

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

June 2014



Membre de **Deloitte**.

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Publication



Annual study: "The French Urban Hotel Residence Market", 8th edition. Despite 2013's gloomy economic context, national urban hotel residences achieved relatively satisfactory performances. In Extenso THR's 8th annual edition dedicated to the sector offers a comprehensive analysis of the market:

- Profile of supply and its development
- Breakdown of supply by territory
- Key market actors, brands and positioning
- Global commercial performance + focus on main markets.

STUDY AVAILABLE – INFORMATION AND ORDERS:

SAMUEL COUTELEAU (00 33 2 51 80 18 29 / samuel.couteleau@inextenso.fr)

Articles

Companies in trouble: a reform favouring an amicable settlement. Jean-Pascal Beauchamp – Associate Director of Financial Restructuring, Deloitte <http://dviews.deloitte-france.fr/actualites-reglementaires/entreprises-en-difficulte-une-reforme-en-faveur-des-procedures-amiables>

Customer loyalty is in the numbers. Just not the ones you think. <http://www.deloitte.com/us/thl/hotelloyalty2014>

Deloitte – Five questions on social business <http://www2.deloitte.com/global/en/pages/governance-risk-and-compliance/articles/risk-angles-social-business.html>

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June: no events, no salvation!

June finished on a negative note, with the French hotel industry posting a decline in RevPAR. The reason? The seemingly never-ending difficult economic situation that is impacting the hotel industry, coupled with an even-numbered year with fewer MICE(*) activities: the latter illustrates how a destination's events calendar has become highly strategic for many tourism actors.

June's results were mostly negative, which the French hotel industry recording a decline in RevPAR. June is traditionally a strong month, without the numerous bank holidays that impact trading in May. Yet, occupation and average rates – with the odd exception – were down on last year's results.

Can the blame be again heaped on the gloomy economy? Yes, of course – the effects are still being felt. Business travellers are still limiting business trips and leisure travellers are still wary about spending money during a recession.

However, this is not the only explanation. The drop in trading can also be explained by the year 2014 itself! Nothing mystical about this and it's not worth studying the planets or consulting the prophecies of Nostradamus.... There are historically fewer MICE activities – and consequently overnights – in even-numbered years. Philippe Gauguier – Partner at In Extenso THR – insists on the fact that a large proportion of major trade shows – Batimat (Paris), Syrha (Lyon), SIMA (Paris), etc. – take place during odd-numbered years. The absence of such, and the hosting of smaller events in their place, has thus penalised trading in June. Inevitably, then, a comparison with the previous year yields a negative result. To illustrate, hotel trading in Paris was marked this year by the absence of the Paris Air Show in Bourget.

Similarly, Olivier Petit – Partner at In Extenso THR – emphasis how the absence or presence of a mediatised event can penalise or support hotel trading in a destination. Rouen, for example, saw a significant drop in trading compared to June 2013, when it hosted the Armada 2013 – the World Festival of sailing ships. Conversely, hoteliers in Nantes benefited from the success of the latest "Royal de Luxe" that took place in its streets.

(*) MICE : Meeting, Incentive, Congress, Event

Monthly performance

June	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	78,1%	80,8%	77,3%	77,3%	73,5%
Var. /n-1	2,1%	-0,3%	-1,9%	-1,3%	-0,3%
ADR 2014	484 €	215 €	111 €	71 €	41 €
Var. /n-1	-4,5%	-1,6%	-1,0%	-2,8%	-3,0%
RevPAR 2014	378 €	174 €	86 €	55 €	30 €
Var. /n-1	-2,6%	-2,0%	-2,9%	-4,1%	-3,3%

Year To Date performance

Jan. to June	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	60,8%	64,1%	62,3%	64,4%	63,2%
Var. /n-1	-0,7%	0,3%	-1,4%	-0,1%	-1,9%
ADR 2014	414 €	182 €	101 €	65 €	40 €
Var. /n-1	1,3%	-0,9%	-0,6%	-2,8%	-2,5%
RevPAR 2014	252 €	116 €	63 €	42 €	25 €
Var. /n-1	0,7%	-0,6%	-2,0%	-2,9%	-4,3%

Definitions

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

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Performances Paris

June 2014



Paris-City

Monthly performance

June	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	91,3%	-0,3%	593 €	-16,3%	541 €	-16,5%
Paris - Boutique Hotels	91,8%	1,1%	347 €	-6,1%	318 €	-5,0%
Paris - Upscale	89,9%	0,7%	252 €	-0,8%	226 €	-0,1%
Paris - Luxury & Upscale	90,3%	0,5%	318 €	-8,1%	288 €	-7,6%
Paris - Superior midscale	90,8%	-3,1%	191 €	0,5%	174 €	-2,7%
Paris - Standard midscale	88,3%	-2,6%	140 €	-0,6%	124 €	-3,1%
Paris - Midscale	89,3%	-2,7%	161 €	0,6%	144 €	-2,1%
Paris - Budget	90,5%	-2,4%	106 €	2,1%	96 €	-0,4%

Year To Date performance

Jan. to June	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	79,8%	-0,5%	462 €	-10,5%	369 €	-11,0%
Paris - Boutique Hotels	77,6%	0,2%	279 €	-5,9%	217 €	-5,7%
Paris - Upscale	76,2%	1,7%	199 €	-0,8%	151 €	0,9%
Paris - Haut de gamme & Gd luxe	76,9%	1,1%	252 €	-6,1%	194 €	-5,1%
Paris - Superior midscale	82,5%	-1,1%	158 €	-1,0%	130 €	-2,1%
Paris - Standard midscale	78,7%	-1,0%	115 €	-0,7%	90 €	-1,7%
Paris - Midscale	80,2%	-1,0%	132 €	-0,6%	106 €	-1,6%
Paris - Budget	82,6%	-0,4%	88 €	0,1%	72 €	-0,3%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

June	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	90,3%	0,5%	318 €	-8,1%	288 €	-7,6%
La Défense	86,8%	-1,0%	203 €	-0,5%	176 €	-1,4%
Roissy CdG	85,7%	6,5%	126 €	-7,5%	108 €	-1,4%
IDF (exc.Paris and poles)	87,5%	2,3%	256 €	-1,4%	224 €	0,9%

Year To Date performance

Jan. to June	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	76,9%	1,1%	252 €	-6,1%	194 €	-5,1%
La Défense	70,3%	1,1%	171 €	-1,8%	120 €	-0,7%
Roissy CdG	71,6%	4,2%	109 €	-4,2%	78 €	-0,2%
IDF (exc.Paris and poles)	74,0%	1,8%	231 €	0,9%	171 €	2,7%

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Performance Regions

June 2014



Regions

Monthly performance

Regions (excl. French Riviera)	June	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	68,2%	70,5%	71,2%	72,2%	71,5%	
	Var. /n-1	7,2%	-0,5%	-2,2%	-1,7%	-0,3%	
	ADR 2014	278 €	145 €	94 €	66 €	39 €	
	Var. /n-1	-2,4%	-4,9%	-2,6%	-2,4%	-2,2%	
	RevPAR 2014	190 €	102 €	67 €	48 €	28 €	
	Var. /n-1	4,6%	-5,3%	-4,7%	-4,0%	-2,6%	
	<i>Year To Date performance</i>						
	Jan. to June	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	52,7%	53,5%	56,2%	58,7%	61,1%	
Var. /n-1	1,6%	-0,5%	-1,1%	-1,8%	-2,3%		
ADR 2014	242 €	132 €	89 €	62 €	38 €		
Var. /n-1	-1,0%	-2,3%	-1,6%	-2,6%	-2,0%		
RevPAR 2014	127 €	71 €	50 €	37 €	23 €		
Var. /n-1	0,6%	-2,9%	-2,7%	-4,3%	-4,3%		

Monthly performance

French Riviera	June	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	76,9%	78,8%	83,9%	n.d.	78,4%	
	Var. /n-1	1,0%	3,2%	-0,6%	-	-2,4%	
	ADR 2014	466 €	197 €	119 €	n.d.	49 €	
	Var. /n-1	-6,0%	3,2%	3,6%	-	-2,7%	
	RevPAR 2014	358 €	155 €	100 €	n.d.	38 €	
	Var. /n-1	-5,0%	6,5%	3,0%	-	-5,0%	
	<i>Year To Date performance</i>						
	Jan. to June	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	53,2%	53,1%	59,5%	n.d.	61,4%	
Var. /n-1	-2,0%	0,4%	-3,2%	-	-3,8%		
ADR 2014	404 €	167 €	104 €	n.d.	45 €		
Var. /n-1	-1,1%	-0,2%	1,4%	-	-3,5%		
RevPAR 2014	215 €	89 €	62 €	n.d.	28 €		
Var. /n-1	-3,1%	0,1%	-1,8%	-	-7,2%		

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

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Performances Suburbs

June 2014



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	78,6%	76,7%	79,4%	85,8%	85,3%	86,4%	85,1%	83,2%
	Var. /n-1	4,4%	-2,6%	-4,5%	-1,2%	4,3%	-0,5%	-0,5%	-1,2%
	ADR 2014	111 €	107 €	96 €	128 €	85 €	95 €	110 €	110 €
	Var. /n-1	-0,6%	0,3%	-0,7%	2,6%	-21,5%	0,8%	-5,2%	-1,7%
	RevPAR 2014	88 €	82 €	76 €	110 €	72 €	82 €	94 €	91 €
	Var. /n-1	3,8%	-2,3%	-5,2%	1,4%	-18,1%	0,4%	-5,6%	-2,9%
Midscale market	Year To Date performance								
	Jan. to June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	55,8%	62,0%	61,1%	69,9%	63,4%	73,9%	69,0%	66,6%
	Var. /n-1	8,9%	-0,7%	-5,5%	-0,4%	-5,9%	-2,1%	0,5%	-1,6%
	ADR 2014	105 €	101 €	92 €	112 €	77 €	84 €	98 €	99 €
	Var. /n-1	-1,3%	-0,8%	0,4%	-0,9%	-6,8%	0,8%	-2,8%	-1,1%
	RevPAR 2014	59 €	62 €	56 €	78 €	49 €	62 €	68 €	66 €
	Var. /n-1	7,5%	-1,5%	-5,2%	-1,3%	-12,3%	-1,4%	-2,4%	-2,7%
Budget market	Monthly performance								
	June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	86,1%	80,5%	76,1%	82,3%	83,0%	82,3%	84,4%	83,2%
	Var. /n-1	-0,6%	-0,6%	-2,4%	-2,0%	-3,0%	-4,8%	2,3%	-1,1%
	ADR 2014	65 €	86 €	71 €	89 €	69 €	78 €	62 €	72 €
	Var. /n-1	-3,8%	-1,3%	6,9%	-1,0%	-3,8%	1,7%	-9,8%	-3,7%
	RevPAR 2014	56 €	69 €	54 €	73 €	57 €	64 €	52 €	60 €
	Var. /n-1	-4,4%	-1,8%	4,4%	-3,0%	-6,7%	-3,2%	-7,7%	-4,7%
Budget market	Year To Date performance								
	Jan. to June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	71,8%	69,4%	63,2%	71,3%	69,6%	72,1%	71,9%	70,8%
	Var. /n-1	0,6%	5,1%	-1,9%	4,9%	-1,4%	-0,7%	5,0%	2,0%
	ADR 2014	60 €	79 €	65 €	77 €	59 €	69 €	55 €	64 €
	Var. /n-1	-5,1%	-4,0%	0,2%	-1,4%	-1,5%	-2,2%	-9,6%	-4,0%
	RevPAR 2014	43 €	55 €	41 €	55 €	41 €	50 €	40 €	45 €
	Var. /n-1	-4,6%	0,9%	-1,7%	3,5%	-2,8%	-3,0%	-5,0%	-2,1%
Super Budget market	Monthly performance								
	June	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2014	81,2%	80,5%	78,9%	n.d.	88,6%	84,7%	87,9%	84,1%
	Var. /n-1	3,8%	0,9%	-0,1%	-	1,1%	-3,4%	2,3%	1,0%
	ADR 2014	44 €	43 €	40 €	n.d.	48 €	45 €	48 €	46 €
	Var. /n-1	-4,8%	0,6%	-7,0%	-	-0,8%	1,4%	-2,1%	-3,2%
	RevPAR 2014	35 €	35 €	31 €	n.d.	43 €	39 €	42 €	38 €
	Var. /n-1	-1,3%	1,4%	-7,1%	-	0,3%	-2,1%	0,2%	-2,3%
Super Budget market	Year To Date performance								
	Jan. to June	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2014	71,2%	71,8%	68,7%	n.d.	76,2%	75,5%	76,4%	73,7%
	Var. /n-1	1,8%	0,6%	-0,7%	-	-0,8%	-3,7%	2,5%	0,4%
	ADR 2014	41 €	43 €	39 €	n.d.	45 €	44 €	45 €	44 €
	Var. /n-1	-3,1%	0,1%	-4,9%	-	0,4%	0,2%	-3,0%	-2,7%
	RevPAR 2014	30 €	31 €	27 €	n.d.	35 €	34 €	34 €	32 €
	Var. /n-1	-1,3%	0,7%	-5,6%	-	-0,4%	-3,5%	-0,7%	-2,2%

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Performances North-East

June 2014



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	66,9%	-2,7%	137 €	-5,9%	92 €	-8,4%	51,0%	-2,3%	128 €	-2,3%	66 €	-4,6%
Dijon	70,5%	-9,6%	140 €	5,8%	99 €	-4,4%	50,9%	-8,9%	127 €	0,0%	64 €	-8,9%
Lille	66,4%	5,7%	128 €	2,4%	85 €	8,2%	55,1%	5,4%	119 €	-1,9%	66 €	3,4%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	70,9%	-3,5%	112 €	-10,0%	79 €	-13,1%	58,9%	2,2%	114 €	-1,3%	67 €	0,9%
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
	North-east	68,3%	-3,1%	89 €	-1,8%	61 €	-4,8%	53,4%	-1,4%	87 €	-1,0%	46 €
Dijon	73,2%	-5,4%	92 €	0,6%	67 €	-4,8%	55,4%	-5,8%	85 €	0,9%	47 €	-5,0%
Lille	74,5%	-3,1%	92 €	-0,9%	68 €	-3,9%	61,7%	-0,1%	87 €	-4,7%	54 €	-4,8%
Metz	in progress						in progress					
Nancy	65,8%	-3,9%	84 €	2,7%	56 €	-1,3%	55,6%	3,7%	80 €	0,1%	45 €	3,7%
Reims	78,1%	-2,0%	103 €	-2,9%	81 €	-4,9%	59,1%	-2,0%	100 €	1,6%	59 €	-0,5%
Strasbourg	71,0%	-1,4%	97 €	-3,0%	69 €	-4,3%	61,0%	4,6%	95 €	-0,2%	58 €	4,3%
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
	North-east	74,6%	-0,5%	64 €	-1,1%	48 €	-1,6%	62,0%	-0,1%	61 €	-2,4%	38 €
Dijon	82,3%	-3,9%	66 €	0,2%	54 €	-3,7%	70,3%	0,2%	62 €	-2,9%	44 €	-2,7%
Lille	76,1%	7,1%	75 €	-5,3%	57 €	1,4%	65,6%	0,2%	70 €	-4,8%	46 €	-4,6%
Metz	68,0%	-11,8%	68 €	-1,4%	46 €	-13,1%	57,6%	-2,1%	64 €	-5,6%	37 €	-7,5%
Nancy	70,6%	-2,3%	64 €	1,0%	45 €	-1,4%	59,8%	4,8%	61 €	1,0%	37 €	5,9%
Reims	76,0%	2,8%	72 €	0,5%	54 €	3,2%	64,5%	11,2%	64 €	-4,3%	41 €	6,5%
Strasbourg	75,4%	-0,1%	67 €	1,3%	50 €	1,2%	68,1%	5,2%	64 €	-1,1%	44 €	4,0%
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
	North-east	70,9%	-0,1%	38 €	-1,8%	27 €	-1,9%	60,8%	-1,3%	37 €	-1,9%	22 €
Dijon	79,2%	-5,0%	38 €	-4,3%	30 €	-9,0%	66,0%	-7,4%	38 €	-2,3%	25 €	-9,5%
Lille	71,2%	5,5%	40 €	-4,4%	29 €	0,9%	63,3%	0,8%	39 €	-4,1%	25 €	-3,4%
Metz	77,5%	-1,6%	37 €	-2,2%	29 €	-3,8%	66,9%	-3,3%	36 €	-3,5%	24 €	-6,7%
Nancy	72,9%	0,8%	39 €	-2,6%	28 €	-1,9%	58,0%	-5,8%	38 €	-3,2%	22 €	-8,8%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	66,0%	-2,9%	40 €	-3,9%	26 €	-6,7%	63,4%	1,0%	40 €	-3,1%	25 €	-2,2%

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

June 2014



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	68,4%	10,2%	202 €	0,2%	138 €	10,4%	55,9%	11,3%	193 €	1,6%	108 €	13,0%
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	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	73,4%	3,7%	98 €	-0,7%	72 €	2,9%	55,0%	1,7%	90 €	0,1%	50 €
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	80,6%	14,1%	92 €	2,8%	74 €	17,3%	63,8%	-1,9%	86 €	-0,9%	55 €	-2,8%
Nantes	73,7%	-3,4%	93 €	-1,1%	69 €	-4,5%	57,8%	-3,4%	87 €	-0,3%	50 €	-3,6%
Niort	70,8%	-2,4%	81 €	5,6%	58 €	3,1%	54,3%	-6,1%	83 €	0,1%	45 €	-6,0%
Rennes	66,2%	4,4%	89 €	-2,9%	59 €	1,4%	56,5%	1,4%	88 €	-3,6%	50 €	-2,2%
Rouen	73,0%	-8,7%	100 €	-18,8%	73 €	-25,9%	59,0%	-1,1%	92 €	-5,5%	54 €	-6,5%
<i>Niort : in development, sample subject to change</i>												
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
	North-West	72,1%	-0,6%	68 €	-1,9%	49 €	-2,5%	56,0%	-2,8%	64 €	-1,9%	36 €
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	73,8%	-3,8%	67 €	-3,2%	49 €	-6,9%	59,5%	-2,4%	67 €	-0,6%	40 €	-3,0%
Le Havre	65,8%	4,4%	62 €	-2,5%	41 €	1,8%	54,1%	2,8%	60 €	-7,0%	32 €	-4,4%
Nantes	70,2%	3,7%	70 €	1,2%	49 €	5,0%	55,5%	-2,2%	66 €	-2,3%	37 €	-4,4%
Niort	70,6%	6,8%	61 €	-3,4%	43 €	3,2%	54,4%	0,3%	61 €	-0,4%	33 €	-0,1%
Rennes	75,9%	8,2%	66 €	-2,6%	50 €	5,4%	63,1%	1,4%	67 €	-1,0%	42 €	0,4%
Rouen	73,6%	-7,7%	67 €	-15,9%	49 €	-22,4%	59,0%	-0,2%	62 €	-6,3%	37 €	-6,5%
<i>Niort : in development, sample subject to change</i>												
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
	North-West	72,2%	2,8%	41 €	-1,3%	29 €	1,4%	59,6%	-2,0%	39 €	-2,0%	23 €
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	76,3%	0,7%	40 €	0,0%	31 €	0,7%	60,7%	-4,1%	40 €	-0,5%	24 €	-4,6%
Le Havre	73,2%	-4,8%	40 €	-2,7%	29 €	-7,4%	69,2%	2,9%	39 €	-2,3%	27 €	0,5%
Nantes	76,6%	2,8%	43 €	-0,2%	33 €	2,6%	63,7%	-3,0%	43 €	-0,9%	27 €	-3,8%
Niort	66,1%	-7,6%	36 €	-2,7%	24 €	-10,1%	57,8%	-9,8%	36 €	-1,7%	21 €	-11,4%
Rennes	70,4%	7,8%	40 €	-1,3%	28 €	6,4%	59,6%	1,9%	40 €	-0,3%	24 €	1,6%
Rouen	70,6%	-14,5%	44 €	-14,2%	31 €	-26,6%	58,4%	-10,6%	44 €	-2,7%	26 €	-13,0%
<i>Niort : in development, sample subject to change</i>												

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

June 2014



South-East (excl. French Riviera) & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	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	75,4%	1,9%	171 €	-6,7%	129 €	-4,9%	55,8%	-1,4%	149 €	-4,7%	83 €	-6,0%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	85,8%	-0,9%	160 €	0,0%	137 €	-0,9%	55,5%	-0,2%	136 €	-0,9%	75 €	-1,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	74,1%	1,3%	132 €	-12,0%	98 €	-10,9%	61,3%	-6,0%	124 €	-8,2%	76 €	-13,7%
Marseille	79,1%	-5,2%	172 €	3,1%	136 €	-2,2%	61,4%	4,6%	145 €	2,9%	89 €	7,6%
Montpellier	74,6%	1,2%	143 €	-9,0%	107 €	-8,0%	55,2%	9,7%	140 €	-6,5%	77 €	2,6%
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	73,0%	-4,4%	96 €	-1,0%	70 €	-5,4%	59,1%	-1,8%	89 €	-1,5%	53 €	-3,4%
Aix en Provence	81,8%	-2,5%	86 €	0,4%	71 €	-2,2%	57,4%	-6,3%	83 €	0,0%	48 €	-6,3%
Avignon	86,5%	-3,5%	105 €	3,7%	91 €	0,1%	63,8%	0,2%	91 €	1,4%	58 €	1,6%
Grenoble	54,1%	-10,9%	101 €	-2,5%	55 €	-13,1%	51,4%	-1,1%	99 €	-2,4%	51 €	-3,5%
Lyon	69,9%	0,0%	98 €	-4,3%	69 €	-4,2%	58,8%	-4,3%	94 €	-4,6%	55 €	-8,7%
Marseille	79,8%	-4,1%	109 €	0,8%	87 €	-3,4%	66,9%	-0,6%	95 €	0,3%	64 €	-0,3%
Montpellier	69,5%	-7,7%	93 €	-1,4%	64 €	-9,0%	59,4%	2,3%	85 €	-5,3%	50 €	-3,1%
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	72,4%	-3,5%	68 €	-2,3%	49 €	-5,7%	59,3%	-2,2%	64 €	-2,9%	38 €	-5,0%
Aix en Provence	84,7%	-2,3%	74 €	-1,1%	63 €	-3,4%	62,8%	9,8%	66 €	-4,0%	41 €	5,4%
Avignon	76,6%	-9,1%	70 €	-0,6%	54 €	-9,7%	57,1%	-5,0%	64 €	0,6%	36 €	-4,4%
Grenoble	61,0%	-8,0%	63 €	-3,5%	38 €	-11,2%	54,5%	-6,4%	62 €	-2,9%	34 €	-9,1%
Lyon	74,0%	-0,3%	74 €	-3,4%	55 €	-3,7%	63,3%	-4,3%	69 €	-6,7%	44 €	-10,7%
Marseille	81,4%	-3,3%	74 €	1,1%	60 €	-2,2%	64,3%	1,3%	68 €	-1,1%	44 €	0,2%
Montpellier	77,5%	-5,4%	71 €	-4,5%	55 €	-9,7%	67,6%	1,7%	69 €	0,2%	47 €	1,9%
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	70,6%	-3,3%	39 €	-1,7%	28 €	-4,9%	61,2%	-4,6%	38 €	-1,7%	24 €	-6,2%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	75,9%	-9,8%	36 €	0,2%	27 €	-9,6%	65,0%	-3,0%	35 €	-1,1%	23 €	-4,1%
Grenoble	63,2%	5,0%	38 €	-7,7%	24 €	-3,1%	55,0%	-8,4%	38 €	-5,4%	21 €	-13,4%
Lyon	68,9%	-4,5%	41 €	-2,9%	28 €	-7,2%	64,6%	-5,6%	40 €	-3,7%	26 €	-9,1%
Marseille	76,5%	0,2%	42 €	-2,8%	32 €	-2,6%	65,5%	1,7%	41 €	-2,9%	27 €	-1,3%
Montpellier	77,2%	-2,4%	37 €	-5,3%	29 €	-7,6%	65,9%	-0,8%	36 €	-3,8%	24 €	-4,6%
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

June 2014



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	70,8%	6,1%	227 €	-3,4%	161 €	2,5%	52,2%	1,1%	193 €	-2,3%	101 €	-1,2%
Bayonne-Anglet-Biarritz	73,9%	16,9%	268 €	6,7%	198 €	24,8%	49,1%	-0,5%	227 €	2,9%	112 €	2,4%
Bordeaux	63,0%	-2,8%	230 €	-15,1%	145 €	-17,5%	44,7%	-4,2%	202 €	-3,3%	90 €	-7,3%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	70,2%	-6,8%	128 €	-8,2%	90 €	-14,4%	61,3%	-2,8%	128 €	-1,9%	79 €	-4,7%
<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	69,1%	-3,0%	93 €	-9,0%	64 €	-11,7%	55,9%	-2,5%	87 €	-4,8%	49 €	-7,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	75,2%	-0,2%	91 €	-19,0%	68 €	-19,2%	58,8%	1,3%	84 €	-5,9%	50 €	-4,7%
Pau	63,6%	-1,8%	81 €	1,1%	52 €	-0,7%	55,2%	3,2%	79 €	-1,3%	44 €	1,8%
Toulouse	68,7%	-4,0%	101 €	-4,8%	69 €	-8,7%	58,1%	-2,6%	97 €	-3,9%	57 €	-6,4%
<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	67,4%	-1,9%	64 €	-6,0%	43 €	-7,8%	55,2%	-3,2%	60 €	-3,3%	33 €	-6,3%
Bayonne-Anglet-Biarritz	70,4%	10,6%	63 €	-3,8%	44 €	6,4%	51,3%	-6,7%	58 €	-0,9%	30 €	-7,6%
Bordeaux	73,7%	-2,5%	69 €	-17,2%	51 €	-19,2%	61,1%	1,9%	65 €	-7,2%	40 €	-5,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	69,3%	-0,7%	68 €	-4,4%	47 €	-5,0%	61,5%	-0,8%	65 €	-5,2%	40 €	-5,9%
<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	72,8%	-0,1%	40 €	-5,6%	29 €	-5,7%	63,4%	-0,9%	38 €	-2,9%	24 €	-3,8%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	76,1%	-1,8%	38 €	-14,3%	29 €	-15,8%	67,4%	-2,8%	37 €	-4,4%	25 €	-7,1%
Pau	58,1%	-5,1%	33 €	-0,2%	19 €	-5,2%	53,0%	-8,1%	33 €	-0,4%	18 €	-8,5%
Toulouse	76,6%	6,4%	39 €	-5,6%	30 €	0,4%	68,4%	5,1%	38 €	-3,4%	26 €	1,5%
<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

June 2014



French Riviera

June	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	76,9%	1,0%	466 €	-6,0%	358 €	-5,0%	53,2%	-2,0%	404 €	-1,1%	215 €	-3,1%
French Riviera - Boutique Hotels**	80,5%	3,1%	173 €	0,5%	139 €	3,6%	64,6%	1,8%	153 €	0,2%	99 €	2,0%
French Riviera - Upscale	78,5%	3,2%	200 €	3,5%	157 €	6,8%	51,8%	0,1%	169 €	-0,2%	88 €	-0,1%
Average Upscale & Luxury	78,1%	2,5%	284 €	-2,1%	222 €	0,3%	53,1%	-0,4%	245 €	-0,9%	130 €	-1,3%
Average Midscale	83,9%	-0,6%	119 €	3,6%	100 €	3,0%	59,5%	-3,2%	104 €	1,4%	62 €	-1,8%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	78,4%	-2,4%	49 €	-2,7%	38 €	-5,0%	61,4%	-3,8%	45 €	-3,5%	28 €	-7,2%

French Riviera Cities

June	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	75,0%	2,8%	447 €	-5,3%	336 €	-2,7%	50,8%	1,1%	420 €	-1,9%	214 €	-0,8%
Cannes - Boutique Hotels	64,5%	-12,4%	195 €	-2,0%	126 €	-14,1%	52,5%	5,2%	218 €	-2,6%	115 €	2,5%
Cannes - Upscale	71,9%	5,3%	188 €	-4,0%	136 €	1,1%	44,0%	2,2%	181 €	-2,9%	80 €	-0,7%
Cannes - Upscale & Luxury	73,3%	3,5%	325 €	-5,3%	238 €	-1,9%	47,8%	1,6%	316 €	-2,5%	151 €	-0,9%
Cannes - Midscale	75,5%	0,7%	114 €	-0,1%	86 €	0,7%	50,5%	-0,6%	108 €	-1,0%	55 €	-1,5%

June	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	86,2%	2,2%	237 €	4,8%	204 €	7,1%	59,4%	-2,7%	181 €	1,1%	108 €	-1,7%
Nice - Midscale	88,2%	-0,4%	124 €	5,7%	109 €	5,3%	63,9%	-5,1%	102 €	2,6%	65 €	-2,7%

June	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	68,1%	-16,9%	509 €	5,6%	346 €	-12,2%	53,4%	-7,3%	457 €	2,5%	244 €	-5,0%
Monaco - Upscale	79,4%	-7,1%	250 €	1,1%	199 €	-6,1%	58,9%	-2,0%	244 €	3,4%	143 €	1,4%
Monaco - Upscale & Luxury	75,5%	-10,4%	332 €	1,5%	250 €	-9,1%	57,0%	-3,8%	312 €	2,2%	178 €	-1,7%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

June 2014



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	56,8%	1,1%	212 €	6,2%	120 €	7,4%	42,0%	1,9%	193 €	6,4%	81 €	8,5%
Average Midscale	73,0%	7,8%	114 €	1,9%	83 €	9,8%	59,3%	5,9%	106 €	-1,1%	63 €	4,8%
Average Budget	69,2%	7,5%	66 €	-2,9%	46 €	4,4%	57,0%	1,7%	64 €	-4,2%	37 €	-2,5%
Average Super-Budget	70,9%	6,4%	41 €	0,7%	29 €	7,2%	57,9%	2,0%	38 €	-2,7%	22 €	-0,8%

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	66,7%	7,4%	207 €	1,1%	138 €	8,6%	55,7%	-2,2%	203 €	1,1%	113 €	-1,2%
Average Midscale	69,3%	4,9%	97 €	-0,9%	67 €	3,9%	53,2%	1,3%	95 €	-1,5%	51 €	-0,2%
Average Budget	66,9%	4,9%	60 €	-2,8%	40 €	1,9%	48,0%	-2,9%	57 €	-3,0%	27 €	-5,8%
Average Super-Budget	66,4%	1,9%	42 €	-2,3%	28 €	-0,5%	54,7%	-4,5%	41 €	-2,1%	22 €	-6,5%

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	74,5%	17,2%	260 €	6,3%	194 €	24,5%	49,7%	-0,4%	222 €	2,3%	110 €	1,9%
Average Midscale	70,3%	0,3%	105 €	-1,7%	74 €	-1,4%	49,7%	-4,9%	97 €	-3,2%	48 €	-8,0%
Average Budget	70,6%	7,2%	65 €	-2,2%	46 €	4,9%	46,7%	-6,8%	59 €	-0,1%	28 €	-6,9%
Average Super-Budget	70,4%	-2,9%	52 €	-1,8%	37 €	-4,6%	58,0%	-3,1%	45 €	-2,4%	26 €	-5,4%

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

June 2014



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	85,8%	-0,9%	160 €	0,0%	137 €	-0,9%	55,5%	-0,2%	136 €	-0,9%	75 €	-1,1%
Bayonne-Anglet-Biarritz	73,9%	16,9%	268 €	6,7%	198 €	24,8%	49,1%	-0,5%	227 €	2,9%	112 €	2,4%
Bordeaux	63,0%	-2,8%	230 €	-15,1%	145 €	-17,5%	44,7%	-4,2%	202 €	-3,3%	90 €	-7,3%
Cannes	73,3%	3,5%	325 €	-5,3%	238 €	-1,9%	47,8%	1,6%	316 €	-2,5%	151 €	-0,9%
Dijon	70,5%	-9,6%	140 €	5,8%	99 €	-4,4%	50,9%	-8,9%	127 €	0,0%	64 €	-8,9%
Lille	66,4%	5,7%	128 €	2,4%	85 €	8,2%	55,1%	5,4%	119 €	-1,9%	66 €	3,4%
Lyon	74,1%	1,3%	132 €	-12,0%	98 €	-10,9%	61,3%	-6,0%	124 €	-8,2%	76 €	-13,7%
Marseille	79,1%	-5,2%	172 €	3,1%	136 €	-2,2%	61,4%	4,6%	145 €	2,9%	89 €	7,6%
Monaco	75,5%	-10,4%	332 €	1,5%	250 €	-9,1%	57,0%	-3,8%	312 €	2,2%	178 €	-1,7%
Montpellier	74,6%	1,2%	143 €	-9,0%	107 €	-8,0%	55,2%	9,7%	140 €	-6,5%	77 €	2,6%
Nice	86,2%	2,2%	237 €	4,8%	204 €	7,1%	59,4%	-2,7%	181 €	1,1%	108 €	-1,7%
Strasbourg	70,9%	-3,5%	112 €	-10,0%	79 €	-13,1%	58,9%	2,2%	114 €	-1,3%	67 €	0,9%
Toulouse	70,2%	-6,8%	128 €	-8,2%	90 €	-14,4%	61,3%	-2,8%	128 €	-1,9%	79 €	-4,7%
<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	81,8%	-2,5%	86 €	0,4%	71 €	-2,2%	57,4%	-6,3%	83 €	0,0%	48 €	-6,3%
Avignon	86,5%	-3,5%	105 €	3,7%	91 €	0,1%	63,8%	0,2%	91 €	1,4%	58 €	1,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	75,2%	-0,2%	91 €	-19,0%	68 €	-19,2%	58,8%	1,3%	84 €	-5,9%	50 €	-4,7%
Cannes	75,5%	0,7%	114 €	-0,1%	86 €	0,7%	50,5%	-0,6%	108 €	-1,0%	55 €	-1,5%
Dijon	73,2%	-5,4%	92 €	0,6%	67 €	-4,8%	55,4%	-5,8%	85 €	0,9%	47 €	-5,0%
Grenoble	54,1%	-10,9%	101 €	-2,5%	55 €	-13,1%	51,4%	-1,1%	99 €	-2,4%	51 €	-3,5%
Le Havre	80,6%	14,1%	92 €	2,8%	74 €	17,3%	63,8%	-1,9%	86 €	-0,9%	55 €	-2,8%
Lille	74,5%	-3,1%	92 €	-0,9%	68 €	-3,9%	61,7%	-0,1%	87 €	-4,7%	54 €	-4,8%
Lyon	69,9%	0,0%	98 €	-4,3%	69 €	-4,2%	58,8%	-4,3%	94 €	-4,6%	55 €	-8,7%
Marseille	79,8%	-4,1%	109 €	0,8%	87 €	-3,4%	66,9%	-0,6%	95 €	0,3%	64 €	-0,3%
Montpellier	69,5%	-7,7%	93 €	-1,4%	64 €	-9,0%	59,4%	2,3%	85 €	-5,3%	50 €	-3,1%
Nancy	65,8%	-3,9%	84 €	2,7%	56 €	-1,3%	55,6%	3,7%	80 €	0,1%	45 €	3,7%
Nantes	73,7%	-3,4%	93 €	-1,1%	69 €	-4,5%	57,8%	-3,4%	87 €	-0,3%	50 €	-3,6%
Niort	70,8%	-2,4%	81 €	5,6%	58 €	3,1%	54,3%	-6,1%	83 €	0,1%	45 €	-6,0%
Nice	88,2%	-0,4%	124 €	5,7%	109 €	5,3%	63,9%	-5,1%	102 €	2,6%	65 €	-2,7%
Pau	63,6%	-1,8%	81 €	1,1%	52 €	-0,7%	55,2%	3,2%	79 €	-1,3%	44 €	1,8%
Reims	78,1%	-2,0%	103 €	-2,9%	81 €	-4,9%	59,1%	-2,0%	100 €	1,6%	59 €	-0,5%
Rennes	66,2%	4,4%	89 €	-2,9%	59 €	1,4%	56,5%	1,4%	88 €	-3,6%	50 €	-2,2%
Rouen	73,0%	-8,7%	100 €	-18,8%	73 €	-25,9%	59,0%	-1,1%	92 €	-5,5%	54 €	-6,5%
Strasbourg	71,0%	-1,4%	97 €	-3,0%	69 €	-4,3%	61,0%	4,6%	95 €	-0,2%	58 €	4,3%
Toulouse	68,7%	-4,0%	101 €	-4,8%	69 €	-8,7%	58,1%	-2,6%	97 €	-3,9%	57 €	-6,4%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

June 2014



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	84,7%	-2,3%	74 €	-1,1%	63 €	-3,4%	62,8%	9,8%	66 €	-4,0%	41 €	5,4%
Angers	73,8%	-3,8%	67 €	-3,2%	49 €	-6,9%	59,5%	-2,4%	67 €	-0,6%	40 €	-3,0%
Avignon	76,6%	-9,1%	70 €	-0,6%	54 €	-9,7%	57,1%	-5,0%	64 €	0,6%	36 €	-4,4%
Bayonne-Anglet-Biarritz	70,4%	10,6%	63 €	-3,8%	44 €	6,4%	51,3%	-6,7%	58 €	-0,9%	30 €	-7,6%
Bordeaux	73,7%	-2,5%	69 €	-17,2%	51 €	-19,2%	61,1%	1,9%	65 €	-7,2%	40 €	-5,4%
Dijon	82,3%	-3,9%	66 €	0,2%	54 €	-3,7%	70,3%	0,2%	62 €	-2,9%	44 €	-2,7%
Grenoble	61,0%	-8,0%	63 €	-3,5%	38 €	-11,2%	54,5%	-6,4%	62 €	-2,9%	34 €	-9,1%
Le Havre	65,8%	4,4%	62 €	-2,5%	41 €	1,8%	54,1%	2,8%	60 €	-7,0%	32 €	-4,4%
Lille	76,1%	7,1%	75 €	-5,3%	57 €	1,4%	65,6%	0,2%	70 €	-4,8%	46 €	-4,6%
Lyon	74,0%	-0,3%	74 €	-3,4%	55 €	-3,7%	63,3%	-4,3%	69 €	-6,7%	44 €	-10,7%
Marseille	81,4%	-3,3%	74 €	1,1%	60 €	-2,2%	64,3%	1,3%	68 €	-1,1%	44 €	0,2%
Metz	68,0%	-11,8%	68 €	-1,4%	46 €	-13,1%	57,6%	-2,1%	64 €	-5,6%	37 €	-7,5%
Montpellier	77,5%	-5,4%	71 €	-4,5%	55 €	-9,7%	67,6%	1,7%	69 €	0,2%	47 €	1,9%
Nancy	70,6%	-2,3%	64 €	1,0%	45 €	-1,4%	59,8%	4,8%	61 €	1,0%	37 €	5,9%
Nantes	70,2%	3,7%	70 €	1,2%	49 €	5,0%	55,5%	-2,2%	66 €	-2,3%	37 €	-4,4%
Niort	70,6%	6,8%	61 €	-3,4%	43 €	3,2%	54,4%	0,3%	61 €	-0,4%	33 €	-0,1%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	76,0%	2,8%	72 €	0,5%	54 €	3,2%	64,5%	11,2%	64 €	-4,3%	41 €	6,5%
Rennes	75,9%	8,2%	66 €	-2,6%	50 €	5,4%	63,1%	1,4%	67 €	-1,0%	42 €	0,4%
Rouen	73,6%	-7,7%	67 €	-15,9%	49 €	-22,4%	59,0%	-0,2%	62 €	-6,3%	37 €	-6,5%
Strasbourg	75,4%	-0,1%	67 €	1,3%	50 €	1,2%	68,1%	5,2%	64 €	-1,1%	44 €	4,0%
Toulouse	69,3%	-0,7%	68 €	-4,4%	47 €	-5,0%	61,5%	-0,8%	65 €	-5,2%	40 €	-5,9%

Bayonne-Anglet-Biarritz : 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
Angers	76,3%	0,7%	40 €	0,0%	31 €	0,7%	60,7%	-4,1%	40 €	-0,5%	24 €	-4,6%
Avignon	75,9%	-9,8%	36 €	0,2%	27 €	-9,6%	65,0%	-3,0%	35 €	-1,1%	23 €	-4,1%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	76,1%	-1,8%	38 €	-14,3%	29 €	-15,8%	67,4%	-2,8%	37 €	-4,4%	25 €	-7,1%
Dijon	79,2%	-5,0%	38 €	-4,3%	30 €	-9,0%	66,0%	-7,4%	38 €	-2,3%	25 €	-9,5%
Grenoble	63,2%	5,0%	38 €	-7,7%	24 €	-3,1%	55,0%	-8,4%	38 €	-5,4%	21 €	-13,4%
Le Havre	73,2%	-4,8%	40 €	-2,7%	29 €	-7,4%	69,2%	2,9%	39 €	-2,3%	27 €	0,5%
Lille	71,2%	5,5%	40 €	-4,4%	29 €	0,9%	63,3%	0,8%	39 €	-4,1%	25 €	-3,4%
Lyon	68,9%	-4,5%	41 €	-2,9%	28 €	-7,2%	64,6%	-5,6%	40 €	-3,7%	26 €	-9,1%
Marseille	76,5%	0,2%	42 €	-2,8%	32 €	-2,6%	65,5%	1,7%	41 €	-2,9%	27 €	-1,3%
Metz	77,5%	-1,6%	37 €	-2,2%	29 €	-3,8%	66,9%	-3,3%	36 €	-3,5%	24 €	-6,7%
Montpellier	77,2%	-2,4%	37 €	-5,3%	29 €	-7,6%	65,9%	-0,8%	36 €	-3,8%	24 €	-4,6%
Nancy	72,9%	0,8%	39 €	-2,6%	28 €	-1,9%	58,0%	-5,8%	38 €	-3,2%	22 €	-8,8%
Nantes	76,6%	2,8%	43 €	-0,2%	33 €	2,6%	63,7%	-3,0%	43 €	-0,9%	27 €	-3,8%
Niort	66,1%	-7,6%	36 €	-2,7%	24 €	-10,1%	57,8%	-9,8%	36 €	-1,7%	21 €	-11,4%
Pau	58,1%	-5,1%	33 €	-0,2%	19 €	-5,2%	53,0%	-8,1%	33 €	-0,4%	18 €	-8,5%
Rennes	70,4%	7,8%	40 €	-1,3%	28 €	6,4%	59,6%	1,9%	40 €	-0,3%	24 €	1,6%
Rouen	70,6%	-14,5%	44 €	-14,2%	31 €	-26,6%	58,4%	-10,6%	44 €	-2,7%	26 €	-13,0%
Strasbourg	66,0%	-2,9%	40 €	-3,9%	26 €	-6,7%	63,4%	1,0%	40 €	-3,1%	25 €	-2,2%
Toulouse	76,6%	6,4%	39 €	-5,6%	30 €	0,4%	68,4%	5,1%	38 €	-3,4%	26 €	1,5%

Bayonne-Anglet-Biarritz : in development, sample subject to change

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Informations

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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Information

In Extenso – member of Deloitte

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Tourism, Hotels & Restaurants Desk

In Extenso is one of the leading advisors in Tourism, Hospitality and Restaurant 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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