

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。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动态。我们也欢迎您将这些信息分享给您的同事，比如教授旅游与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。他们将为学校提供一年免费的会员试用服务，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（Occupancy）、每日平均房价（ADR）、每间可用客房平均收益（RevPAR）。这些在全球范围内使用的行业指标可以用来对酒店、城市、市场，甚至国家进行对比分析。

这份酒店数据表显示了 2017 年 3 月中国内地及香港的数据。您可以将其与 2016 年 3 月的数据进行对比分析，也可以看到年初至今的相关数据。您还可以看到按主要市场来细分的中国酒店业数据。

您可以从表中看到 2017 年 3 月的数据：

1. 2017 年 3 月中国酒店整体入住率为 69.2%，与 2016 年 3 月的数据（65.7%）相比有所提升。
2. 2017 年 3 月酒店每日平均房价为 529.29 元，与 2016 年 3 月的数据（531.88 元）相比略有下降。
3. 2017 年 3 月酒店每间可用客房平均收益为 366.39 元，与 2016 年 3 月的数据（349.64 元）相比有所增加。
4. 2017 年 3 月深圳的酒店入住率为 93.3%，居全国首位。
5. 2017 年 3 月上海的酒店每日平均房价为 654.00 元，居全国首位。
6. 2017 年 3 月深圳的酒店每间可用客房平均收益为 528.86 元，与 2016 年 3 月的数据（519.37 元）相比有所增加。
7. 武汉的酒店入住率的百分比有高达 11% 的提升，即从 2016 年 3 月的 68.5% 提升至 2017 年 3 月的 76.1%。

这份报告还显示了 2017 年年初至今（1 月至 3 月）的数据：

1. 2017 年年初至今，中国的酒店入住率为 63.8%，相比 2016 年同期的数据 60.7% 有所上升。
2. 2017 年年初至今，中国的酒店每日平均房价为 537.86 元，与 2016 年同期的数据 542.77 元相比有所下降。
3. 虽然在每日平均房价方面略有下降，但酒店入住率的提高使得 2017 年年初至今中国酒店的每间可用客房平均收益（343.02 元）与 2016 年同期数据（329.46 元）相比有所增加。
4. 年初至今，深圳在入住率和每间可用客房平均收益方面全国领先，但上海的每日平均房价居全国首位，为 609.00 元。

5. 中国的酒店客房供应（可用客房）增加了 3.1%，其中成都的增长率高达 7.0%，苏州、西安、武汉和杭州也有较高的增长率。

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 STR 全球酒店连锁品牌分级榜单”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. 这个酒店集团当前的目标、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或因素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（即 2017 年 3 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（即 2017 年 1 月至 3 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. 当前月（2017 年 3 月）与 2016 年 3 月相比，按酒店入住率、每日平均房价、每间可用客房平均收益的百分比变化由高至低对每个城市排序。
- e. 按年初至今（即 2017 年 1 月至 3 月）酒店入住率、每日平均房价、每间可用客房平均收益与 2016 年同期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. 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 tourism, 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 one-year trial 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 March 2017. You may compare to march 2016 and you can look at the year-to-date numbers too. You will see China further broken down by major market.

From this data you see the following for March 2017:

1. China had country-wide occupancy of 69.2% in March 2017, up from 65.7 % in March 2016.
2. Average Daily Rate for hotels in China for March 2017 was RMB 529.29, down slightly from RMB 531.88 in March 2016.
3. RevPAR for hotels was up from RMB 349.64 in March 2016 to RMB 366.39 in March 2017.
4. Shenzhen had the highest Occupancy rate in China (93.3%) for March 2017.
5. Shanghai had the highest ADR (RMB 654.00) in March 2017.
6. Shenzhen had the highest RevPAR at RMB 528.86 in March 2017, up from RMB 519.37 in March 2016
7. Wuhan had a very high occupancy growth up 11 per cent from March 2016 at 76.1% versus 68.5%.

The report also shows data for year-to-date through March 2017:

1. China's occupancy for YTD 2017 was 63.8%, up from 60.7% in 2016.
2. China's ADR declined slightly at RMB 537.86 in 2017, down from RMB 542.77 in 2016.
3. Despite the decline in ADR, the growth in occupancy allowed RevPAR to increase YTD from RMB 329.46 to RMB 343.02 in 2016.
4. In China, Shenzhen leads in occupancy and RevPAR YTD, but Shanghai had the strongest ADR at RMB 609.00
5. Hotel supply (rooms available) in China grew 3.1% with Chengdu having a significant 7.0 % growth. Suzhou, Xian, Wuhan and Hangzhou also had high growth rates.

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

1. 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

2. 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.

3. 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 – March 2017*.
 - c) Rank each city by Occupancy Percentage, ADR, and RevPAR from highest to lowest *Year to Date – March 2017*.
 - d) Rank each city by Percent Change from March 2016 for the Occupancy Percentage, ADR, and REVPAR from highest to lowest for the *Current Month – March 2017*.
 - e) Rank each city by Percent Change from YTD 2016 for the Occupancy Percentage, ADR, and REVPAR from highest to lowest *Year to Date – March 2017*.

4. 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?