

In Extenso

tourisme, culture & hôtellerie

French Hotel Industry Performance

March 2015



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Latest News

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In Extenso Tourisme Hôtellerie et Restauration, member of the Deloitte Group, has joined forces with the culture and tourism consulting agency, Planeth. This external growth operation leads to the creation of a larger and better performing tourism, leisure and culture division : In Extenso Tourisme, Culture & Hôtellerie.

Recent references

<p>Investor</p> <p><i>Feasibility study for the development of a hotel/tourism residence</i></p> <p>Var</p> <p>In Extenso tourisme, hôtellerie et restauration</p>	<p>Owner</p> <p><i>Analysis of the extension project and repositioning strategy for an upscale hotel</i></p> <p>Alsace</p> <p>In Extenso tourisme, hôtellerie et restauration</p>	<p>Developer</p> <p><i>Study of renovation and hotel reconversion perspectives, upscale sector</i></p> <p>Ile-de-France</p> <p>In Extenso tourisme, hôtellerie et restauration</p>	<p>Investor</p> <p><i>Business plan review for the construction of two, internationally-branded hotels</i></p> <p>Roissy CdG</p> <p>In Extenso tourisme, hôtellerie et restauration</p>
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Articles and publications

Social? That's for consumers. For travel companies, social media means business.

This paper by Deloitte and Facebook shows the findings from a survey commissioned by Facebook on how consumers view social media as it relates to leisure travel. It looks at how travel companies and consumers are currently engaging with digital channels today. <http://www2.deloitte.com/global/en/pages/consumer-business/articles/travel-companies-social-media.html>

The marketing 4P are dead... Long live the 4P. Jean-Marc Liduena, Associate Monitor Deloitte <http://www.blog.deloitte.fr/management/les-4p-du-marketing-sont-morts-longue-vie-aux-4p/>



Tourism and hospitality trends 2015

Moving forward in complex environments

Complex markets and customer expectations, regulatory challenges, technical advancements... tourism and hospitality players have to increasingly learn how to cope in difficult markets. Within this context, how did 2014 turn out and what are the trends for 2015? The 13th edition of our annual study helps answer these questions.

Download study here: <http://www2.deloitte.com/fr/fr/pages/consumer-business/articles/les-tendances-du-tourisme-et-de-l-hotellerie-2015.html>

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A little better in March

The situation started to pick up a little for the French hotel industry in March. Although hotels did not record exceptional results, March did allow the first trimester to close on a positive note, particularly in Paris. This was especially the case for Budget and Midscale hotels, and to a certain extent, Upscale hotels, too.

Higher RevPAR was recorded in March further to January's decline and February's stabilisation. This progression was the result of higher occupancy and stable average rates.

Further to the significant drop over the first two months of the year, Midscale hotels recorded the highest increase (+8,3%), while more upscale categories saw any declines start to slow. The following months are vital for the Luxury segment if it is to make up for the miserable start to 2015.

The situation for Parisian hotels looked rosier, compared with a month of January that was impacted by the events at Charlie Hebdo and Porte de Vincennes and an uncertain February. All categories recorded significantly higher results, enabling the industry to finish the first trimester on a positive – or at worst, equal – note.

The same can also be said of regional France, where hotels in all categories posted growth in March, enabling a positive first trimester. Upscale hotels recorded the most significant growth. Luxury hotels witnessed timid growth in March, and as in Paris, this slight rebound failed to offset the declines recorded over the first two months of the year.

Monthly performance

March	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	54,3%	60,2%	59,7%	63,5%	61,1%
Var. /n-1	0,5%	3,4%	5,0%	4,3%	-1,3%
ADR 2014	345 €	160 €	99 €	64 €	40 €
Var. /n-1	-4,6%	0,0%	3,1%	0,1%	1,4%
RevPAR 2014	188 €	96 €	59 €	40 €	24 €
Var. /n-1	-4,1%	3,4%	8,3%	4,4%	0,1%

Year To Date performance

Jan. to March	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	49,2%	55,8%	54,7%	57,9%	57,3%
Var. /n-1	-1,9%	3,6%	2,3%	2,3%	-1,4%
ADR 2014	315 €	154 €	97 €	63 €	40 €
Var. /n-1	-7,3%	-1,4%	1,3%	-0,8%	1,2%
RevPAR 2014	155 €	86 €	53 €	36 €	23 €
Var. /n-1	-9,1%	2,1%	3,5%	1,5%	-0,2%

Definitions

OR = Occupancy Rate
ADR = Average Daily Rate
RevPAR = Revenue per available room

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Performances Paris

March 2015



Paris-City

Monthly performance

March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	74,2%	-5,5%	441 €	7,7%	327 €	1,8%
Paris - Boutique Hotels	74,8%	-2,6%	235 €	-3,1%	176 €	-5,6%
Paris - Upscale	74,7%	3,5%	182 €	2,2%	136 €	5,8%
Paris - Luxury & Upscale	74,6%	1,1%	242 €	3,9%	180 €	5,0%
Paris - Superior midscale	78,3%	-2,2%	151 €	5,5%	118 €	3,2%
Paris - Standard midscale	77,0%	0,5%	109 €	5,3%	84 €	5,9%
Paris - Midscale	77,5%	-0,5%	126 €	5,6%	97 €	5,0%
Paris - Budget	81,8%	-0,2%	84 €	2,7%	69 €	2,5%

Year To Date performance

Jan. to March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	66,8%	-4,7%	426 €	4,3%	284 €	-0,6%
Paris - Boutique Hotels	68,2%	-3,7%	228 €	-4,4%	155 €	-8,0%
Paris - Upscale	68,1%	0,8%	176 €	1,1%	120 €	1,9%
Paris - Haut de gamme & Gd luxe	67,8%	-0,7%	233 €	2,5%	158 €	1,8%
Paris - Superior midscale	73,5%	-2,9%	144 €	2,4%	106 €	-0,5%
Paris - Standard midscale	69,5%	-1,8%	105 €	4,2%	73 €	2,4%
Paris - Midscale	71,1%	-2,2%	122 €	3,7%	86 €	1,4%
Paris - Budget	75,1%	-2,8%	82 €	2,7%	62 €	-0,2%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	74,6%	1,1%	242 €	3,9%	180 €	5,0%
La Défense	68,4%	7,4%	152 €	-8,6%	104 €	-1,8%
Roissy CdG	68,4%	3,2%	103 €	-0,1%	71 €	3,1%
IDF (exc.Paris and poles)	70,5%	1,2%	197 €	-6,0%	139 €	-4,9%

Year To Date performance

Jan. to March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	67,8%	-0,7%	233 €	2,5%	158 €	1,8%
La Défense	67,4%	13,3%	149 €	-7,4%	101 €	5,0%
Roissy CdG	68,8%	4,1%	109 €	1,5%	75 €	5,6%
IDF (exc.Paris and poles)	69,0%	7,6%	196 €	-1,3%	135 €	6,2%

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Performance Regions

March 2015



Regions

Monthly performance

Regions (excl. French Riviera)	March	Luxury	Upscale	Midscale	Budget	Super Budget
	OR 2014	47,9%	52,5%	54,3%	57,6%	59,1%
	Var. /n-1	2,5%	12,9%	8,3%	5,3%	-0,8%
	ADR 2014	203 €	124 €	88 €	63 €	38 €
	Var. /n-1	0,3%	-0,7%	3,5%	1,8%	2,1%
	RevPAR 2014	97 €	65 €	48 €	36 €	23 €
	Var. /n-1	2,8%	12,1%	12,1%	7,2%	1,3%

Year To Date performance

Regions (excl. French Riviera)	Jan. to March	Luxury	Upscale	Midscale	Budget	Super Budget
	OR 2014	43,6%	47,9%	49,4%	52,7%	54,8%
	Var. /n-1	-2,1%	10,3%	3,3%	1,7%	-1,9%
	ADR 2014	207 €	124 €	87 €	62 €	38 €
	Var. /n-1	1,5%	0,0%	1,6%	-0,2%	1,6%
	RevPAR 2014	90 €	59 €	43 €	33 €	21 €
	Var. /n-1	-0,6%	10,3%	4,9%	1,6%	-0,3%

Monthly performance

French Riviera	March	Luxury	Upscale *	Midscale	Budget	Super Budget
	OR 2014	44,3%	48,5%	55,9%	n.d.	53,0%
	Var. /n-1	12,0%	12,2%	9,0%	-	-7,5%
	ADR 2014	326 €	138 €	88 €	n.d.	44 €
	Var. /n-1	-9,0%	4,8%	1,3%	-	4,3%
	RevPAR 2014	145 €	67 €	49 €	n.d.	23 €
	Var. /n-1	1,9%	17,6%	10,4%	-	-3,5%

Year To Date performance

French Riviera	Jan. to March	Luxury	Upscale *	Midscale	Budget	Super Budget
	OR 2014	37,1%	42,0%	48,7%	n.d.	49,3%
	Var. /n-1	0,3%	18,7%	9,9%	-	-1,8%
	ADR 2014	229 €	120 €	82 €	n.d.	44 €
	Var. /n-1	-5,3%	1,0%	-0,5%	-	4,1%
	RevPAR 2014	85 €	50 €	40 €	n.d.	22 €
	Var. /n-1	-5,0%	19,8%	9,4%	-	2,2%

* Upscale : = sample groups upscale boutique hotels and standard four star hotels

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Performances Suburbs

March 2015



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	March	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	49,7%	68,5%	60,9%	65,2%	69,4%	69,6%	59,1%	64,0%	
Var. /n-1	-9,0%	15,4%	10,4%	-1,8%	30,9%	-1,7%	-5,8%	3,4%	
ADR 2014	107 €	107 €	98 €	113 €	72 €	85 €	96 €	101 €	
Var. /n-1	3,4%	3,2%	1,1%	2,8%	-17,0%	5,0%	-1,3%	0,6%	
RevPAR 2014	53 €	73 €	60 €	74 €	50 €	59 €	56 €	65 €	
Var. /n-1	-5,9%	19,0%	11,5%	0,9%	8,7%	3,2%	-7,0%	4,1%	
Midscale market	Year To Date performance								
	Jan. to March	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	39,5%	63,2%	58,1%	58,6%	62,2%	67,5%	61,3%	60,0%	
Var. /n-1	-2,6%	11,9%	10,9%	-0,1%	22,7%	1,9%	-1,2%	4,6%	
ADR 2014	103 €	104 €	98 €	111 €	74 €	84 €	100 €	100 €	
Var. /n-1	2,7%	0,0%	1,6%	-0,2%	-12,1%	0,6%	0,3%	-0,7%	
RevPAR 2014	41 €	66 €	57 €	65 €	46 €	57 €	61 €	60 €	
Var. /n-1	0,0%	11,9%	12,7%	-0,3%	7,9%	2,5%	-0,9%	3,9%	
Budget market	Monthly performance								
	March	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	73,0%	68,3%	65,1%	67,4%	68,5%	72,5%	73,0%	70,4%	
Var. /n-1	1,5%	-0,8%	5,7%	-3,3%	2,6%	2,8%	4,3%	1,8%	
ADR 2014	57 €	87 €	67 €	77 €	56 €	66 €	49 €	62 €	
Var. /n-1	-1,2%	8,6%	0,2%	0,0%	-5,1%	-2,3%	-7,7%	-2,5%	
RevPAR 2014	42 €	60 €	44 €	52 €	38 €	48 €	36 €	43 €	
Var. /n-1	0,3%	7,7%	5,8%	-3,3%	-2,6%	0,4%	-3,7%	-0,8%	
Budget market	Year To Date performance								
	Jan. to March	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	66,5%	64,7%	60,5%	60,6%	60,9%	66,6%	69,4%	64,7%	
Var. /n-1	12,7%	4,3%	2,0%	-7,1%	5,9%	4,8%	5,0%	4,2%	
ADR 2014	56 €	83 €	64 €	76 €	59 €	64 €	56 €	63 €	
Var. /n-1	-4,1%	4,3%	-2,2%	0,0%	-0,7%	-4,1%	0,0%	-1,4%	
RevPAR 2014	37 €	54 €	39 €	46 €	36 €	43 €	39 €	41 €	
Var. /n-1	8,0%	8,8%	-0,3%	-7,0%	5,1%	0,4%	5,0%	2,8%	
Super Budget market	Monthly performance								
	March	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
OR 2014	68,3%	72,3%	71,0%	n.d.	69,2%	73,2%	67,4%	70,4%	
Var. /n-1	-6,9%	0,3%	6,2%	-	-8,5%	-0,7%	-7,6%	-3,5%	
ADR 2014	42 €	44 €	39 €	n.d.	46 €	44 €	43 €	44 €	
Var. /n-1	2,2%	3,6%	-0,5%	-	2,0%	-0,3%	-1,2%	0,6%	
RevPAR 2014	29 €	32 €	28 €	n.d.	32 €	32 €	29 €	31 €	
Var. /n-1	-4,8%	3,9%	5,6%	-	-6,7%	-1,0%	-8,7%	-2,9%	
Super Budget market	Year To Date performance								
	Jan. to March	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
OR 2014	67,2%	70,0%	68,4%	n.d.	67,1%	71,8%	69,9%	68,8%	
Var. /n-1	-1,2%	2,3%	3,3%	-	-4,5%	0,4%	-2,3%	-1,4%	
ADR 2014	41 €	43 €	39 €	n.d.	46 €	43 €	46 €	44 €	
Var. /n-1	2,5%	1,4%	-1,1%	-	3,0%	-1,8%	3,4%	1,0%	
RevPAR 2014	28 €	30 €	27 €	n.d.	31 €	31 €	32 €	30 €	
Var. /n-1	1,3%	3,8%	2,1%	-	-1,6%	-1,4%	1,0%	-0,4%	

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Performances North-East

March 2015



North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	47,1%	6,1%	123 €	2,7%	58 €	8,9%	45,0%	7,2%	125 €	1,7%	56 €	9,1%
Dijon	46,9%	18,0%	113 €	-7,6%	53 €	9,1%	43,4%	10,0%	110 €	-5,3%	48 €	4,2%
Lille	50,2%	-5,0%	127 €	6,3%	64 €	1,0%	51,9%	1,2%	132 €	8,6%	69 €	9,9%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	48,5%	-2,3%	111 €	-2,2%	54 €	-4,4%	51,0%	1,8%	113 €	-2,7%	57 €	-0,9%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	50,4%	4,9%	91 €	5,2%	46 €	10,4%	46,8%	3,9%	89 €	2,5%	42 €	6,5%
Dijon	51,1%	9,3%	81 €	-2,5%	41 €	6,6%	44,4%	3,3%	81 €	-1,4%	36 €	1,9%
Lille	58,7%	4,7%	93 €	5,5%	55 €	10,5%	56,9%	4,1%	94 €	5,5%	54 €	9,8%
Metz	in progress						in progress					
Nancy	69,5%	38,5%	89 €	12,0%	62 €	55,2%	51,5%	9,7%	82 €	2,1%	42 €	11,9%
Reims	53,6%	0,2%	101 €	4,9%	54 €	5,0%	46,6%	-1,7%	98 €	0,4%	45 €	-1,3%
Strasbourg	50,3%	-6,0%	96 €	2,7%	48 €	-3,5%	49,2%	-9,1%	96 €	-1,7%	47 €	-10,6%

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	59,3%	3,0%	61 €	1,1%	36 €	4,1%	55,4%	2,1%	60 €	-0,9%	33 €	1,2%
Dijon	60,5%	-7,9%	60 €	-0,9%	36 €	-8,8%	58,4%	-4,9%	60 €	-0,6%	35 €	-5,4%
Lille	66,2%	5,8%	73 €	4,7%	49 €	10,7%	63,0%	5,2%	72 €	2,3%	46 €	7,6%
Metz	60,5%	8,8%	63 €	3,0%	38 €	12,0%	51,8%	3,8%	61 €	-4,8%	32 €	-1,2%
Nancy	62,8%	11,9%	63 €	2,7%	40 €	14,9%	56,0%	7,7%	61 €	-1,1%	34 €	6,5%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	57,6%	-9,3%	63 €	-1,6%	36 €	-10,8%	56,6%	-7,6%	63 €	-4,0%	36 €	-11,3%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	58,4%	-2,2%	37 €	2,3%	22 €	0,0%	54,6%	-2,8%	37 €	2,4%	20 €	-0,5%
Dijon	61,6%	0,7%	38 €	0,7%	23 €	1,4%	56,6%	-4,4%	38 €	-0,1%	22 €	-4,5%
Lille	58,0%	-5,1%	41 €	4,0%	24 €	-1,3%	57,2%	-1,9%	40 €	3,5%	23 €	1,5%
Metz	61,5%	0,7%	38 €	3,0%	23 €	3,8%	59,2%	-2,6%	37 €	2,7%	22 €	0,1%
Nancy	60,7%	8,2%	39 €	3,2%	24 €	11,6%	54,5%	2,1%	39 €	3,9%	21 €	6,1%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	55,8%	-9,4%	40 €	0,7%	22 €	-8,8%	54,2%	-11,6%	40 €	1,2%	22 €	-10,5%

Departments in the North-Eastern set :

Aisne; Allier; Ardennes; Aube; Cher; Côte-d'Or; Doubs; Jura; Loiret; Marne; Haute-Marne; Meurthe-et-Moselle; Meuse; Moselle; Nièvre; Nord; Oise; Pas-de-Calais; Bas-Rhin; Haut-Rhin; Haute-Saône; Saône-et-Loire; Vosges; Yonne; Territoire-de-Belfort

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Performances North-West

March 2015



North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	50,6%	-6,5%	174 €	0,6%	88 €	-5,9%	44,0%	-10,6%	173 €	-1,4%	76 €	-11,9%
Amiens			insufficient supply				insufficient supply					
Angers			insufficient supply				insufficient supply					
Le Havre			insufficient supply				insufficient supply					
Niort			insufficient supply				insufficient supply					
Nantes			insufficient supply				insufficient supply					
Rennes			insufficient supply				insufficient supply					
Rouen			insufficient supply				insufficient supply					
Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	53,4%	13,4%	84 €	2,1%	45 €	15,8%	48,8%	5,7%	84 €	1,4%	41 €	7,2%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Le Havre	64,2%	9,8%	82 €	0,7%	53 €	10,6%	55,6%	4,0%	82 €	-3,1%	46 €	0,8%
Nantes	60,9%	16,5%	94 €	5,4%	57 €	22,8%	56,4%	4,1%	89 €	0,3%	50 €	4,5%
Niort	49,1%	-3,4%	83 €	-0,2%	41 €	-3,6%	45,8%	-9,8%	83 €	0,0%	38 €	-9,8%
Rennes	61,9%	26,8%	100 €	18,6%	62 €	50,4%	53,7%	1,7%	95 €	4,3%	51 €	6,1%
Rouen	53,8%	7,8%	90 €	-1,1%	48 €	6,7%	51,7%	1,2%	90 €	2,5%	47 €	3,7%
Niort : in development, sample subject to change												
Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	54,8%	8,6%	64 €	2,2%	35 €	11,0%	49,1%	-0,3%	63 €	-0,3%	31 €	-0,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	57,7%	4,5%	63 €	-0,8%	37 €	3,7%	56,2%	3,0%	68 €	-2,5%	38 €	0,4%
Le Havre	46,2%	-12,8%	61 €	7,0%	28 €	-6,6%	41,4%	-18,2%	59 €	1,0%	24 €	-17,3%
Nantes	59,8%	13,5%	68 €	3,7%	41 €	17,7%	54,9%	3,9%	66 €	-1,7%	36 €	2,2%
Niort	51,6%	8,1%	62 €	-3,2%	32 €	4,6%	46,8%	-1,1%	60 €	-7,1%	28 €	-8,1%
Rennes	68,5%	20,3%	72 €	10,1%	49 €	32,5%	61,6%	4,6%	68 €	-0,9%	42 €	3,6%
Rouen	56,9%	1,0%	63 €	3,5%	36 €	4,6%	52,4%	-2,0%	62 €	1,6%	32 €	-0,4%
Niort : in development, sample subject to change												
Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	58,5%	4,4%	38 €	1,5%	22 €	6,0%	53,5%	0,6%	38 €	0,4%	20 €	1,0%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	51,8%	-0,9%	40 €	0,9%	21 €	0,0%	52,0%	-4,7%	42 €	2,6%	22 €	-2,3%
Le Havre	59,9%	-17,8%	39 €	-1,2%	23 €	-18,9%	57,7%	-14,1%	37 €	-5,0%	22 €	-18,3%
Nantes	69,0%	13,6%	44 €	1,6%	30 €	15,4%	63,7%	6,9%	43 €	-0,1%	27 €	6,8%
Niort	61,8%	14,0%	33 €	3,7%	21 €	18,2%	57,9%	8,7%	33 €	-1,6%	19 €	7,0%
Rennes	69,9%	17,9%	42 €	5,2%	29 €	24,1%	59,6%	4,3%	40 €	-0,6%	24 €	3,7%
Rouen	62,5%	8,5%	44 €	2,8%	28 €	11,6%	57,1%	5,9%	44 €	1,8%	25 €	7,7%
Niort : in development, sample subject to change												

Departments in the North-Western set :

Calvados; Côtes; Eure; Eure-et-Loir; Finistère; Ile-et-Vilaine; Indre; Indre-et-Loire; Loir-et-Cher; Loire-Atlantique; Maine-et-Loire; Manche; Mayenne; Morbihan; Orne; Sarthe; Seine-Maritime; Deux-Sèvres; Somme; Vendée; Vienne

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Performances South-East

March 2015



South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	55,9%	22,4%	131 €	-2,0%	73 €	20,0%	48,5%	12,6%	133 €	1,2%	64 €	13,9%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	33,3%	1,6%	127 €	10,5%	42 €	12,2%	30,4%	-4,4%	108 €	1,6%	33 €	-2,9%
Grenoble	insufficient supply						insufficient supply					
Lyon	68,6%	17,4%	130 €	6,2%	89 €	24,7%	63,7%	10,7%	134 €	12,5%	85 €	24,5%
Marseille	57,5%	13,3%	119 €	-3,1%	68 €	9,8%	47,6%	0,6%	120 €	-6,5%	57 €	-5,9%
Montpellier	51,9%	18,8%	129 €	-5,9%	67 €	11,8%	49,3%	12,3%	129 €	-5,9%	64 €	5,7%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
	South-East	57,0%	7,1%	87 €	1,1%	49 €	8,4%	51,5%	1,5%	86 €	0,1%	44 €
Aix en Provence	51,8%	8,3%	82 €	-2,5%	42 €	5,6%	44,4%	-1,1%	80 €	-3,8%	36 €	-4,8%
Avignon	60,6%	13,9%	82 €	7,1%	50 €	21,9%	49,5%	8,4%	80 €	4,4%	39 €	13,2%
Grenoble	58,7%	18,1%	99 €	-0,3%	58 €	17,7%	52,7%	2,1%	96 €	-3,4%	50 €	-1,4%
Lyon	63,5%	16,1%	97 €	2,5%	61 €	19,0%	59,8%	9,9%	101 €	6,3%	60 €	16,9%
Marseille	61,8%	-1,8%	88 €	2,0%	55 €	0,2%	53,3%	-5,0%	87 €	-2,1%	46 €	-7,1%
Montpellier	56,8%	14,9%	87 €	10,1%	50 €	26,4%	53,3%	4,2%	83 €	2,0%	44 €	6,3%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
	South-East	57,6%	3,2%	65 €	2,7%	37 €	6,0%	52,7%	1,1%	64 €	1,4%	34 €
Aix en Provence	49,0%	-6,8%	63 €	5,6%	31 €	-1,5%	45,1%	-5,1%	60 €	-1,0%	27 €	-6,0%
Avignon	50,2%	-1,6%	57 €	-2,2%	29 €	-3,8%	43,3%	-2,0%	57 €	-3,5%	25 €	-5,4%
Grenoble	58,5%	9,3%	63 €	3,5%	37 €	13,1%	54,1%	0,0%	61 €	-1,2%	33 €	-1,2%
Lyon	71,7%	15,9%	77 €	10,1%	55 €	27,6%	63,4%	8,3%	77 €	12,0%	49 €	21,3%
Marseille	58,7%	2,4%	66 €	1,3%	39 €	3,7%	53,0%	3,9%	63 €	-3,1%	33 €	0,6%
Montpellier	61,9%	-0,2%	70 €	6,1%	43 €	5,9%	59,4%	-2,8%	68 €	1,9%	40 €	-0,9%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
	South-East	59,0%	-2,2%	39 €	2,8%	23 €	0,5%	55,2%	-1,5%	39 €	2,4%	22 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	58,1%	-7,5%	33 €	-0,8%	19 €	-8,3%	53,2%	-8,5%	33 €	-2,4%	18 €	-10,7%
Grenoble	61,2%	16,8%	37 €	-4,5%	22 €	11,5%	59,1%	9,1%	36 €	-5,0%	22 €	3,6%
Lyon	69,1%	1,4%	42 €	6,8%	29 €	8,3%	65,5%	1,1%	42 €	7,0%	28 €	8,2%
Marseille	58,8%	-5,7%	41 €	0,2%	24 €	-5,5%	56,0%	-1,7%	40 €	-1,2%	23 €	-2,9%
Montpellier	56,2%	-14,3%	35 €	2,4%	20 €	-12,3%	54,8%	-8,9%	35 €	2,4%	19 €	-6,7%
St Etienne	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-

Departments in the South-Eastern set :

Ain; Alpes; Hautes-Alpes; Alpes-Maritimes; Ardèche; Aude; Aveyron; Bouches-du-Rhône; Cantal; Drôme; Gard; Hérault; Isère; Loire; Haute-Loire; Lozère; Puy-de-Dôme; Pyrénées-Orientales; Rhône; Savoie; Savoie; Haute-Savoie; Var; Vaucluse

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Performances South West

March 2015



South-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	50,0%	4,6%	160 €	-3,0%	80 €	1,5%	45,1%	5,4%	157 €	-3,0%	71 €	2,3%
Bayonne-Anglet-Biarritz	39,4%	0,6%	190 €	6,3%	75 €	7,0%	37,1%	-2,3%	183 €	4,8%	68 €	2,4%
Bordeaux	45,4%	3,1%	175 €	2,8%	79 €	6,0%	38,7%	8,8%	176 €	3,1%	68 €	12,1%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	73,9%	22,1%	121 €	-7,2%	89 €	13,3%	66,5%	16,7%	118 €	-9,2%	79 €	6,0%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	55,1%	8,4%	89 €	5,5%	49 €	14,4%	49,5%	2,3%	86 €	2,3%	43 €	4,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	59,5%	6,3%	93 €	11,3%	55 €	18,4%	52,3%	4,8%	88 €	3,7%	46 €	8,6%
Pau	50,0%	-13,8%	78 €	-3,0%	39 €	-16,4%	48,3%	-7,4%	78 €	-0,9%	37 €	-8,2%
Toulouse	63,4%	18,3%	99 €	1,0%	63 €	19,4%	55,6%	2,1%	97 €	0,7%	54 €	2,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	58,5%	9,8%	62 €	1,3%	36 €	11,2%	53,0%	5,7%	60 €	-1,2%	32 €	4,4%
Bayonne-Anglet-Biarritz	50,0%	16,8%	51 €	-7,2%	25 €	8,3%	45,2%	14,1%	48 €	-10,6%	22 €	2,0%
Bordeaux	66,4%	9,6%	68 €	5,3%	45 €	15,3%	58,6%	6,4%	65 €	1,1%	38 €	7,5%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	64,5%	7,3%	66 €	3,3%	43 €	10,9%	59,2%	0,9%	64 €	-0,5%	38 €	0,4%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	62,3%	-1,5%	39 €	3,1%	24 €	1,5%	56,8%	-2,6%	38 €	1,2%	21 €	-1,5%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	65,4%	-2,3%	37 €	1,5%	25 €	-0,8%	59,7%	-5,0%	37 €	0,4%	22 €	-4,7%
Pau	51,7%	-3,1%	34 €	4,3%	17 €	1,0%	47,5%	-4,8%	33 €	0,3%	16 €	-4,5%
Toulouse	73,8%	5,4%	39 €	2,3%	29 €	7,8%	66,9%	1,4%	38 €	0,8%	26 €	2,2%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

Departments in the South-Western set :

Ariège; Charente; Charente-Maritime; Corrèze; Creuse; Dordogne; Haute-Garonne; Gers; Gironde; Landes; Lot; Lot-et-Garonne; Pyrénées-Atlantiques; Hautes-Pyrénées; Tarn; Tarn-et-Garonne; Haute-Vienne

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Performances French Riviera

March 2015



French Riviera

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
French Riviera - Luxury	44,3%	12,0%	326 €	-9,0%	145 €	1,9%	37,1%	0,3%	229 €	-5,3%	85 €	-5,0%
French Riviera - Boutique Hotels**	69,3%	4,4%	106 €	-8,3%	73 €	-4,2%	56,6%	3,0%	97 €	-5,8%	55 €	-2,9%
French Riviera - Upscale	47,0%	13,4%	141 €	5,8%	66 €	20,0%	40,8%	20,8%	122 €	1,4%	50 €	22,4%
Average Upscale & Luxury	47,1%	12,1%	196 €	-2,7%	92 €	9,0%	40,4%	12,2%	154 €	-4,6%	62 €	7,0%
Average Midscale	55,9%	9,0%	88 €	1,3%	49 €	10,4%	48,7%	9,9%	82 €	-0,5%	40 €	9,4%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	53,0%	-7,5%	44 €	4,3%	23 €	-3,5%	49,3%	-1,8%	44 €	4,1%	22 €	2,2%

French Riviera Cities

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Cannes - Luxury	42,2%	16,0%	367 €	-11,7%	155 €	2,4%	34,0%	-2,6%	243 €	-6,9%	83 €	-9,3%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	34,4%	9,8%	186 €	-0,7%	64 €	9,1%	31,4%	21,0%	141 €	-2,9%	44 €	17,5%
Cannes - Upscale & Luxury	38,4%	12,4%	289 €	-8,0%	111 €	3,5%	32,8%	5,5%	202 €	-7,4%	66 €	-2,3%
Cannes - Midscale	43,3%	0,5%	116 €	2,5%	50 €	2,9%	38,8%	0,0%	96 €	-0,4%	37 €	-0,3%

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Nice - Upscale & Luxury	57,6%	10,9%	134 €	5,8%	77 €	17,3%	47,5%	16,8%	123 €	1,6%	58 €	18,7%
Nice - Midscale	60,8%	9,7%	82 €	2,4%	50 €	12,3%	52,6%	13,5%	78 €	0,0%	41 €	13,5%

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Monaco - Luxury	54,2%	12,3%	327 €	17,8%	178 €	32,4%	56,3%	28,7%	298 €	-1,7%	168 €	26,5%
Monaco - Upscale	50,4%	13,1%	177 €	21,2%	89 €	37,1%	50,7%	23,8%	161 €	8,7%	82 €	34,6%
Monaco - Upscale & Luxury	51,5%	12,9%	223 €	20,0%	115 €	35,5%	52,3%	25,3%	202 €	4,8%	105 €	31,3%

* Monaco set include the following cities : Monaco, Roquebrune and Cap d'Ail

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

March 2015



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	44,3%	23,5%	175 €	3,1%	77 €	27,2%	44,3%	24,1%	182 €	-1,0%	80 €	22,9%
Average Midscale	57,4%	2,9%	91 €	0,2%	52 €	3,1%	51,8%	7,3%	89 €	-2,6%	46 €	4,5%
Average Budget	53,6%	-2,7%	63 €	1,5%	34 €	-1,2%	48,1%	-4,5%	62 €	-0,4%	30 €	-4,9%
Average Super-Budget	54,1%	-2,2%	38 €	1,3%	20 €	-0,9%	47,7%	-3,0%	37 €	1,2%	18 €	-1,8%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

Brittany – Pays-de-la-Loire coast

Brittany – Pays-de-la-Loire coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	49,8%	-13,5%	181 €	0,6%	90 €	-13,1%	40,1%	-20,9%	183 €	-1,3%	73 €	-21,9%
Average Midscale	53,2%	13,4%	95 €	3,2%	51 €	17,0%	48,8%	11,1%	93 €	4,3%	45 €	15,9%
Average Budget	48,1%	11,0%	58 €	1,6%	28 €	12,7%	41,1%	2,2%	57 €	-0,7%	23 €	1,5%
Average Super-Budget	53,8%	5,2%	41 €	1,1%	22 €	6,4%	47,1%	1,1%	41 €	0,7%	19 €	1,8%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

Charente-Maritime – Aquitaine coast

Charente-Maritime – Aquitaine coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	39,2%	1,1%	185 €	6,3%	72 €	7,5%	37,1%	-2,0%	181 €	4,9%	67 €	2,8%
Average Midscale	49,7%	16,5%	87 €	-3,0%	43 €	13,1%	45,8%	21,4%	85 €	-1,0%	39 €	20,1%
Average Budget	39,9%	10,9%	50 €	-10,9%	20 €	-1,3%	36,6%	17,3%	48 €	-11,3%	18 €	4,0%
Average Super-Budget	51,4%	-11,8%	42 €	2,8%	22 €	-9,4%	45,1%	-7,1%	41 €	2,7%	19 €	-4,6%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

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Performances Main cities in Regions

March 2015



Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Avignon	33,3%	1,6%	127 €	10,5%	42 €	12,2%	30,4%	-4,4%	108 €	1,6%	33 €	-2,9%
Bayonne-Anglet-Biarritz	39,4%	0,6%	190 €	6,3%	75 €	7,0%	37,1%	-2,3%	183 €	4,8%	68 €	2,4%
Bordeaux	45,4%	3,1%	175 €	2,8%	79 €	6,0%	38,7%	8,8%	176 €	3,1%	68 €	12,1%
Cannes	38,4%	12,4%	289 €	-8,0%	111 €	3,5%	32,8%	5,5%	202 €	-7,4%	66 €	-2,3%
Dijon	46,9%	18,0%	113 €	-7,6%	53 €	9,1%	43,4%	10,0%	110 €	-5,3%	48 €	4,2%
Lille	50,2%	-5,0%	127 €	6,3%	64 €	1,0%	51,9%	1,2%	132 €	8,6%	69 €	9,9%
Lyon	68,6%	17,4%	130 €	6,2%	89 €	24,7%	63,7%	10,7%	134 €	12,5%	85 €	24,5%
Marseille	57,5%	13,3%	119 €	-3,1%	68 €	9,8%	47,6%	0,6%	120 €	-6,5%	57 €	-5,9%
Monaco	51,5%	12,9%	223 €	20,0%	115 €	35,5%	52,3%	25,3%	202 €	4,8%	105 €	31,3%
Montpellier	51,9%	18,8%	129 €	-5,9%	67 €	11,8%	49,3%	12,3%	129 €	-5,9%	64 €	5,7%
Nice	57,6%	10,9%	134 €	5,8%	77 €	17,3%	47,5%	16,8%	123 €	1,6%	58 €	18,7%
Strasbourg	48,5%	-2,3%	111 €	-2,2%	54 €	-4,4%	51,0%	1,8%	113 €	-2,7%	57 €	-0,9%
Toulouse	73,9%	22,1%	121 €	-7,2%	89 €	13,3%	66,5%	16,7%	118 €	-9,2%	79 €	6,0%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	51,8%	8,3%	82 €	-2,5%	42 €	5,6%	44,4%	-1,1%	80 €	-3,8%	36 €	-4,8%
Avignon	60,6%	13,9%	82 €	7,1%	50 €	21,9%	49,5%	8,4%	80 €	4,4%	39 €	13,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	59,5%	6,3%	93 €	11,3%	55 €	18,4%	52,3%	4,8%	88 €	3,7%	46 €	8,6%
Cannes	43,3%	0,5%	116 €	2,5%	50 €	2,9%	38,8%	0,0%	96 €	-0,4%	37 €	-0,3%
Dijon	51,1%	9,3%	81 €	-2,5%	41 €	6,6%	44,4%	3,3%	81 €	-1,4%	36 €	1,9%
Grenoble	58,7%	18,1%	99 €	-0,3%	58 €	17,7%	52,7%	2,1%	96 €	-3,4%	50 €	-1,4%
Le Havre	64,2%	9,8%	82 €	0,7%	53 €	10,6%	55,6%	4,0%	82 €	-3,1%	46 €	0,8%
Lille	58,7%	4,7%	93 €	5,5%	55 €	10,5%	56,9%	4,1%	94 €	5,5%	54 €	9,8%
Lyon	63,5%	16,1%	97 €	2,5%	61 €	19,0%	59,8%	9,9%	101 €	6,3%	60 €	16,9%
Marseille	61,8%	-1,8%	88 €	2,0%	55 €	0,2%	53,3%	-5,0%	87 €	-2,1%	46 €	-7,1%
Montpellier	56,8%	14,9%	87 €	10,1%	50 €	26,4%	53,3%	4,2%	83 €	2,0%	44 €	6,3%
Nancy	69,5%	38,5%	89 €	12,0%	62 €	55,2%	51,5%	9,7%	82 €	2,1%	42 €	11,9%
Nantes	60,9%	16,5%	94 €	5,4%	57 €	22,8%	56,4%	4,1%	89 €	0,3%	50 €	4,5%
Niort	49,1%	-3,4%	83 €	-0,2%	41 €	-3,6%	45,8%	-9,8%	83 €	0,0%	38 €	-9,8%
Nice	60,8%	9,7%	82 €	2,4%	50 €	12,3%	52,6%	13,5%	78 €	0,0%	41 €	13,5%
Pau	50,0%	-13,8%	78 €	-3,0%	39 €	-16,4%	48,3%	-7,4%	78 €	-0,9%	37 €	-8,2%
Reims	53,6%	0,2%	101 €	4,9%	54 €	5,0%	46,6%	-1,7%	98 €	0,4%	45 €	-1,3%
Rennes	61,9%	26,8%	100 €	18,6%	62 €	50,4%	53,7%	1,7%	95 €	4,3%	51 €	6,1%
Rouen	53,8%	7,8%	90 €	-1,1%	48 €	6,7%	51,7%	1,2%	90 €	2,5%	47 €	3,7%
Strasbourg	50,3%	-6,0%	96 €	2,7%	48 €	-3,5%	49,2%	-9,1%	96 €	-1,7%	47 €	-10,6%
Toulouse	63,4%	18,3%	99 €	1,0%	63 €	19,4%	55,6%	2,1%	97 €	0,7%	54 €	2,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

March 2015



Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	49,0%	-6,8%	63 €	5,6%	31 €	-1,5%	45,1%	-5,1%	60 €	-1,0%	27 €	-6,0%
Angers	57,7%	4,5%	63 €	-0,8%	37 €	3,7%	56,2%	3,0%	68 €	-2,5%	38 €	0,4%
Avignon	50,2%	-1,6%	57 €	-2,2%	29 €	-3,8%	43,3%	-2,0%	57 €	-3,5%	25 €	-5,4%
Bayonne-Anglet-Biarritz	50,0%	16,8%	51 €	-7,2%	25 €	8,3%	45,2%	14,1%	48 €	-10,6%	22 €	2,0%
Bordeaux	66,4%	9,6%	68 €	5,3%	45 €	15,3%	58,6%	6,4%	65 €	1,1%	38 €	7,5%
Dijon	60,5%	-7,9%	60 €	-0,9%	36 €	-8,8%	58,4%	-4,9%	60 €	-0,6%	35 €	-5,4%
Grenoble	58,5%	9,3%	63 €	3,5%	37 €	13,1%	54,1%	0,0%	61 €	-1,2%	33 €	-1,2%
Le Havre	46,2%	-12,8%	61 €	7,0%	28 €	-6,6%	41,4%	-18,2%	59 €	1,0%	24 €	-17,3%
Lille	66,2%	5,8%	73 €	4,7%	49 €	10,7%	63,0%	5,2%	72 €	2,3%	46 €	7,6%
Lyon	71,7%	15,9%	77 €	10,1%	55 €	27,6%	63,4%	8,3%	77 €	12,0%	49 €	21,3%
Marseille	58,7%	2,4%	66 €	1,3%	39 €	3,7%	53,0%	3,9%	63 €	-3,1%	33 €	0,6%
Metz	60,5%	8,8%	63 €	3,0%	38 €	12,0%	51,8%	3,8%	61 €	-4,8%	32 €	-1,2%
Montpellier	61,9%	-0,2%	70 €	6,1%	43 €	5,9%	59,4%	-2,8%	68 €	1,9%	40 €	-0,9%
Nancy	62,8%	11,9%	63 €	2,7%	40 €	14,9%	56,0%	7,7%	61 €	-1,1%	34 €	6,5%
Nantes	59,8%	13,5%	68 €	3,7%	41 €	17,7%	54,9%	3,9%	66 €	-1,7%	36 €	2,2%
Niort	51,6%	8,1%	62 €	-3,2%	32 €	4,6%	46,8%	-1,1%	60 €	-7,1%	28 €	-8,1%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Rennes	68,5%	20,3%	72 €	10,1%	49 €	32,5%	61,6%	4,6%	68 €	-0,9%	42 €	3,6%
Rouen	56,9%	1,0%	63 €	3,5%	36 €	4,6%	52,4%	-2,0%	62 €	1,6%	32 €	-0,4%
Strasbourg	57,6%	-9,3%	63 €	-1,6%	36 €	-10,8%	56,6%	-7,6%	63 €	-4,0%	36 €	-11,3%
Toulouse	64,5%	7,3%	66 €	3,3%	43 €	10,9%	59,2%	0,9%	64 €	-0,5%	38 €	0,4%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Angers	51,8%	-0,9%	40 €	0,9%	21 €	0,0%	52,0%	-4,7%	42 €	2,6%	22 €	-2,3%
Avignon	58,1%	-7,5%	33 €	-0,8%	19 €	-8,3%	53,2%	-8,5%	33 €	-2,4%	18 €	-10,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	65,4%	-2,3%	37 €	1,5%	25 €	-0,8%	59,7%	-5,0%	37 €	0,4%	22 €	-4,7%
Dijon	61,6%	0,7%	38 €	0,7%	23 €	1,4%	56,6%	-4,4%	38 €	-0,1%	22 €	-4,5%
Grenoble	61,2%	16,8%	37 €	-4,5%	22 €	11,5%	59,1%	9,1%	36 €	-5,0%	22 €	3,6%
Le Havre	59,9%	-17,8%	39 €	-1,2%	23 €	-18,9%	57,7%	-14,1%	37 €	-5,0%	22 €	-18,3%
Lille	58,0%	-5,1%	41 €	4,0%	24 €	-1,3%	57,2%	-1,9%	40 €	3,5%	23 €	1,5%
Lyon	69,1%	1,4%	42 €	6,8%	29 €	8,3%	65,5%	1,1%	42 €	7,0%	28 €	8,2%
Marseille	58,8%	-5,7%	41 €	0,2%	24 €	-5,5%	56,0%	-1,7%	40 €	-1,2%	23 €	-2,9%
Metz	61,5%	0,7%	38 €	3,0%	23 €	3,8%	59,2%	-2,6%	37 €	2,7%	22 €	0,1%
Montpellier	56,2%	-14,3%	35 €	2,4%	20 €	-12,3%	54,8%	-8,9%	35 €	2,4%	19 €	-6,7%
Nancy	60,7%	8,2%	39 €	3,2%	24 €	11,6%	54,5%	2,1%	39 €	3,9%	21 €	6,1%
Nantes	69,0%	13,6%	44 €	1,6%	30 €	15,4%	63,7%	6,9%	43 €	-0,1%	27 €	6,8%
Niort	61,8%	14,0%	33 €	3,7%	21 €	18,2%	57,9%	8,7%	33 €	-1,6%	19 €	7,0%
Pau	51,7%	-3,1%	34 €	4,3%	17 €	1,0%	47,5%	-4,8%	33 €	0,3%	16 €	-4,5%
Rennes	69,9%	17,9%	42 €	5,2%	29 €	24,1%	59,6%	4,3%	40 €	-0,6%	24 €	3,7%
Rouen	62,5%	8,5%	44 €	2,8%	28 €	11,6%	57,1%	5,9%	44 €	1,8%	25 €	7,7%
Strasbourg	55,8%	-9,4%	40 €	0,7%	22 €	-8,8%	54,2%	-11,6%	40 €	1,2%	22 €	-10,5%
Toulouse	73,8%	5,4%	39 €	2,3%	29 €	7,8%	66,9%	1,4%	38 €	0,8%	26 €	2,2%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Information

Definitions

Occupancy Rate (OR) : Rooms sold divided by rooms available multiplied by 100.

Rooms Available : The number of rooms times the number of days in the period.

Average Daily Rate (ADR) : Room revenue divided by rooms sold.

Revenue per Available Room (RevPAR) : Room revenue divided by rooms available.

ADR and RevPAR are expressed in Euros, excluding VAT

Categories

Luxury Hotels: France's most prestigious hotels that distinguish themselves through their exceptional location, building and design, as well their outstanding product and service quality. Highly reputed, these establishments cater to a particularly discerning clientele.

Upscale Hotels: Hotels operating at the higher end of the market and consequently offering a wide range of amenities. These establishments are less prestigious than Luxury Hotels and cater to a wider range of guests.

Midscale Hotels: Veritable bridge between higher category and entry-level hotels, Midscale Hotels benefit from a wide range of facilities and amenities, but to a lesser extent than Upscale Hotels.

Budget Hotels: Hotels that offer a restricted range of facilities and amenities. Budget hotels primarily target those guests particularly preoccupied by value for money.

Super Budget Hotels: Hotels that offer a 'no frills' approach, with a very limited range of services. Price is the key decision-factor for guests.

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Tourism, Culture & Hospitality Desk

In Extenso is one of the leading advisors in Tourism, Culture & Hospitality industries worldwide. We provide many consulting services for different stakeholders of the tourism industry :

Market and feasibility studies	Valuation of hotel and tourist assets	Urban tourism development plans	Human Capital	Others services
<ul style="list-style-type: none"> Detailed market study Operational recommendations to respond to the requirements of potential clients Determination of the product-service concept Determination of client target the price positioning Revenue estimations (accommodation, food and beverage, other...) Operating forecasts over several years : establishment of expense items to determine the project's profitability (GOP, cash-flows) 	<ul style="list-style-type: none"> A detailed market study Product analysis (strengths, weaknesses, necessary renovations and refurbishments) Forecasts over several years The application of the discounted cash-flow method, completed by market references (recent and comparable transactions) and the use of the others methods, specially adapted to each case (multiple of turnover or GOP, approaches linked to the real estate market, etc). 	<ul style="list-style-type: none"> Dynamic review of existing supply Analysis of the impact of development factors (economy, transportation, tourist markets, etc.) Analysis of supply/demand situation Assessment of development ambitions and objectives Recommendations on strategy 	<ul style="list-style-type: none"> Aligning Human Resources with the strategic goals of the company Mastering operational risks in terms of HR and abiding by the regulations Incorporating the human dimension in all your reorganization and transformation processes Developing an attractive and incentive remuneration policy 	<ul style="list-style-type: none"> Hotel benchmark survey Identification of operators and investors Optimize your information systems Marketing audits Quality control Organizational audits and management support Etc.

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