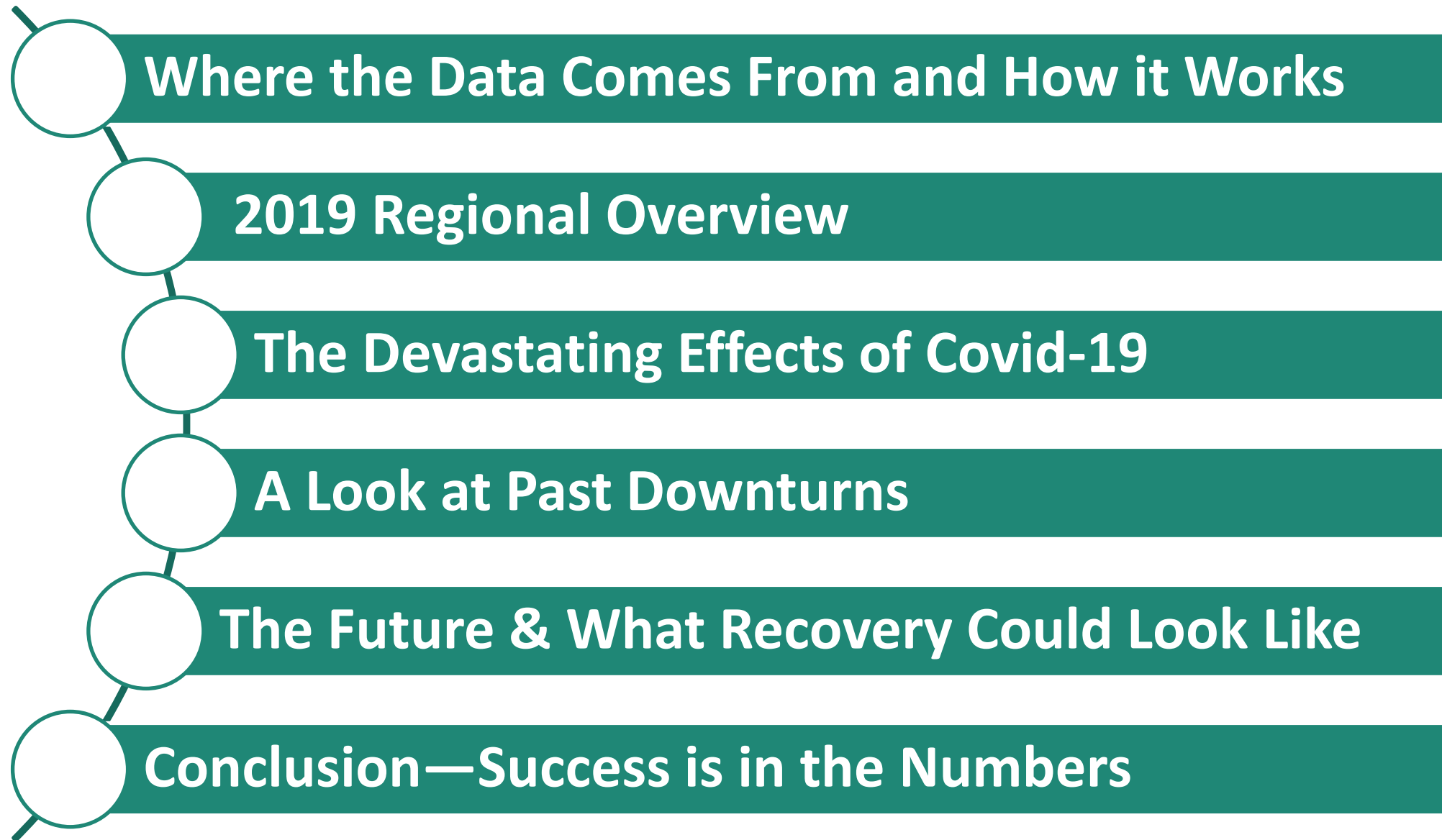




# The Hotel Industry in the Times of COVID-19: Canada & British Columbia

**Emile Gourieux** | Business Development Executive, Hotels  
egourieux@str.com

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# The world's largest hotel performance sample



over  
**35** years  
of expertise



Data from  
**180** countries

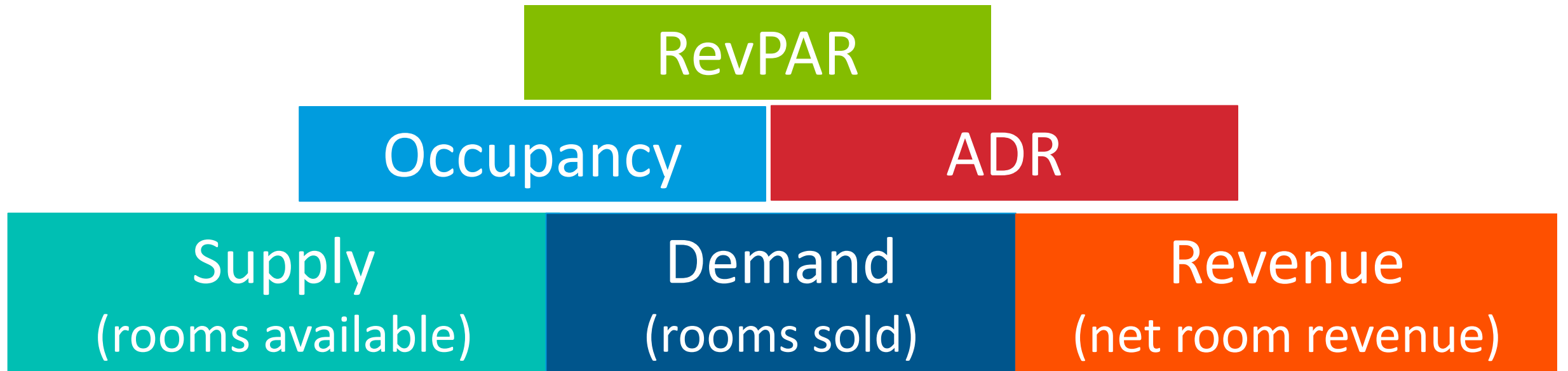


**68,000**  
Hotels



**9.1** million  
Rooms

# The Building Blocks of Benchmarking



# Which Hotel Performed Better?



**HOTEL 'A'**

**7%** RevPAR Growth



**HOTEL 'B'**

**-3%** RevPAR Growth



# 2019—The Good Old Days

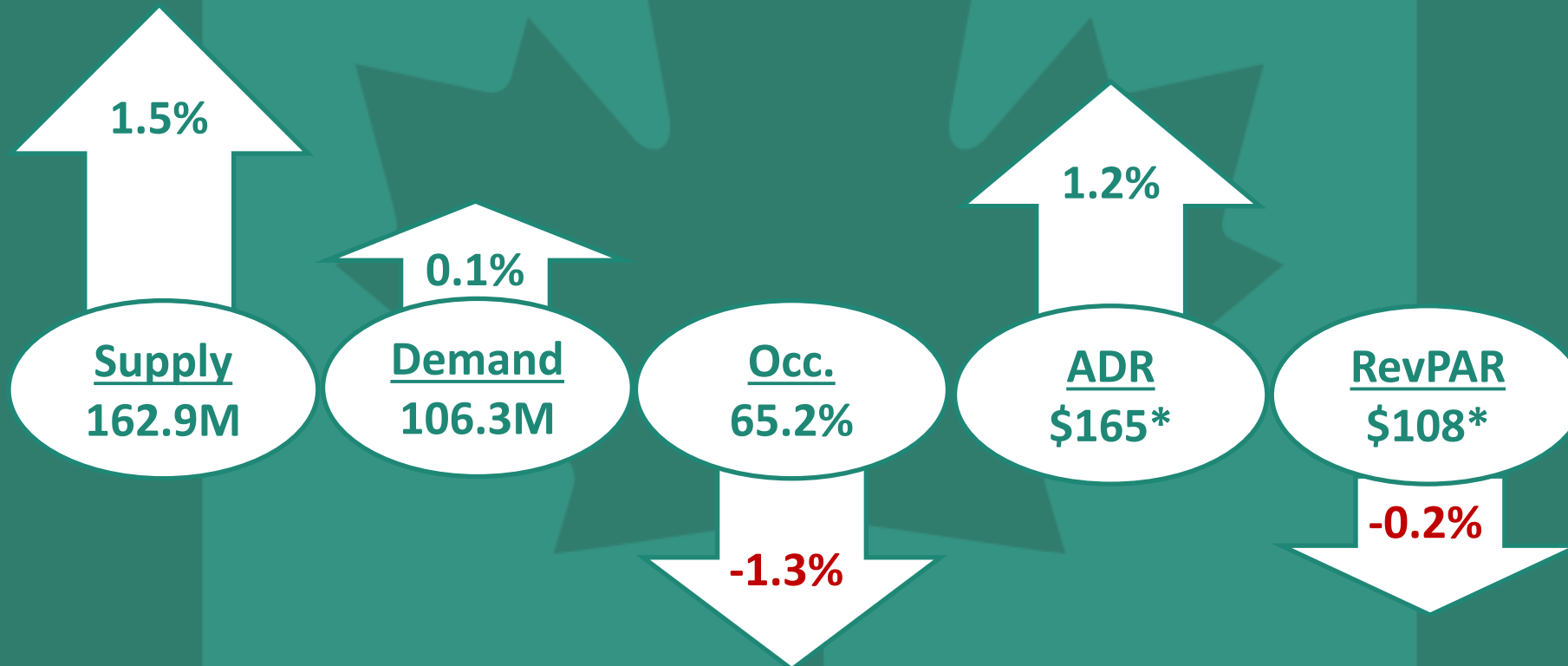


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# Total Canada: 2019

## The end of the upcycle—we had a great run!



Total Canada Performance, 2019

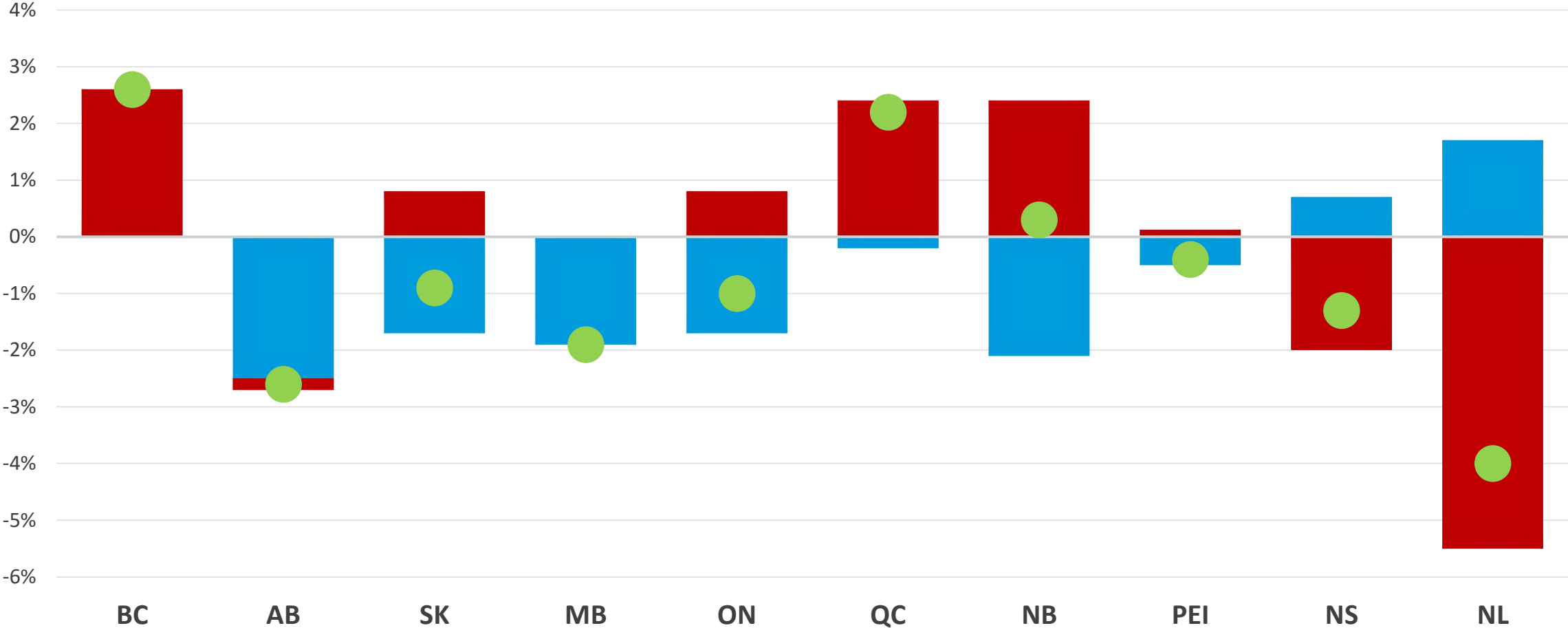
\*Unless otherwise noted, all currencies in this presentation are in Canadian Dollars

Source: STR. 2020 © CoStar Realty Information

# British Columbia led the way for RevPAR growth in 2019



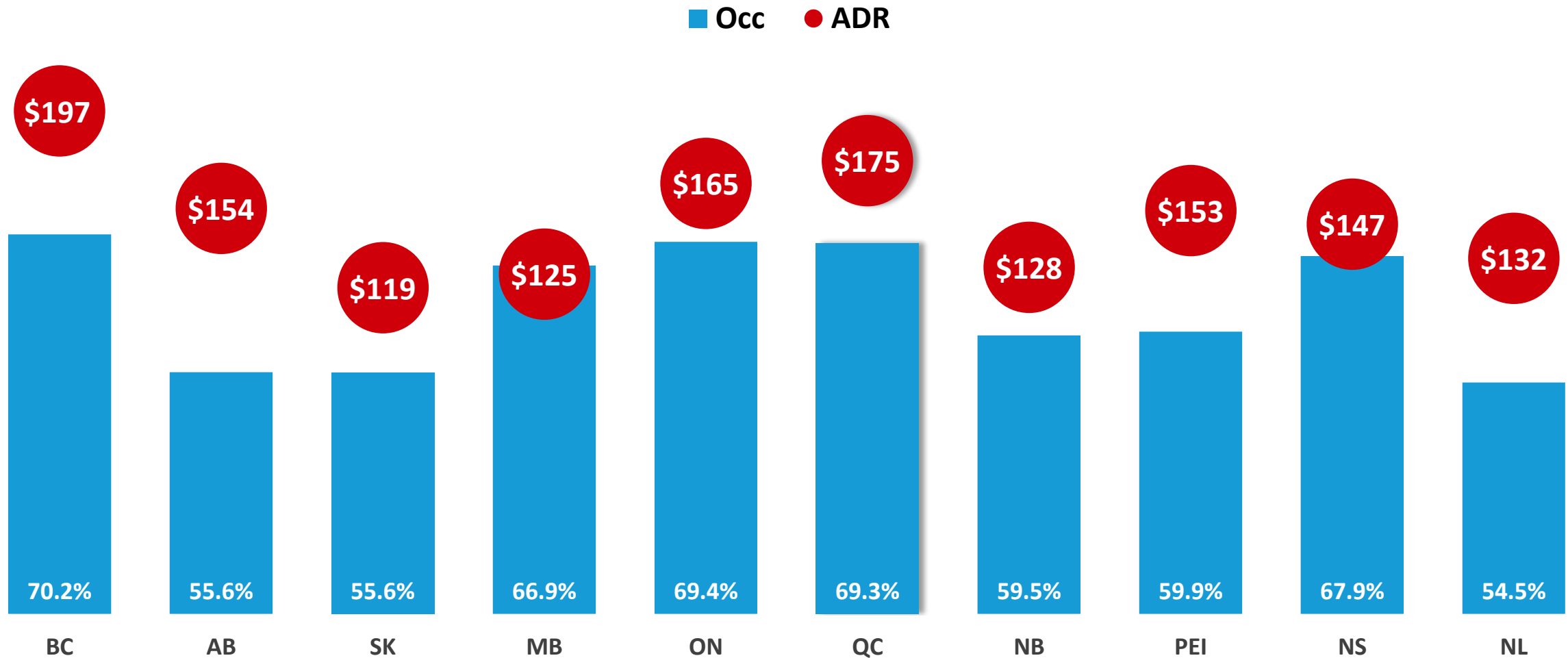
■ Occupancy ■ ADR ● RevPAR



2019 RevPAR % Change by Contribution of OCC/ADR % Change, Select Canadian Provinces



# British Columbia continues its reign





# 2020—How Quickly Things Change



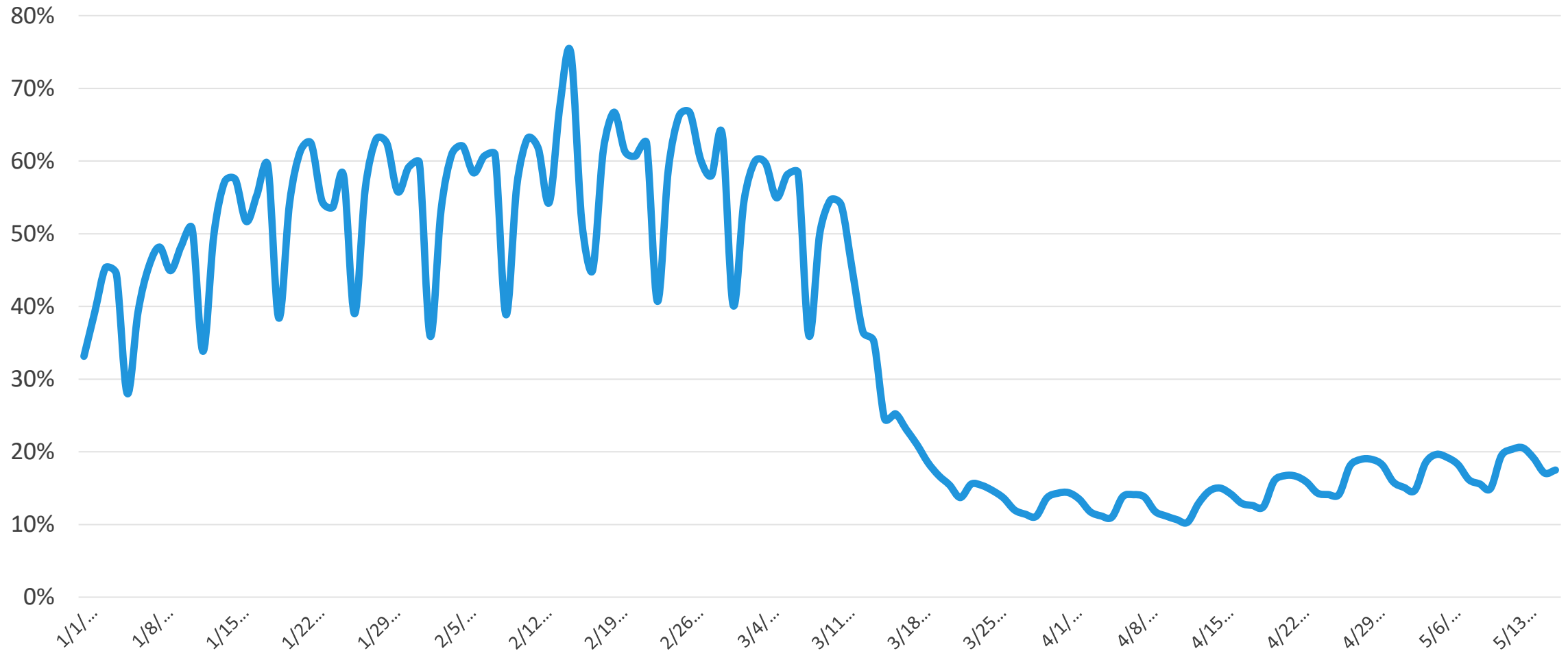
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# Canadian Occupancy has found bottom, waiting for recovery



Total Canada, Occupancy, Daily Data, January 1<sup>st</sup> – May 16<sup>th</sup> 2020



# Feeling the effects...

Total Canadian RevPAR % Change, Week ending 5/16



**-83.2%**

# Feeling the effects...

Total Canadian Absolute Occupancy, Week ending 5/16



**18.4%**

# Feeling the effects...

Total British Columbia RevPAR % Change, Week ending 5/16



**-82.7%**

# Feeling the effects...

Total British Columbia Absolute Occupancy, Week ending 5/16

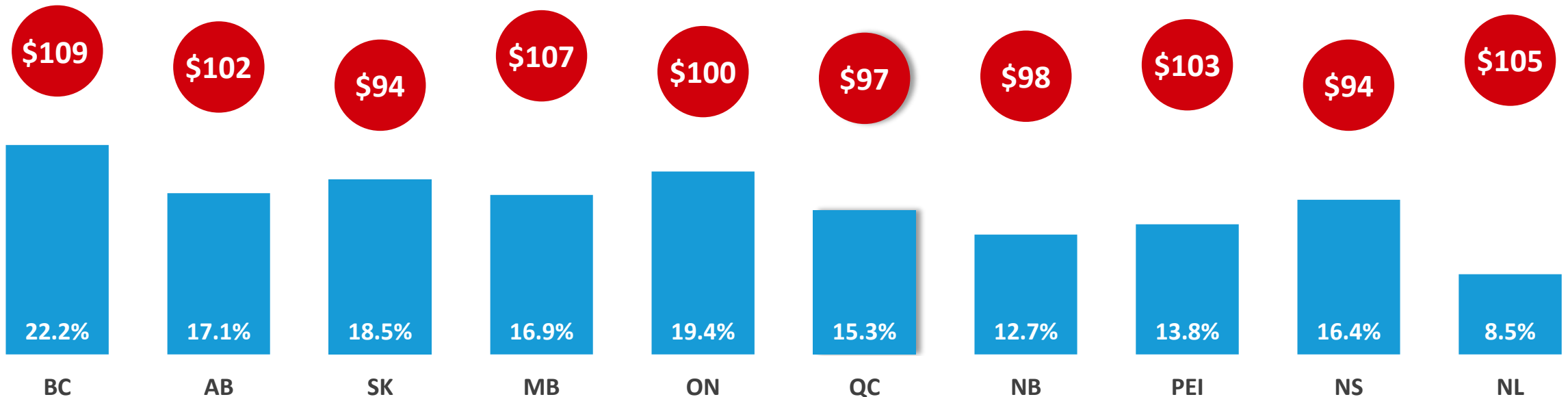


**22.2%**

# BC is the only province above 20% occupancy right now



■ Occ ● ADR

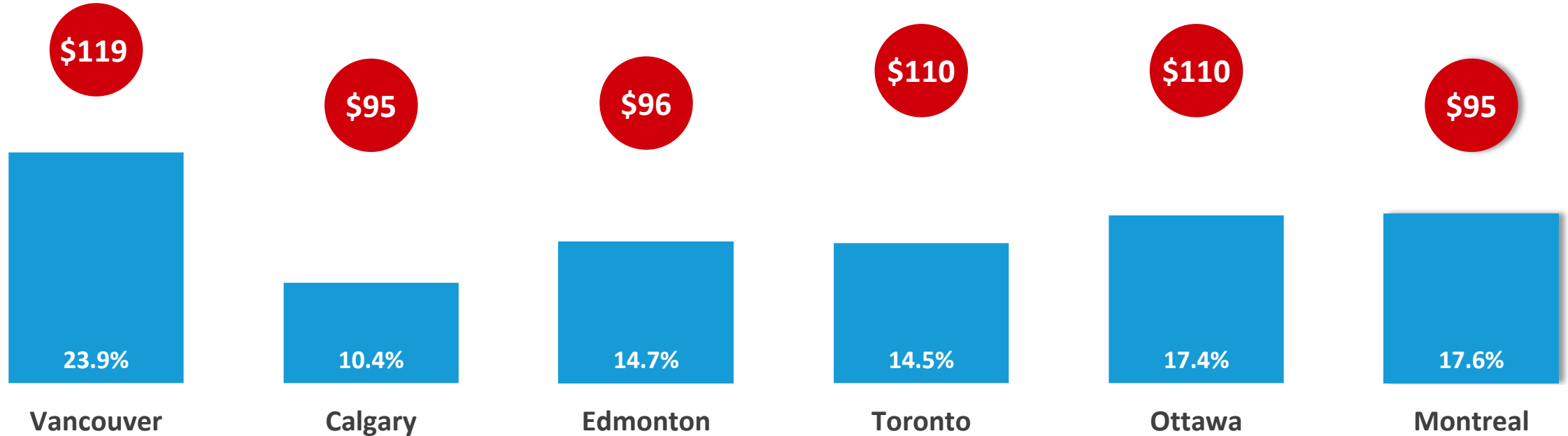




# Vancouver faring better than other metros

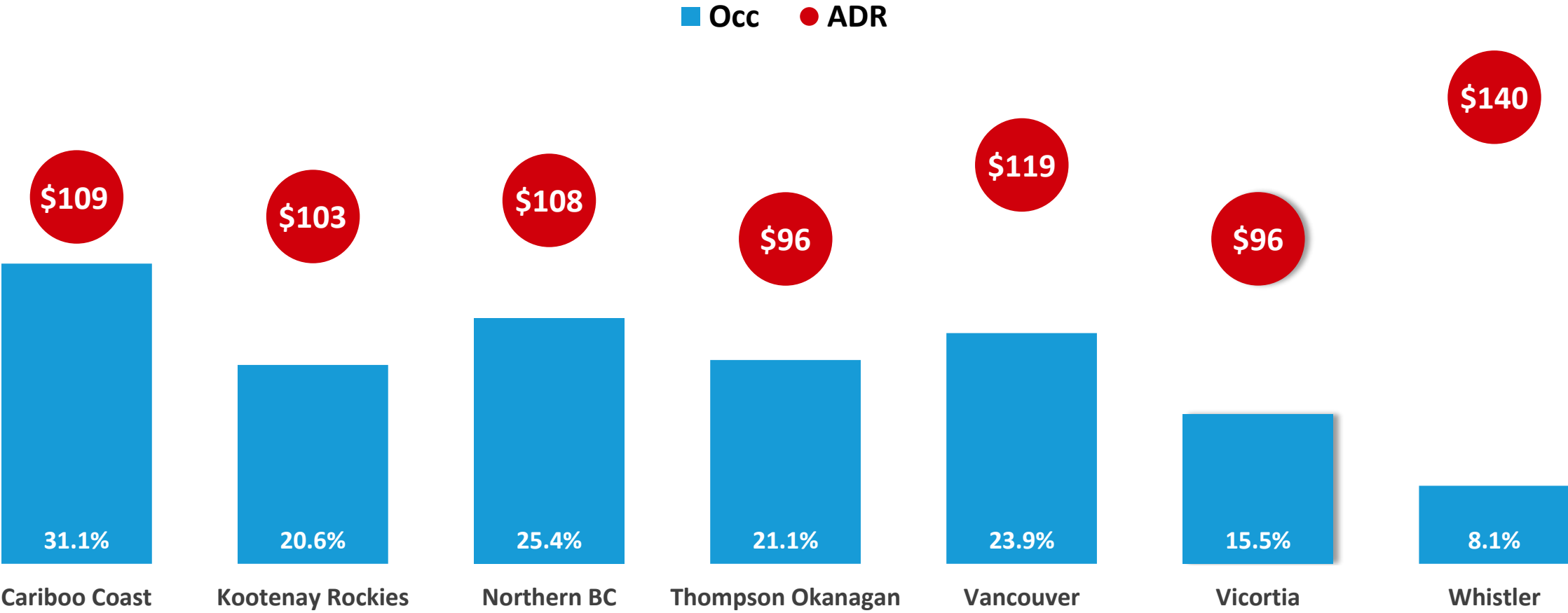


■ Occ ● ADR



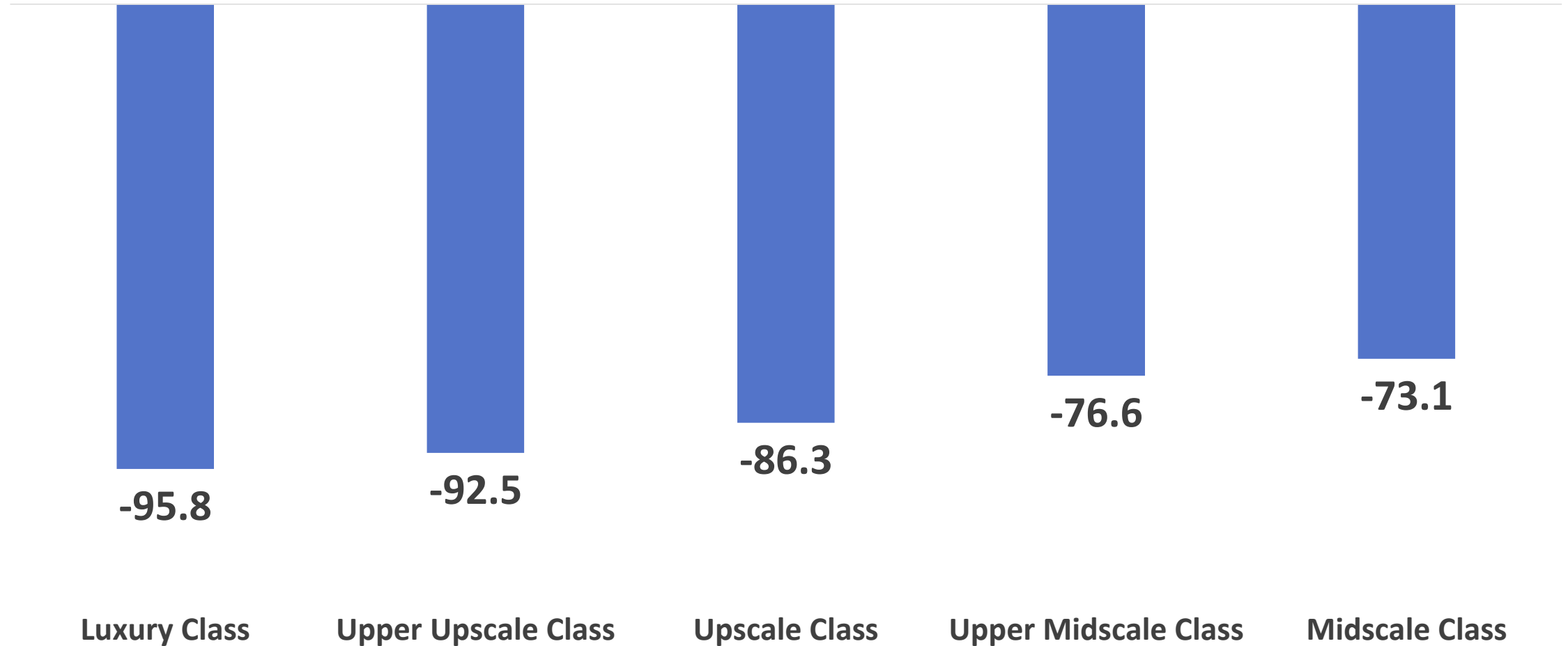


# Most BC destinations are outperforming the rest of Canada



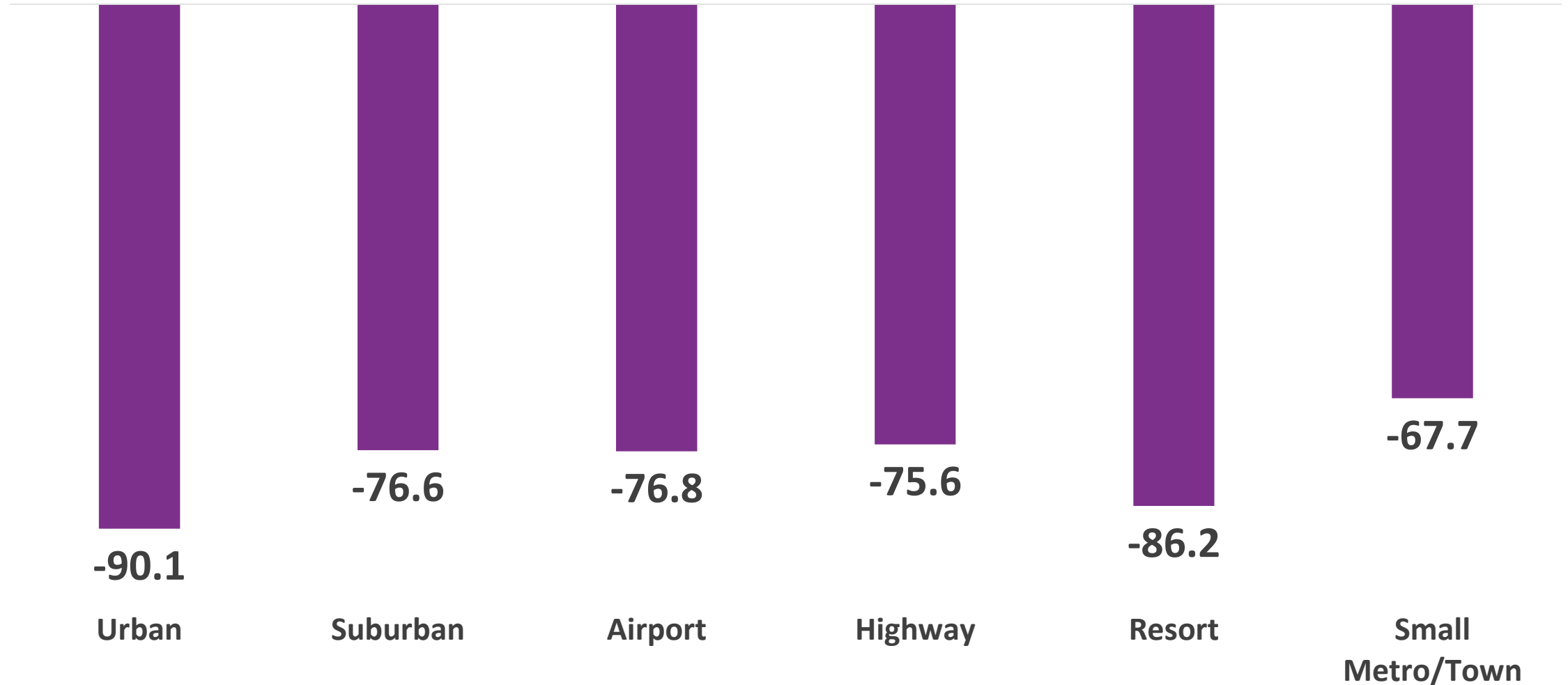
# Class Performance: Biggest declines in upper classes

Total Canada, RevPAR % Change, week ending 5/16



# Location Performance: Smaller Cities Less Affected

Total Canada, RevPAR % Change, week ending 5/16



# Segmentation Data Shows Sharp Group Declines

Total Canada, Segmentation KPIs, % Change, week ending 5/16



---

	Transient	Group
Occupancy	-92.3	-87.4
ADR	-38.8	-52.5
RevPAR	-95.3	-94.0

---



# Toronto and SARS



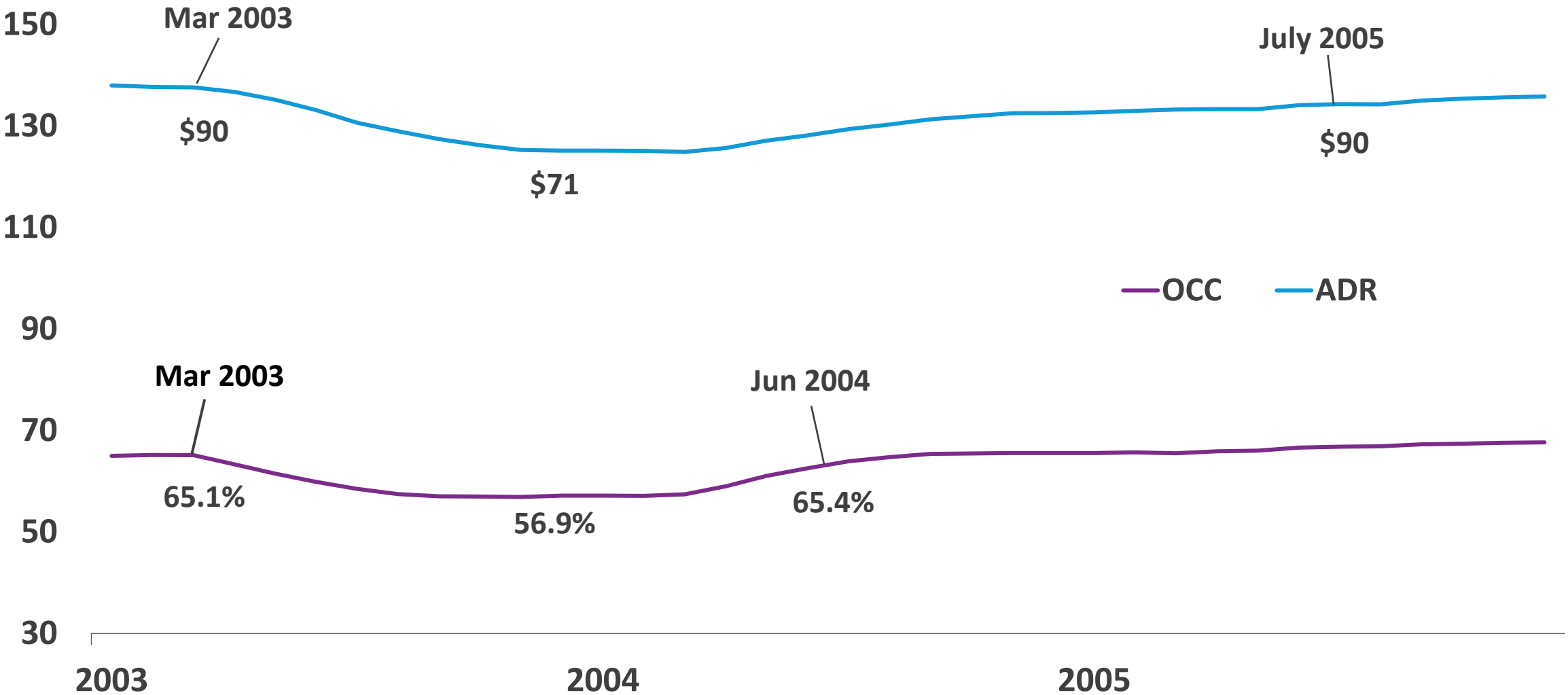
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# The effects of SARS outbreak on Toronto hotels

12MMA Occ & ADR % Change, Toronto 1/2003 – 12/2005





# Looking The Last Two Major Downturns: 9/11 and 2008



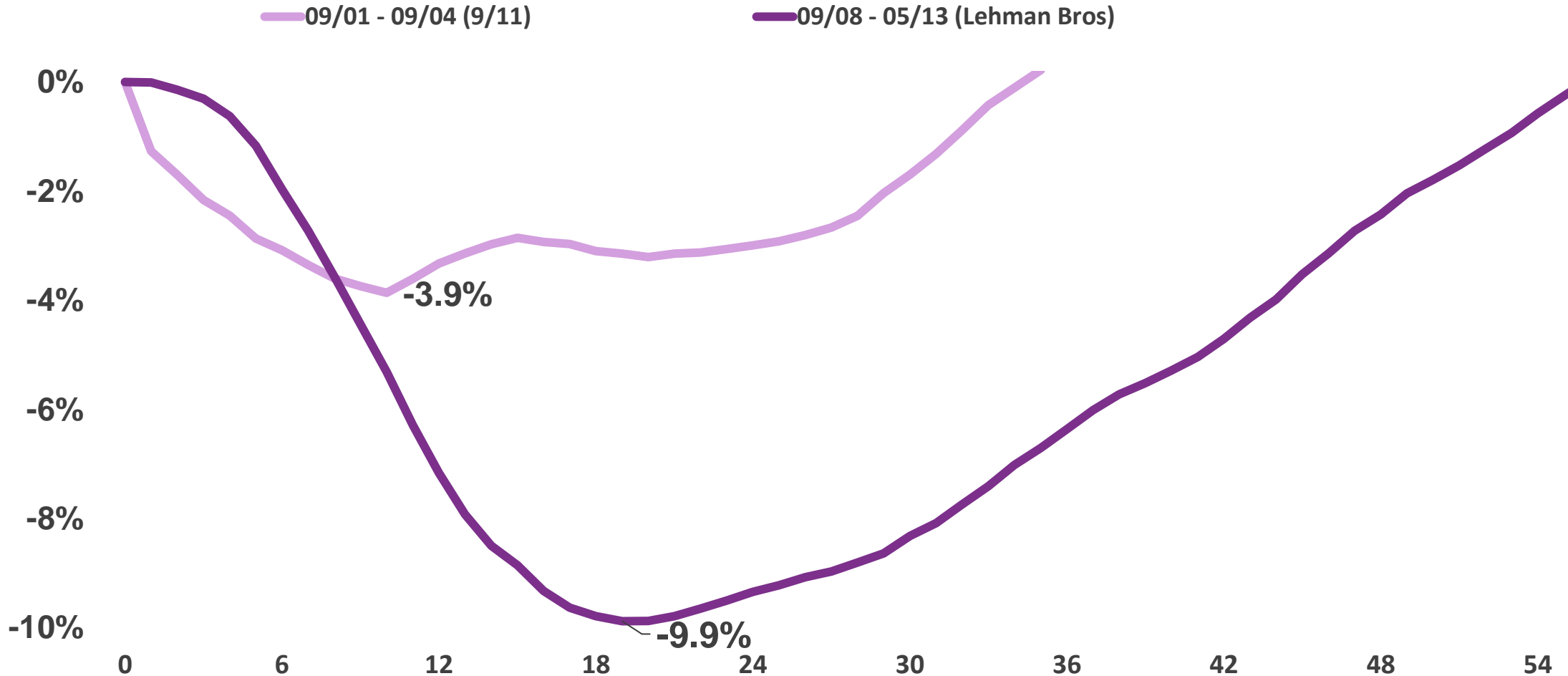
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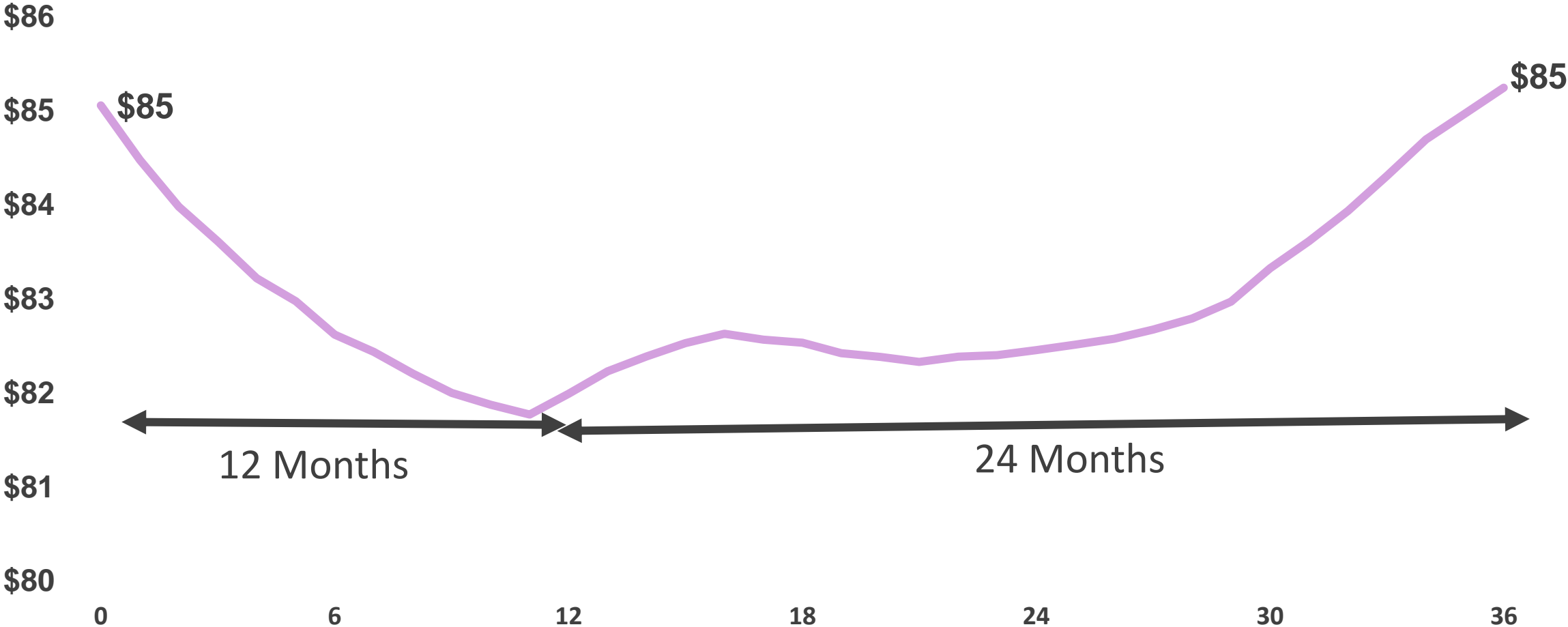
# ADR Discounts Lead To Long Recovery Time

Total US, 12MMA , Monthly ADR (USD) % Change, Indexed to Event



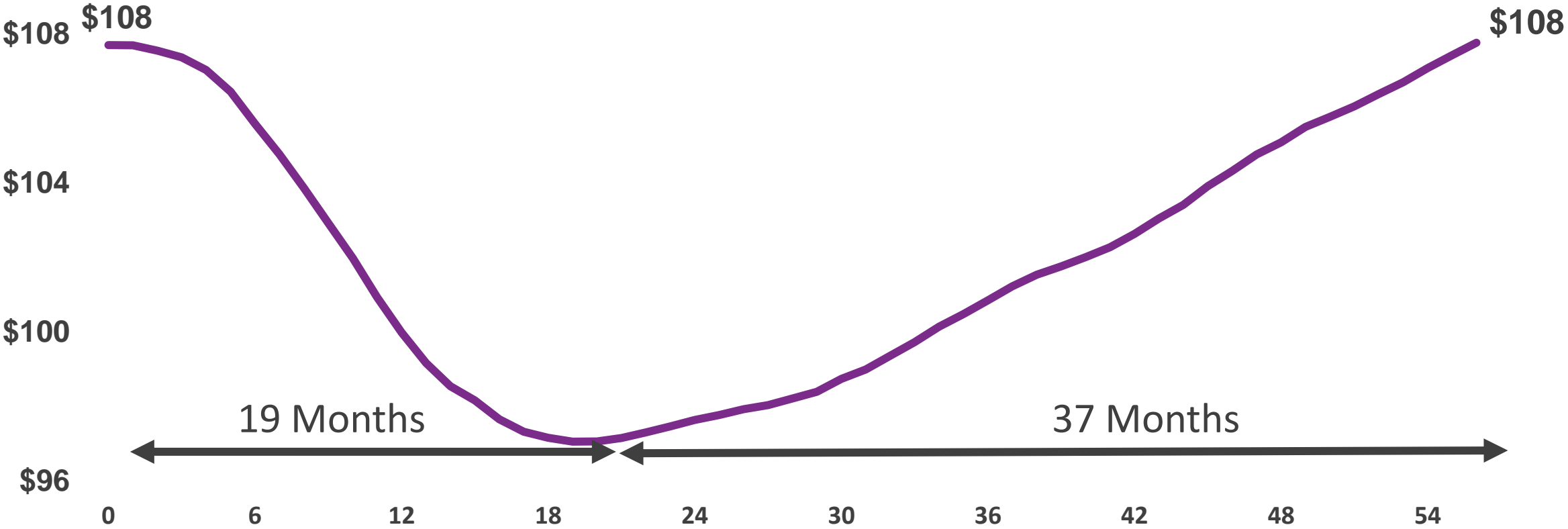
# ADR Rebound Time: 2X The Decline

Total US, ADR (USD), 12MMA , Post-9/11



# ADR Rebound Time: 2X The Decline

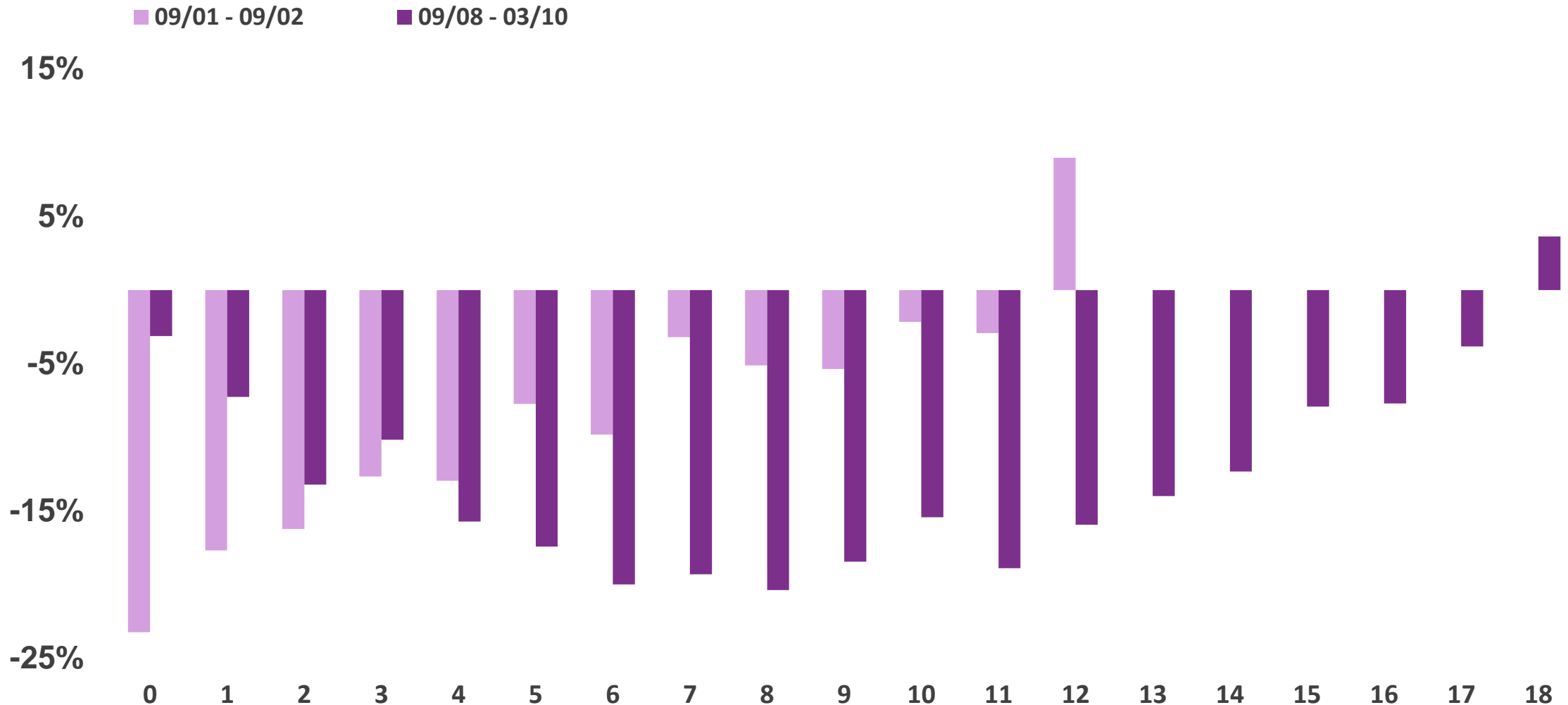
Total US, ADR (USD), 12MMA , Post Lehman Bros Bankruptcy (09/2008)



# Past ADR Declines Were Very Different

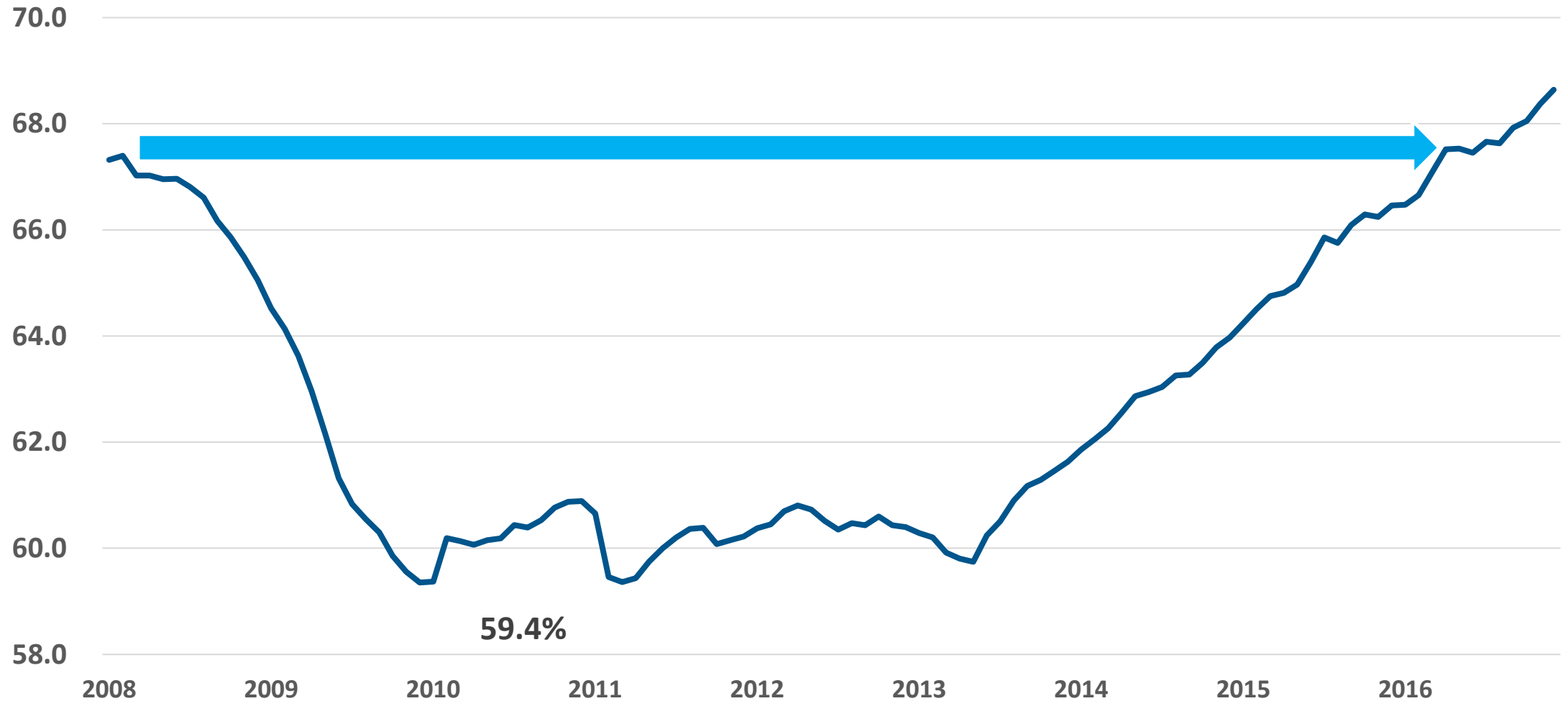


Total US, Monthly ADR (USD) % Change, Starting 9/11 & Lehman Bros Bankruptcy



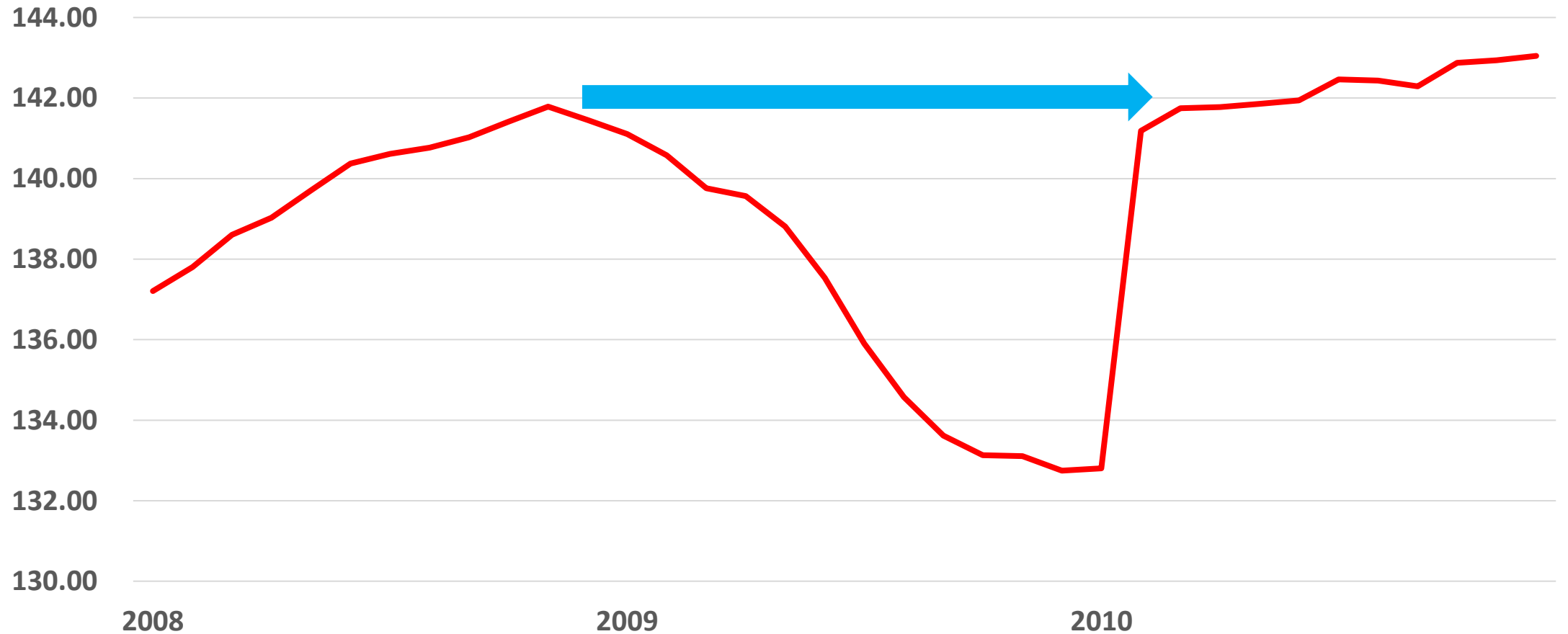
# Recovering Occupancy in British Columbia

BC Province, 12MMA , Absolute Occupancy



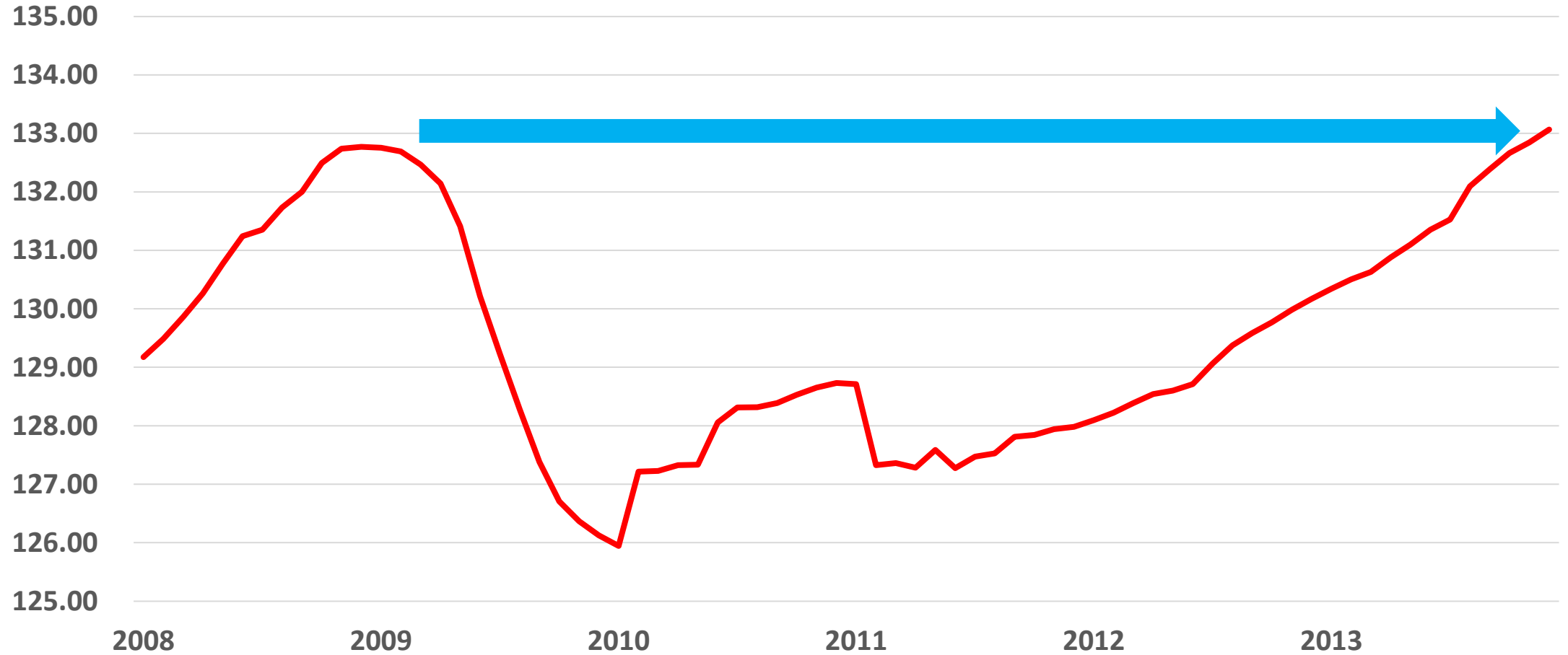
# Recovering ADR in British Columbia

BC Province, 12MMA , Absolute ADR



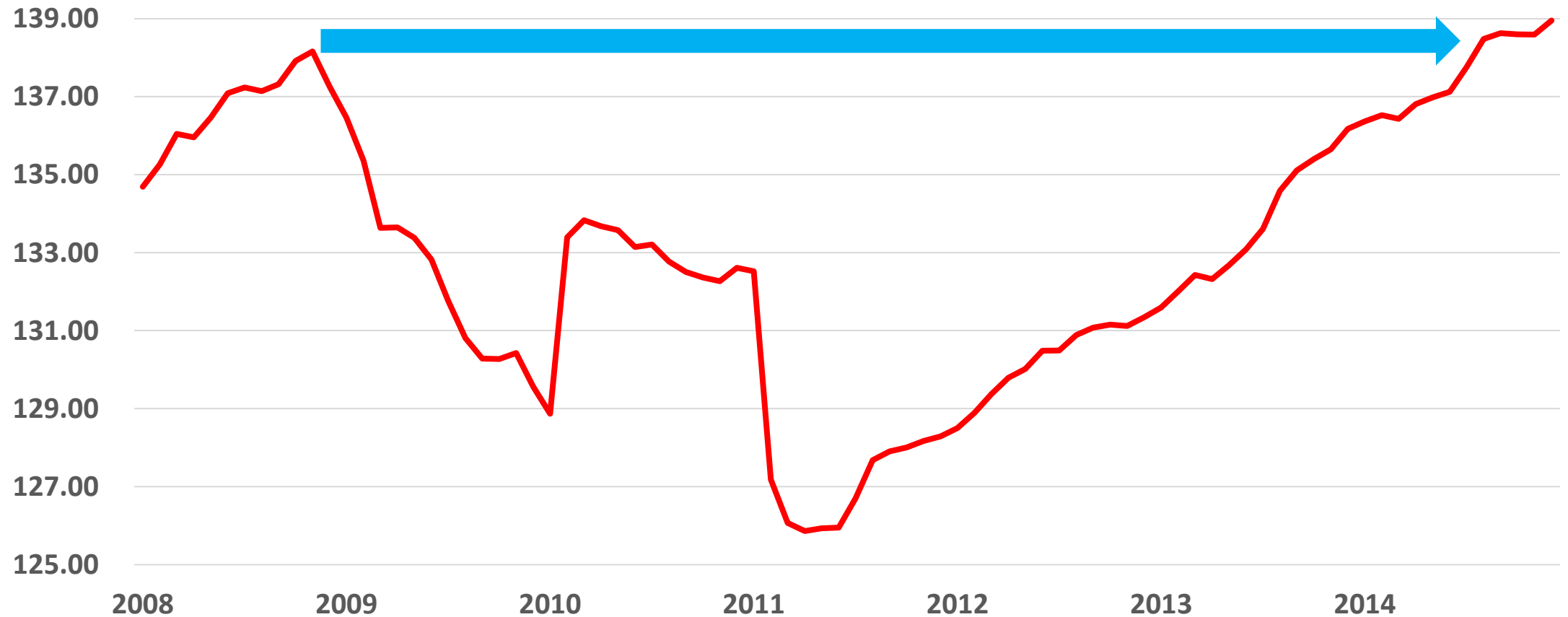
# Recovering ADR in Total Canada

Total Canada, 12MMA , Absolute ADR



# Recovering ADR—BC excluding Vancouver Market

BC Province excluding Vancouver Market, 12MMA , Absolute ADR





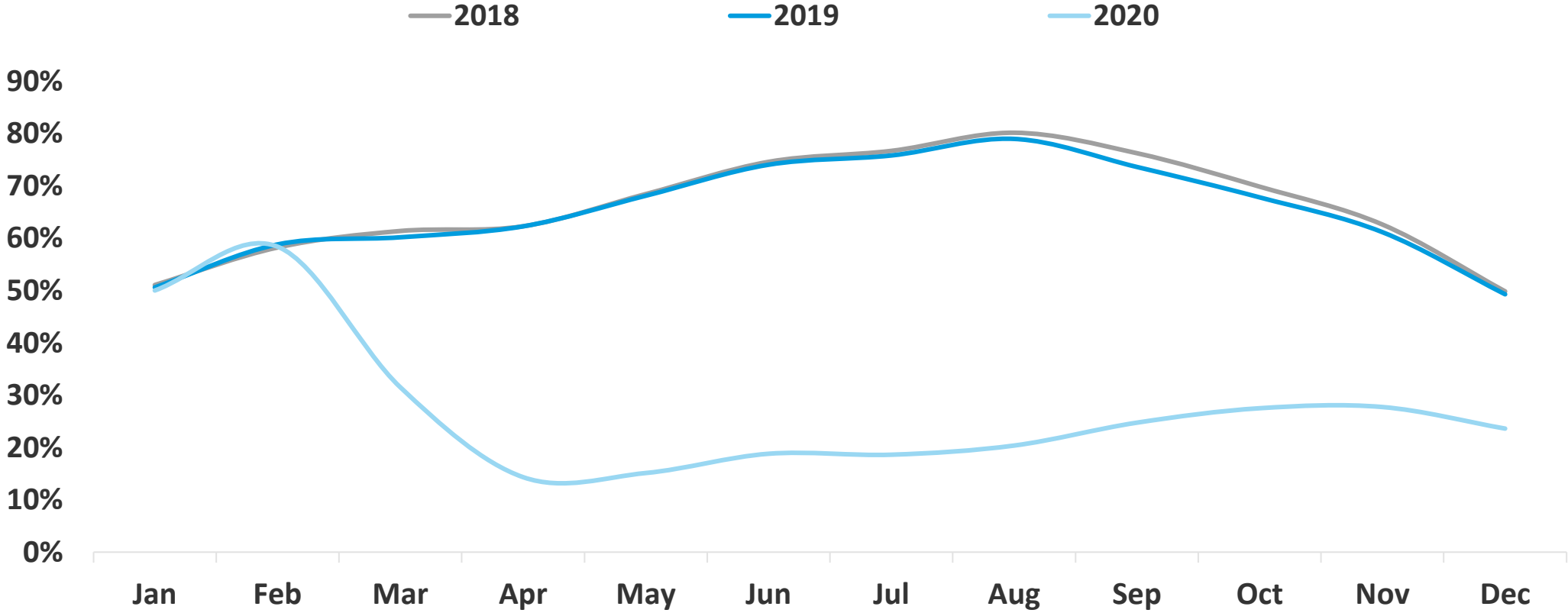
# Canadian Market Forecast



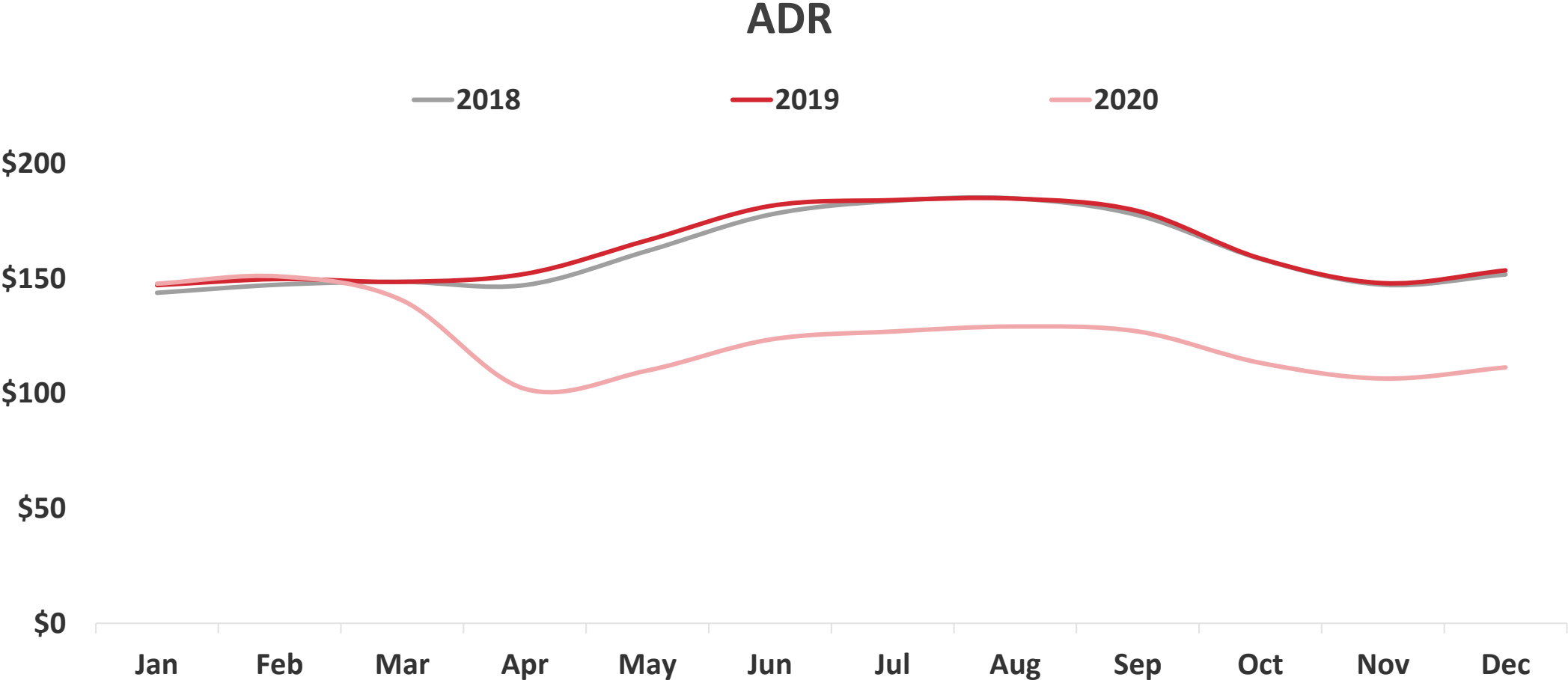
# Projected Occupancy for Total Canada



## Occupancy



# Projected ADR for Total Canada





# What Does Recovery Look Like?



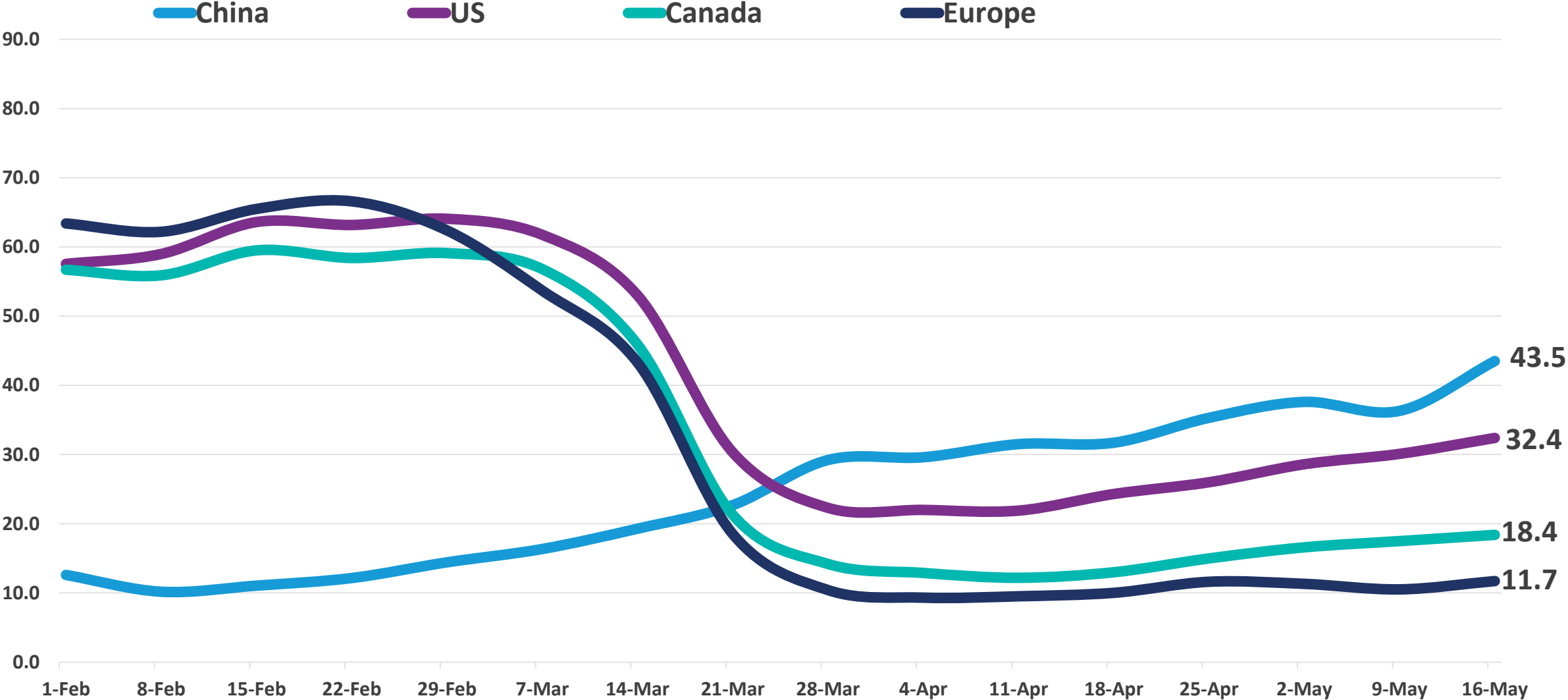
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# China still seeing most growth, US not far behind



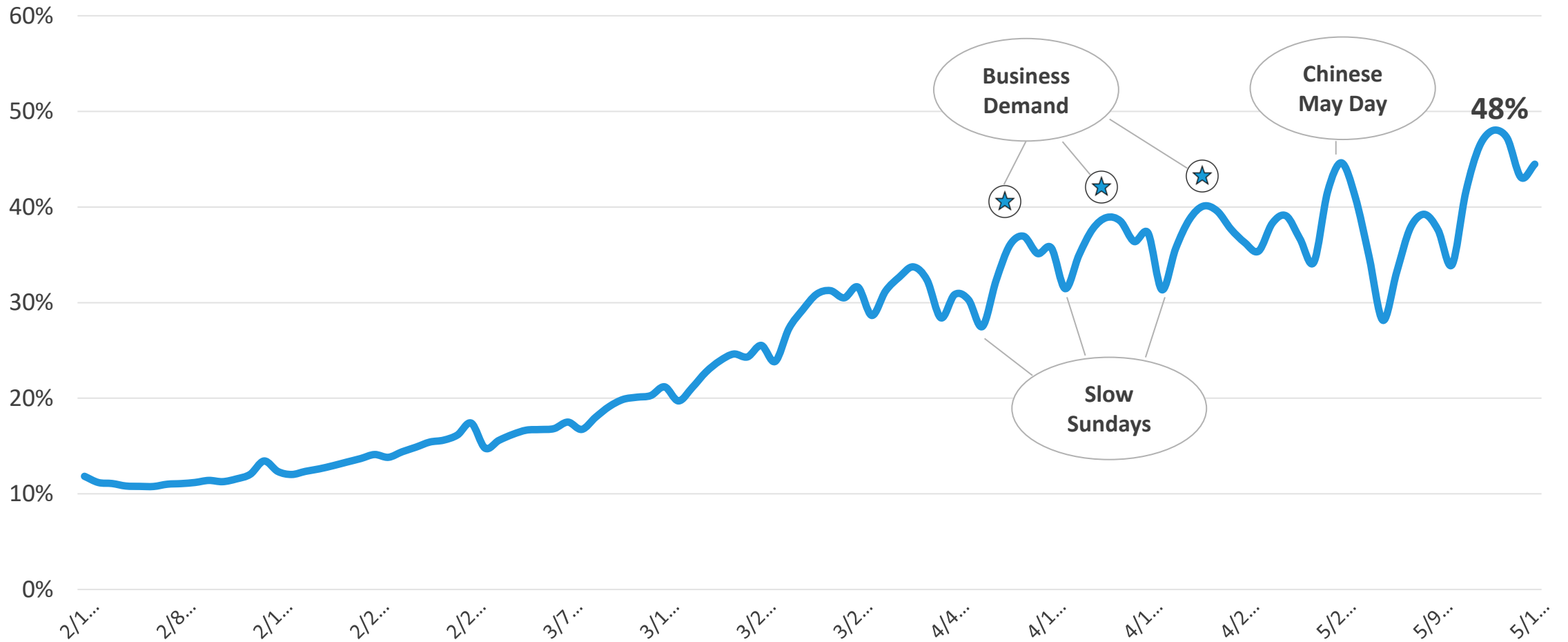
Absolute Occupancy %, Weekly Data, Select Countries/Regions



Source: STR. 2020 © CoStar Realty Information, Inc.

# China occupancy finally getting back to normal patterns

Total China, Absolute Occupancy, Daily Data, February 1<sup>st</sup> – May 16<sup>th</sup> 2020





# Using Data to Improve Performance

## *Success is in the Numbers*



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# The Revenue Strategy Cycle







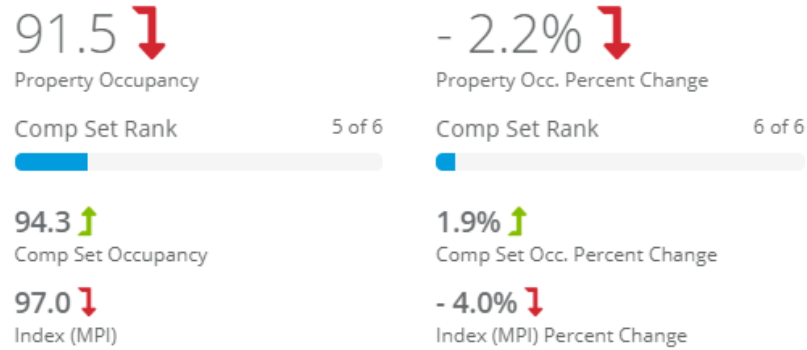
**How much time do you spend using your STAR reports?**

# Get a quick understanding of how your hotel compares

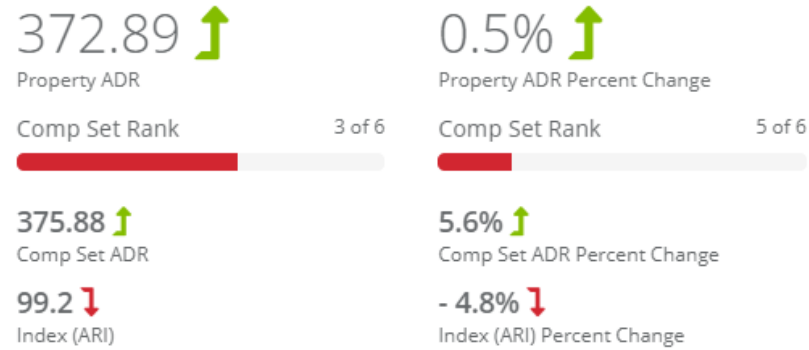


## At A Glance

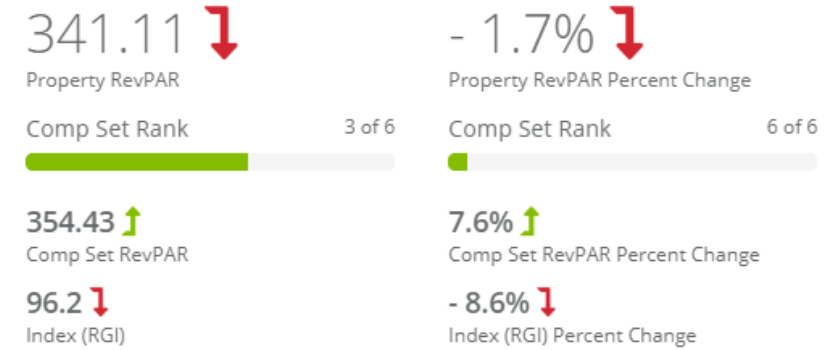
### Occupancy



### ADR



### RevPAR



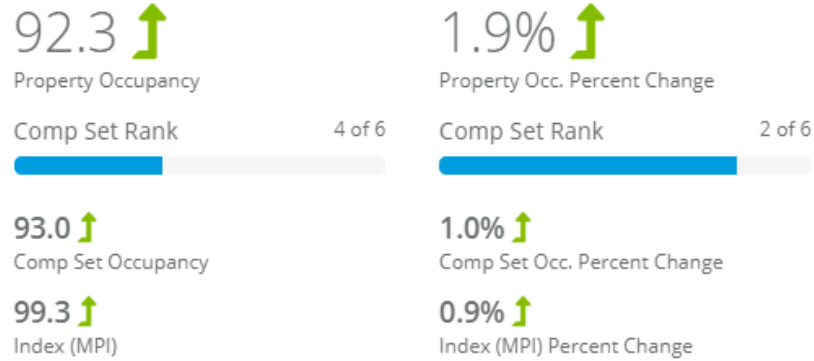
# Get a quick understanding of how your hotel compares



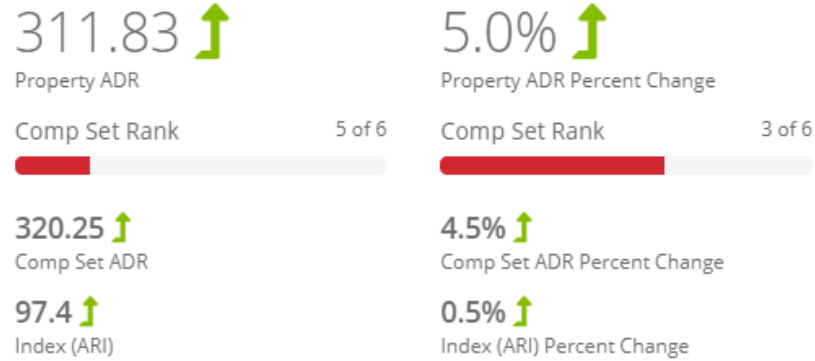
## At A Glance

Month Year To Date Running 3 Month Running 12 Month

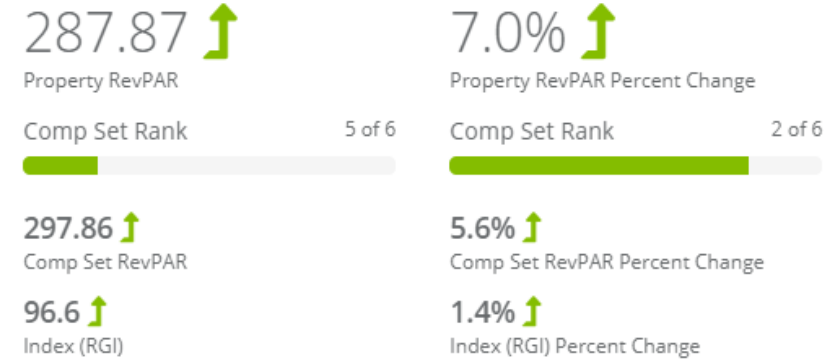
### Occupancy



### ADR



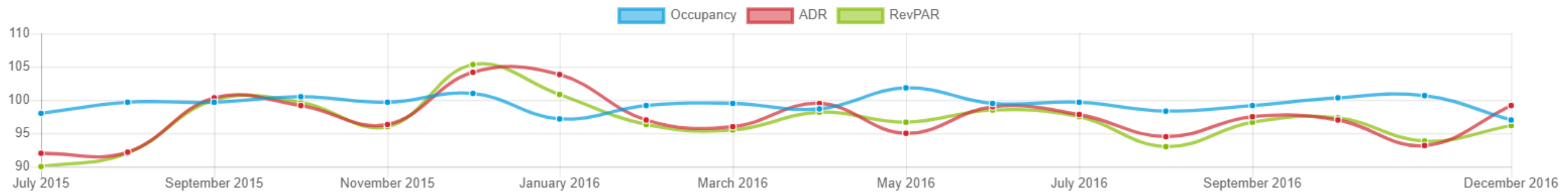
### RevPAR



# Look for opportunities to improve throughout the year

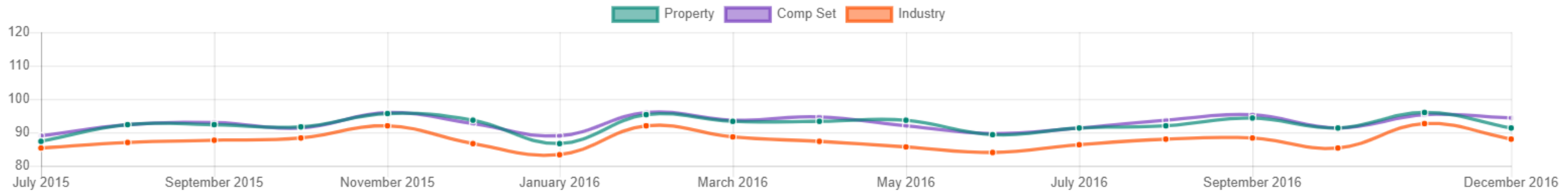


Index Over Time



Data Compared to Comp Set

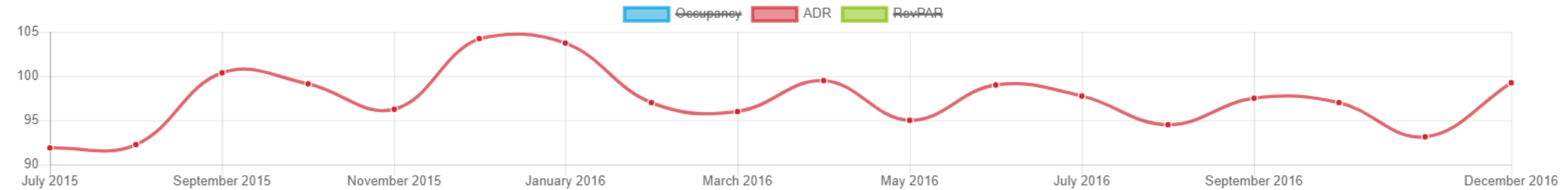
Occupancy ADR RevPAR



# Interactive graphs make it easier to analyze the data

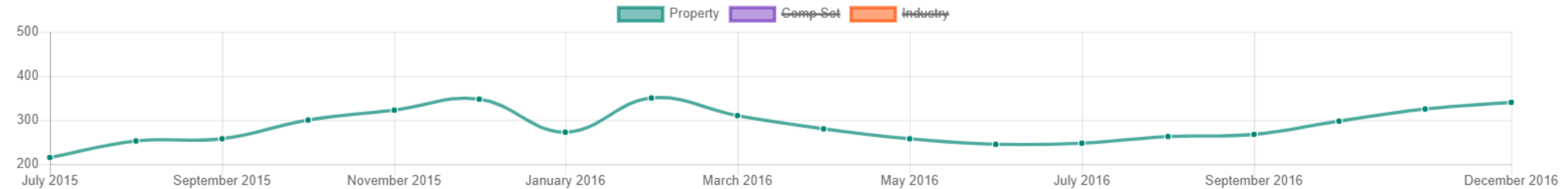


## Index Over Time



## Data Compared to Comp Set

Occupancy ADR RevPAR



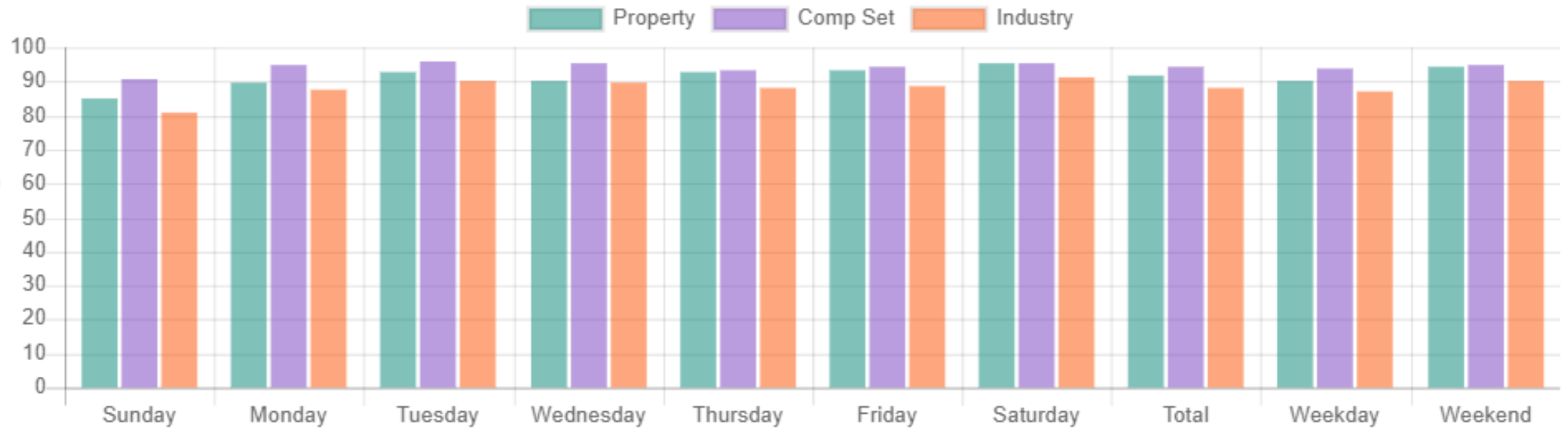
# Go as deep as you want in the data



## Day of Week - Rooms Data

Current Month ▾

### Occupancy



# Go as deep as you want in the data

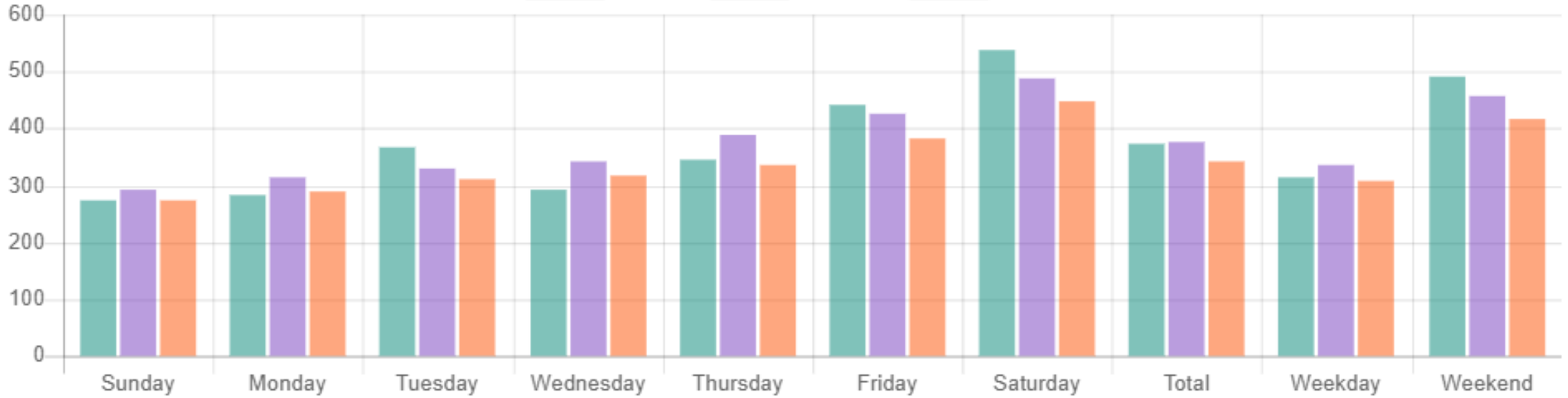


Current Month ▾

## Day of Week - Rooms Data

ADR

Property Comp Set Industry



# Everything can be exported into Excel for convenience



	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AI								
2																																							
3	<b>Occupancy</b>															<b>Averages</b>																							
4	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
5	Occupancy	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
6	My Property	87.2	92.2	92.5	91.7	95.6	93.6	86.6	95.3	93.3	93.5	93.6	89.3	91.2	92.1	94.4	91.5	96.1	91.5	88.3	90.6	92.3	87.8	93.6	93.0	88.3	90.6	92.3											
7	Comp Set	89.1	92.4	92.9	91.3	95.9	92.6	89.1	96.0	93.7	94.8	91.9	89.8	91.5	93.7	95.2	91.2	95.4	94.3	89.4	92.1	93.0	90.3	93.2	93.6	89.4	92.1	93.0											
8	Index (Comp Set)	98.0	99.7	99.6	100.4	99.6	101.1	97.2	99.2	99.5	98.7	101.8	99.4	99.7	98.3	99.1	100.3	100.7	97.0	98.8	98.4	99.3	97.3	100.4	99.3	98.8	98.4	99.3											
9	Industry	85.2	87.2	87.7	88.4	92.2	86.7	83.4	91.9	88.6	87.5	85.8	84.0	86.2	88.1	88.2	85.4	92.8	88.1	86.9	87.5	87.4	87.4	87.7	89.0	88.7	86.9	87.5	87.4										
10	Comp Set Rank	4/6	3/6	4/6	4/6	4/6	3/6	4/6	5/6	5/6	5/6	2/6	4/6	3/6	4/6	4/6	4/6	3/6	5/6	3/6	5/6	4/6	5/6	2/6	4/6	3/6	5/6	4/6											
11																																							
12	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
13	Occ % Chg	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
14	My Property	2.0	1.2	3.3	2.8	2.9	14.8	0.8	0.7	0.8	3.2	4.4	9.0	4.5	0.0	2.0	-0.2	0.5	-2.2	2.0	2.6	1.9	-3.3	6.6	-0.7	2.0	2.6	1.9											
15	Comp Set	1.2	1.0	6.5	0.4	4.3	5.2	-1.4	-0.5	-2.0	2.7	0.6	5.2	2.7	1.4	2.5	0.0	-0.6	1.9	0.8	3.0	1.0	-2.2	3.3	0.4	0.8	3.0	1.0											
16	Index (Comp Set)	0.9	0.1	-3.0	2.4	-1.4	9.1	2.2	1.2	2.9	0.5	3.8	3.6	1.7	-1.4	-0.5	-0.2	1.1	-4.0	1.2	-0.3	0.9	-1.1	3.2	-1.1	1.2	-0.3	0.9											
17	Industry	-0.1	-1.7	2.6	-0.1	1.3	3.5	0.1	-0.9	-2.4	0.7	-1.3	2.0	1.1	1.0	0.6	-3.4	0.7	1.5	1.5	0.7	-0.1	-1.9	1.5	-0.4	1.5	0.7	-0.1											
18	Comp Set Rank	3/6	3/6	3/6	2/6	4/6	1/6	1/6	1/6	1/6	3/6	1/6	3/6	3/6	5/6	4/6	3/6	4/6	6/6	2/6	4/6	2/6	4/6	2/6	4/6	2/6	4/6	2/6											
19																																							
20	<b>ADR</b>															<b>Averages</b>																							
21	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
22	ADR	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
23	My Property	245.05	273.39	277.32	328.49	338.56	370.98	314.52	368.45	332.89	300.25	275.61	273.40	270.48	285.69	282.82	326.16	338.09	372.89	287.01	296.89	311.83	316.84	346.16	345.67	287.01	296.89	311.83											
24	Comp Set	266.58	296.52	276.31	331.25	351.65	355.91	303.04	379.70	346.72	301.68	290.28	276.18	276.62	302.21	289.93	336.24	363.05	375.88	286.28	306.41	320.25	319.54	346.35	358.60	286.28	306.41	320.25											
25	Index (Comp Set)	91.9	92.2	100.4	99.2	96.3	104.2	103.8	97.0	96.0	99.5	94.9	99.0	97.8	94.5	97.5	97.0	93.1	99.2	100.3	96.9	97.4	99.2	99.9	96.4	100.3	96.9	97.4											
26	Industry	246.30	271.69	254.27	299.09	315.43	320.05	275.54	339.42	308.64	274.46	260.29	254.94	262.23	278.58	271.82	307.55	328.78	342.66	260.40	278.33	292.19	287.93	311.52	326.36	260.40	278.33	292.19											
27	Comp Set Rank	5/6	5/6	5/6	5/6	5/6	3/6	3/6	5/6	5/6	5/6	5/6	3/6	3/6	5/6	5/6	5/6	5/6	3/6	3/6	5/6	5/6	5/6	5/6	3/6	5/6	5/6	5/6											
28																																							
29	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
30	ADR % Chg	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
31	My Property	0.0	2.6	7.9	11.3	8.8	7.0	6.7	16.5	5.4	12.6	1.8	8.0	10.4	4.5	2.0	-0.7	-0.1	0.5	3.4	3.4	5.0	1.8	9.3	-0.1	3.4	3.4	5.0											
32	Comp Set	8.4	10.6	5.5	7.8	7.8	9.4	5.2	8.5	4.0	9.4	1.9	6.4	3.8	1.9	4.9	1.5	3.2	5.6	5.1	7.0	4.5	5.8	8.4	3.5	5.1	7.0	4.5											
33	Index (Comp Set)	-7.8	-7.2	2.2	3.2	1.0	-2.2	1.4	7.4	1.4	3.0	-0.1	1.4	6.4	2.5	-2.8	-2.2	-3.3	-4.8	-1.6	-3.4	0.5	-3.8	0.8	-3.6	-1.6	-3.4	0.5											
34	Industry	9.0	10.2	6.2	8.6	7.8	8.1	4.8	9.0	2.4	7.8	2.3	6.5	6.5	2.5	6.9	2.8	4.2	7.1	4.2	6.9	5.0	4.8	8.2	4.8	4.2	6.9	5.0											
35	Comp Set Rank	6/6	6/6	2/6	1/6	2/6	5/6	2/6	1/6	2/6	2/6	2/6	3/6	3/6	1/6	2/6	6/6	4/6	6/6	5/6	6/6	3/6	6/6	1/6	5/6	5/6	6/6	6/6	3/6										
36																																							
37	<b>RevPAR</b>															<b>Averages</b>																							
38	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
39	RevPAR	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
40	My Property	213.77	251.95	256.56	301.12	323.64	347.09	272.28	351.08	310.44	280.75	257.99	244.03	246.55	263.22	266.87	298.34	324.76	341.11	253.48	269.07	287.87	278.24	323.95	321.37	253.48	269.07	287.87											
41	Comp Set	237.41	274.02	256.59	302.31	337.39	329.50	269.92	364.60	324.85	285.89	266.79	247.89	253.02	283.25	276.00	306.73	346.31	354.43	256.02	282.18	297.86	288.52	322.91	335.71	256.02	282.18	297.86											
42	Index (Comp Set)	90.0	91.9	100.0	99.6	95.9	105.3	100.9	96.3	95.6	98.2	96.7	98.4	97.4	92.9	96.7	97.3	93.8	96.2	99.0	95.4	96.6	96.4	100.3	95.7	99.0	95.4	96.6											
43	Industry	209.89	236.82	223.03	264.31	290.71	277.64	229.91	312.02	273.36	240.09	223.32	214.19	225.96	245.36	239.78	262.62	305.06	301.80	226.22	243.54	255.48	252.52	277.41	289.38	226.22	243.54	255.48											
44	Comp Set Rank	5/6	5/6	5/6	4/6	5/6	3/6	3/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	3/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6	5/6										
45																																							
46	2015															2016															Year To Date			Running 3 Month			Running 12 Month		
47	RevPAR % Chg	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	2015	2016	2014	2015	2016	2014	2015	2016											
48	My Property	2.0	3.8	11.4	14.4	11.9	22.8	7.5	17.3	6.3	16.3	6.4	17.7	15.3	4.5	4.0	-0.9	0.3	-1.7	5.5	6.2	7.0	-1.6	16.4	-0.8	5.5	6.2	7.0											
49	Comp Set	9.6	11.7	12.4	8.2	12.5	15.0	3.7	8.0	1.9	12.4	2.6	12.0	6.6	3.4	7.6	1.5	2.6	7.6	6.0	10.2	5.6	3.4	11.9	4.0	6.0	10.2	5.6											
50	Index (Comp Set)	-7.0	-7.1	-0.8	5.8	-0.5	6.7	3.6	8.6	4.3	3.5	3.7	5.1	8.2	1.1	-3.3	-2.4	-2.2	-8.6	-0.5	-3.7	1.4	-4.8	4.0	-4.6	-0.5	-3.7	1.4											
51	Industry	8.9	8.3	9.0	8.5	9.2	11.8	4.9	8.0	-0.1	8.6	0.9	8.6	7.7	3.6	7.5	-0.6	4.9	8.7	5.8	7.7	4.9	2.8	9.9	4.3	5.8	7.7	4.9											
52	Comp Set Rank	6/6	5/6	2/6	2/6	4/6	1/6	2/6	1/6	2/6	1/6	2/6	3/6	3/6	1/6	2/6	5/6	5/6	6/6	4/6	6/6	2/6	4/6	2/6	6/6	4/6	6/6	2/6											
53																																							
		At A Glance 1	At A Glance Segmentation 1	Summary 1	Monthly 1	Daily 1	DOW Rooms 1	DOW Seg 1	Segmentation 1	Segmentation Trend 1	Additional Revenue 1	Comp Set Listing 1	At A Glanc ...																										






# In Conclusion



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A tropical beach at sunset. The sun is low on the horizon, casting a golden glow over the sky and the water. The sky is filled with soft, white and orange-tinted clouds. The ocean is a vibrant turquoise color, with gentle waves washing onto a sandy beach. The quote is centered in the upper half of the image.

**“When fishermen cannot go to sea,  
they repair nets.”**

**- Nabil Sabio Azadi**



# Thank you!

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