 22 July 2016	Week4	39	40%	$ 97.28	$ 3,794	71	72%	$ 105.60	$ 7,497		32	33%	$ 115.74	$ 3,704		85	87%	$ 114.13	$ 9,701		Week4		0%		$ -
Saturday, 22 July 2017	Week4	58	59%	$ 113.21	6,566	Saturday, 23 July 2016	Week4	63	64%	$ 124.55	$ 7,847	94	96%	$ 130.04	$ 12,224		31	32%	$ 141.18	$ 4,377		89	91%	$ 122.95	$ 10,943		Week4		0%		$ -
Sunday, 23 July 2017	Week4	34	35%	$ 97.24	3,306	Sunday, 24 July 2016	Week4	32	33%	$ 91.22	$ 2,919	53	54%	$ 93.66	$ 4,964		21	21%	$ 97.36	$ 2,045		55	56%	$ 97.29	$ 5,351		Week4		0%		$ -
Monday, 24 July 2017	Week4	35	36%	$ 108.31	3,791	Monday, 25 July 2016	Week4	34	35%	$ 107.48	$ 3,654	78	80%	$ 111.47	$ 8,694		44	45%	$ 114.55	$ 5,040		79	81%	$ 111.79	$ 8,831		Week4		0%		$ -
Tuesday, 25 July 2017	Week4	51	52%	$ 110.76	5,649	Tuesday, 26 July 2016	Week4	48	49%	$ 119.58	$ 5,740	87	89%	$ 130.44	$ 11,348		39	40%	$ 143.80	$ 5,608		90	92%	$ 125.08	$ 11,257		Week4		0%		$ -
Wednesday, 26 July 2017	Week4	67	68%	$ 115.77	7,756	Wednesday, 27 July 2016	Week4	58	59%	$ 126.27	$ 7,324	93	95%	$ 136.58	$ 12,702		35	36%	$ 153.67	$ 5,378		102	104%	$ 128.77	$ 13,135		Week4		0%		$ -
	Week1	449	92%	$ 117.48	52,749		Week1	496	84%	$ 110.62	$ 54,865	496	84%	$ 110.62	$ 54,865		0	0%	$ -	$ -		449	92%	$ 117.48	$ 52,749		Week1	0	0%	$ -	$ -
	Week2	610	89%	$ 122.11	74,490		Week2	619	90%	$ 113.77	$ 70,422	619	90%	$ 113.77	$ 70,426		0	0%	$ -	$ 4		610	89%	$ 122.12	$ 74,493		Week2	0	0%	$ -	$ -
	Week3	457	67%	$ 114.83	52,477		Week3	507	74%	$ 112.05	$ 56,811	617	90%	$ 117.39	$ 72,428		110	16%	$ 141.97	$ 15,617		567	83%	$ 120.09	$ 68,094		Week3	0	0%	$ -	$ -
	Week4	352	51%	$ 110.38	38,855		Week4	324	47%	$ 112.92	$ 36,588	559	81%	$ 119.33	$ 66,704		235	34%	$ 128.15	$ 30,116		587	86%	$ 117.50	$ 68,971		Week4	0	0%	$ -	$ -
	TOTAL	1868	73%	$ 117.01	218,571		TOTAL	1946	74%	$ 112.38	$ 218,686	2291	87%	$ 115.42	$ 264,423		345	13%	$ 132.57	$ 45,736		2213	84%	$ 119.43	$ 264,307		TOTAL	0	0%	#DIV/0!	$ -

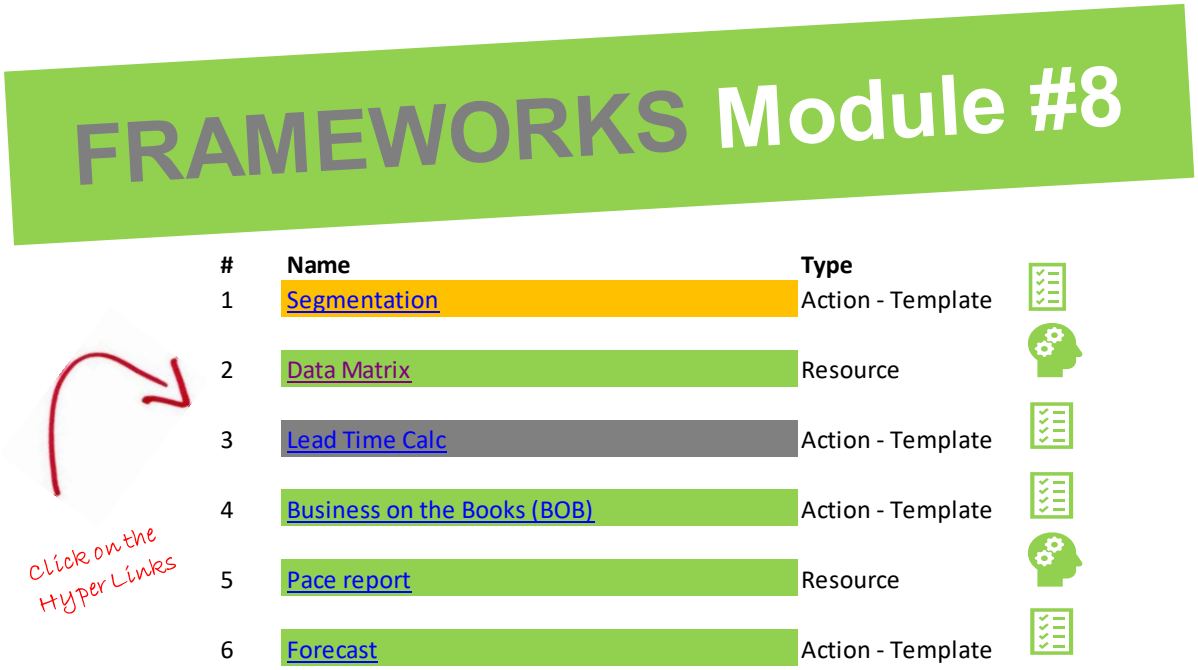
Section 6.

FRAMEWORKS

Explore the frameworks for Module # 8

Logon to the Hotel Growth Gurus Portal and download the available FRAMEWORK files.

Use the STRATEGY SELECTION TOOL to decide which frameworks to add to your MASTER HOTEL STRATEGY & Action Plan



#	Name	Type
1	Segmentation	Action - Template
2	Data Matrix	Resource
3	Lead Time Calc	Action - Template
4	Business on the Books (BOB)	Action - Template
5	Pace report	Resource
6	Forecast	Action - Template

Sources

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