

亲爱的万礼豪程项目合作院校：

万礼豪程项目会时时分享来自于我们的合作伙伴 STR(史密斯旅游研究)提供的数据。我们很高兴为大家带来第一份报告，并希望这些真实的数据可以作为您课堂教学的辅助资源，帮助您了解服务业实时的发展。我们也欢迎您将这些信息分享给您的同事，比如教授酒店管理或收益管理的老师。如果您还想获得更多信息和数据，请登录 sharecenter@str.com 联系 STR 信息分享中心。他们为学校提供免费的会员服务，包括分享与酒店业相关的其他信息和报告，为老师和学生提供有助于课堂教学和研究项目的培训材料和帮助。

以下是这份酒店数据报告的概要：

史密斯旅游研究通过对数千家酒店进行调查研究得出三项广泛使用的行业指标，即入住率、每日平均房价、每间可用客房平均收益。这些在全球范围内使用的行业指标可以用来比较酒店、城市、市场，甚至国家。

这份酒店数据表显示了 2015 年中国大陆和香港的数据。您还可以看到中国主要市场的分解数据。

从这份数据中您可以看到在 2015 年 12 月：

1. 中国酒店整体入住率为 62.6%，与 2014 年 12 月的 61.6%相比有所提升。
2. 中国酒店每日平均房价为 540.90 元，与 2014 年 12 月的 547.15 元相比略有下降。
3. 2015 年 12 月酒店每间可用客房平均收益为 338.68 元，比 2014 年的 336.82 元略有增加。
4. 深圳的酒店入住率为 88.8%，居全国首位。
5. 深圳的每间可用客房平均收益为 517.95 元，全国领先，比 2014 年的 494.76 元有所上升。
6. 香港的酒店入住率为 87.2%，高于中国大陆除深圳（88.8%）以外的所有城市的酒店入住率。

这份报告还显示了 2015 年的以下数据：

1. 中国酒店 2015 年的酒店入住率为 65.1%，与 2014 年的数据 65.2%相比略有下降。
2. 深圳在入住率和每间可用客房平均收益方面全国领先，而上海的每日平均房价最高，为 624.32 元。
3. 香港的酒店业虽然表现强势，但是在入住率、每日平均房价、每间可用客房平均收益这三项指标上都有所下滑。
4. 中国的酒店供给（可用客房）增加了 4.1%，西安、成都、苏州和武汉引领了该增长。
5. 总体来说，该年中国酒店的入住率、每日平均房价、每间可用客房平均收益相比 2014 年都呈现了一定下降。其中每间可用客房平均收益从 2014 年的 367.85 元下降至 354.91 元。

以下是我们结合史密斯旅游研究的报告，为您提供的一些范例问题，可以用于酒店营运入门课程教学。

1. 复习“STR 术语定义”，解释以下术语：
 - a. 每日平均房价（Average Daily Rate）
 - b. 入住率百分比（Occupancy Percentage）
 - c. 每间可用客房平均收益（Revenue Per Available Room (RevPAR)）
 - d. 客房收入（Room Revenue）
 - e. 可用客房（Rooms Available）
 - f. 已售客房（Rooms Sold）

2. 参考“2015 年 STR 全球连锁酒店品牌榜单”并选择一个连锁酒店集团。借助网络来研究这个连锁酒店集团：
 - a. 这个酒店集团的当前目标、企业文化、酒店数量、员工数量、企业历史。
 - b. 查找和分享引用了这家公司代表的发言的新闻文章、博客或其他网络资料，尤其是关于哪些成就使得这家公司与众不同。
 - c. 研究这家公司潜在的就业机会。

3. 使用“STR 中国酒店评论”：
 - a. 参考 STR 酒店统计调查数据和房间统计调查数据，对中国各个城市的酒店进行研究。
 - i. 按酒店房间数量由多至少对每个城市排序。
 - ii. 按酒店数量由多至少对每个城市排序。
 - b. 按当前月（2015 年 12 月）酒店入住率、每日平均房价、每间可用客房平均收益由高至低对每个城市排序。
 - c. 按年初至今（截至 2015 年 12 月）酒店入住率、每日平均房价、每间可用客房平均收益由高至低对每个城市排序。
 - d. 按当前月（2015 年 12 月）酒店入住率、每日平均房价、每间可用客房平均收益与 2014 年 12 月数据相比的百分比变化由高至低对每个城市排序。
 - e. 按年初至今（截至 2015 年 12 月）酒店入住率、每日平均房价、每间可用客房平均收益与 2014 年度数据百分比变化由高至低对每个城市排序。

4. 调查研究你所在城市的酒店业。留意该城市酒店业当前的大事件或新闻。哪些酒店最受欢迎？最近有没有新开业的酒店？

Dear CHEI Partner Schools,

From time to time, CHEI will provide useful data from our partner, STR and their SHARE Center. We are pleased to provide the first report. Real data such as this may be used to support your classroom teaching and illustrates what is happening in real time. Please feel free to share this information with

your fellow professors, perhaps those who teach hotel management or revenue management. If you would like to have access to additional information and data, please contact STR SHARE Center at sharecenter@str.com. They provide free memberships to schools/universities that include other hotel-related information and reports, training materials and assistance to instructors and students for classroom and research projects.

Here is a brief synopsis of what this hotel data represents.

STR surveys thousands of hotels to determine the three widely used industry metrics of Occupancy, Average Daily Rate and RevPAR (Revenue Per Available Room). These industry metrics are used around the world as a way to compare hotels, cities, markets, and even countries.

The hotel data table shows the results for China and Hong Kong for Calendar Year 2015. You will see China further broken down by major market.

From this data you see the following for December 2015:

1. China had country-wide occupancy of 62.6%, up from 61.6 % in December 2014.
2. Average Daily Rate for hotels in China was RMB 540.90, down slightly from RMB 547.15 in December 2014
3. RevPAR for hotels was up from RMB 336.82 in 2014 to RMB 338.68 in December 2015.
4. Shenzhen had the highest Occupancy rate in China (88.8%),
5. Shenzhen had the highest RevPAR at RMB 517.95, up from 494.76 in 2014.
6. With the exception of Shenzhen (88.8%), Hong Kong has a higher occupancy than all cities in China at 87.2%.

The report also shows data for Calendar Year 2015:

1. China's occupancy for 2015, was 65.1% slightly down from 2014, which was 65.2%.
2. In China, Shenzhen leads in occupancy and RevPAR YTD, but Shanghai had the strongest ADR at RMB 624.32
3. Hong Kong while very strong, saw declines in all 3 metrics: occupancy, ADR and RevPAR.
4. Hotel supply (rooms available) in China grew 4.1% with Xian, Chengdu, Suzhou and Wuhan leading the growth.
5. Overall, Chinese occupancy for the year, ADR and RevPAR all showed a very small decline compared to 2014. RevPAR was down to RMB 354.91 from RMB 367.85 for 2014.

Below are some sample questions that, when combined with the STR report(s), can provide your students with an introduction to lodging operations.

5. Review the “STR Definitions” and define the following terms:
 - a. Average Daily Rate
 - b. Occupancy Percentage
 - c. Revenue Per Available Room (RevPAR)
 - d. Room Revenue
 - e. Rooms Available
 - f. Rooms Sold

6. Reference “2015 STR Global Chain Scales” and choose a hotel chain. Using the Internet, research the hotel chain:
 - a. What can you find about the current goals, company philosophy, number of hotels, number of staff, and history of this organization?
 - b. Find and share news articles, blogs, or other online material that contain quotes from company representatives that highlight achievements or things that makes the company unique.
 - c. Research the potential career opportunities at this company.

7. Using the “STR China Hotel Review:”
 - a. Identify the STR Properties Census and Rooms Census data for each specific Chinese city.
 - i. Rank each city by number of Rooms from most to least
 - ii. Rank each city by number of Properties most to least
 - b. Rank each city by Occupancy Percentage, ADR, and RevPAR from highest to lowest for the *Current Month – December 2015*.
 - c. Rank each city by Occupancy Percentage, ADR, and RevPAR from highest to lowest *Year to Date – December 2015*.
 - d. Rank each city by Percent Change from December 2014 for the Occupancy Percentage, ADR, and REVPAR from highest to lowest for the *Current Month – December 2015*.
 - e. Rank each city by Percent Change from YTD 2014 for the Occupancy Percentage, ADR, and REVPAR from highest to lowest *Year to Date – December 2015*.

8. Research the lodging industry in your city. Look for current events or news about the lodging industry. What are the most popular hotels? Are there any new hotels that have recently opened?