



Forward STAR Overview

A New Revenue Management Tool for Canadian Hotels

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A large white circle is centered on the left side of the slide, set against a dark blue background. Inside the circle, there are several diagonal bars in shades of blue, green, and purple. The text 'ForwardSTAR' is positioned in the lower right quadrant of the circle. The word 'Forward' is in a smaller, grey font, and 'STAR' is in a larger, bold, black font.

Forward**STAR**

Forward looking. Forward planning. Forward thinking.

The world's largest hotel performance sample



over
35 years
of expertise



Data from
180 countries



68,000
Hotels



9.1 million
Rooms

WHY? Why do hoteliers need Forward STAR?



Adapt pricing according to demand

Measure how your sales compare to competitors

Build a sales strategy

Look at the future

See how Transient versus Group demand is picking up into the future

Question your strategy based on facts

Analyse whether your internal sales distribution makes sense

Benchmark the future



Forward STAR Overview

STAR, delivers benchmarking globally and with unrivalled sample. Similarly, Forward STAR will become the industry standard for benchmarking future bookings.

STAR

- The industry standard for historical hotel performance benchmarking
- High quality proprietary data – actual performance data not publicly available
- Its strength is its simplicity
- Over 68,000 participating hotels - the world's largest sample of historical source data enabling the most robust competitor sets
- Complimentary market data unrivalled in quality and cost-effective bespoke competitor sets
- Vital for revenue management strategy and market performance analysis, also essential for management and employee performance KPIs

The past

Forward STAR

- The future industry standard for business-on-the-books benchmarking
- High quality proprietary data – actual bookings data (100% of channels) 365 days into the future
- Its strength is its simplicity
- Participation levels that will meet or exceed our historical sample - enabling robust forward competitor sets that match your historical sets.
- Complimentary market data unrivalled in quality and cost-effective bespoke competitor sets
- Vital for revenue management strategy and market performance analysis, also an essential tool that enables management and employees to improve performance KPIs

The future



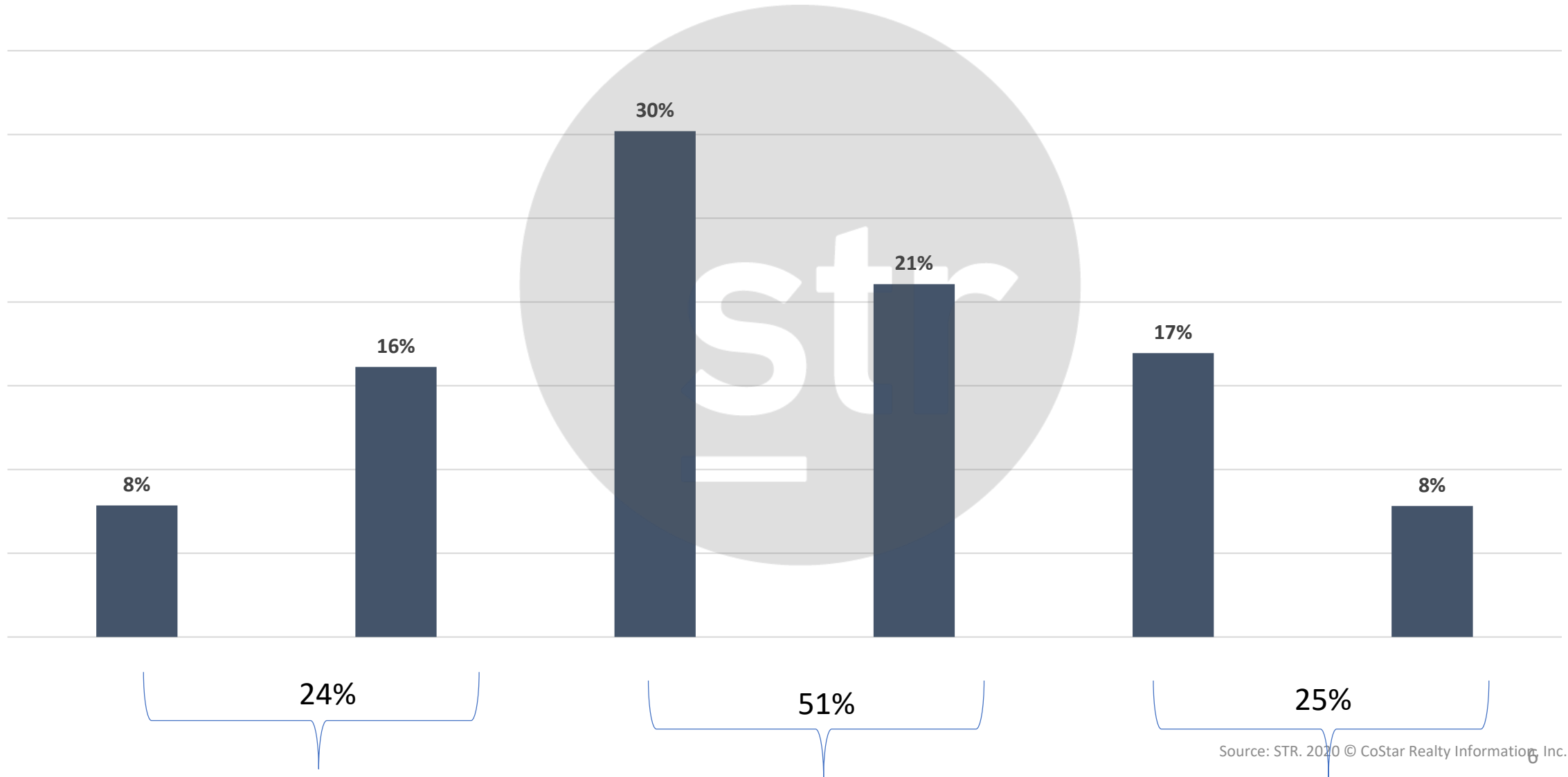
Forward STAR in a nutshell

Its simplicity enables it to be cost-effective, achieve high participation, and provide higher quality competitor sets and insights.

- 5-minute of set-up of scheduled report
- Simplicity is its Strength
- Scale & to Market
- High quality market data and competitor sets
- Highly actionable at property or above property
- Cost-effective

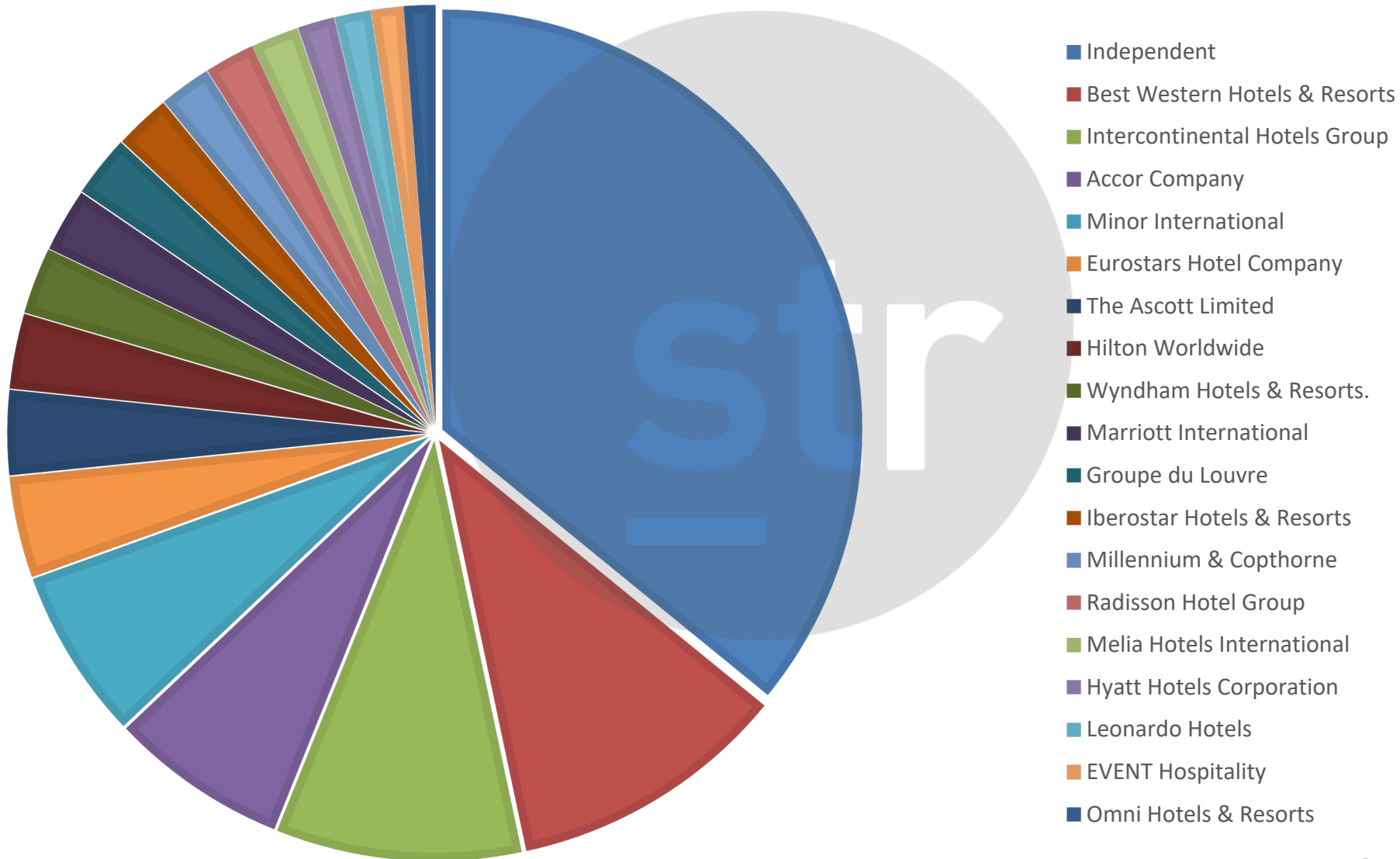
Forward STAR has a balanced representation

Forward STAR Class Breakdown of Participation



Over 7,000 participants across the globe

Current committed hotels are a mix of Independent, National and Global Chains

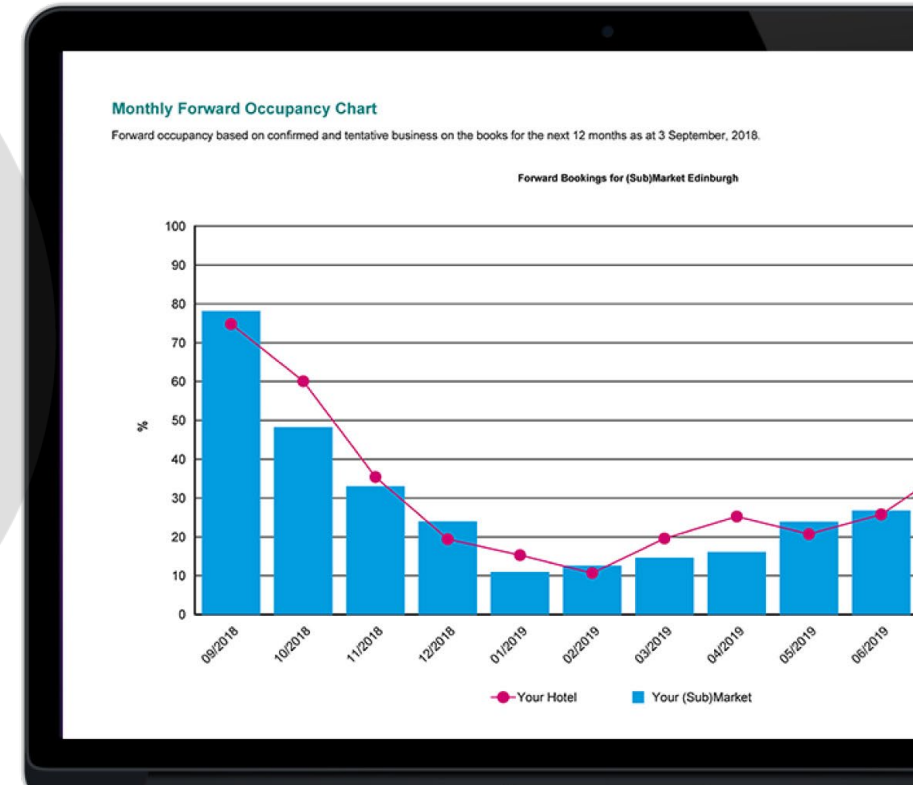




Forward STAR's value proposition

Simple and powerful data that enables a central narrative for multiple stakeholders on future revenue and distribution strategy

- Truly understand **complete** market demand, not just a channel
- **Validate demand to competitor pricing** and evaluate how those changes influence demand
- **Evaluate and adjust revenue strategies** based on experienced pick up of demand
- **Avoid surprise low demand periods** – time to act with sales & marketing efforts
- **Measure success and future opportunities** comparing to historic performance
- Understand and **leverage variances** across a market how demand grows
- Understand your **macro opportunity** – do you win on a long lead time or a short lead time





Sample reports

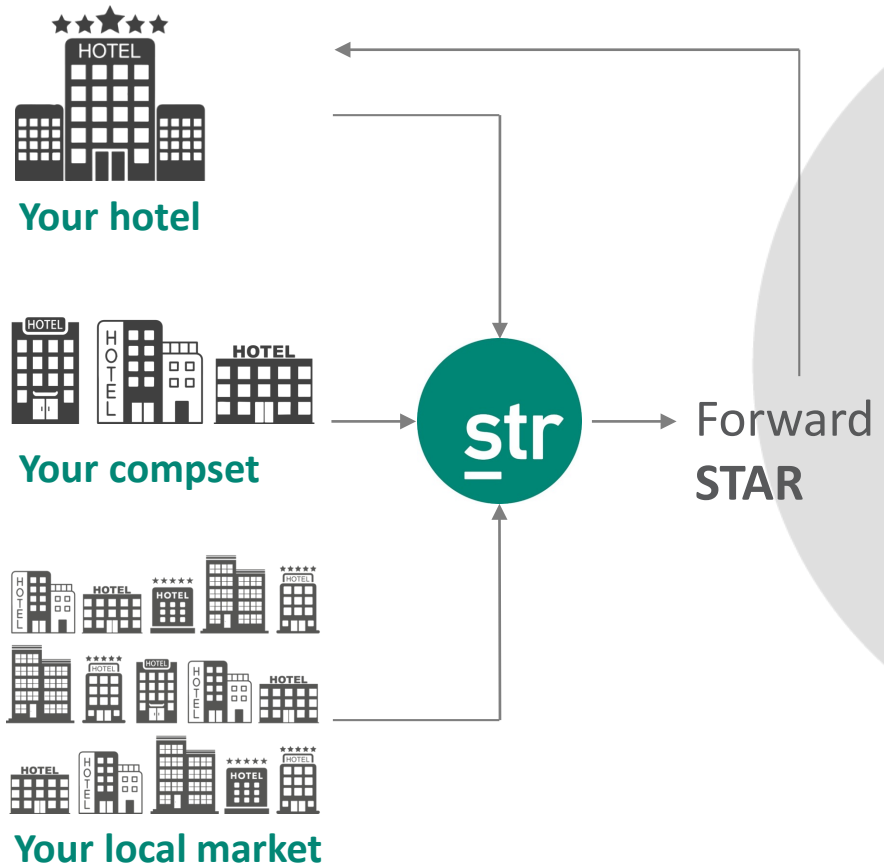
The graphic for the ForwardSTAR logo is a large white circle with a blue border. Inside the circle, there are several diagonal bars in shades of blue, green, and purple. The text 'ForwardSTAR' is centered in the lower half of the circle, with 'Forward' in a regular weight and 'STAR' in a bold weight. Below the main text is the tagline 'Forward looking. Forward planning. Forward thinking.' in a smaller, regular font.

ForwardSTAR
Forward looking. Forward planning. Forward thinking.



The Output—Accurate & Actionable

Daily detail with Weekly and Monthly Frequency

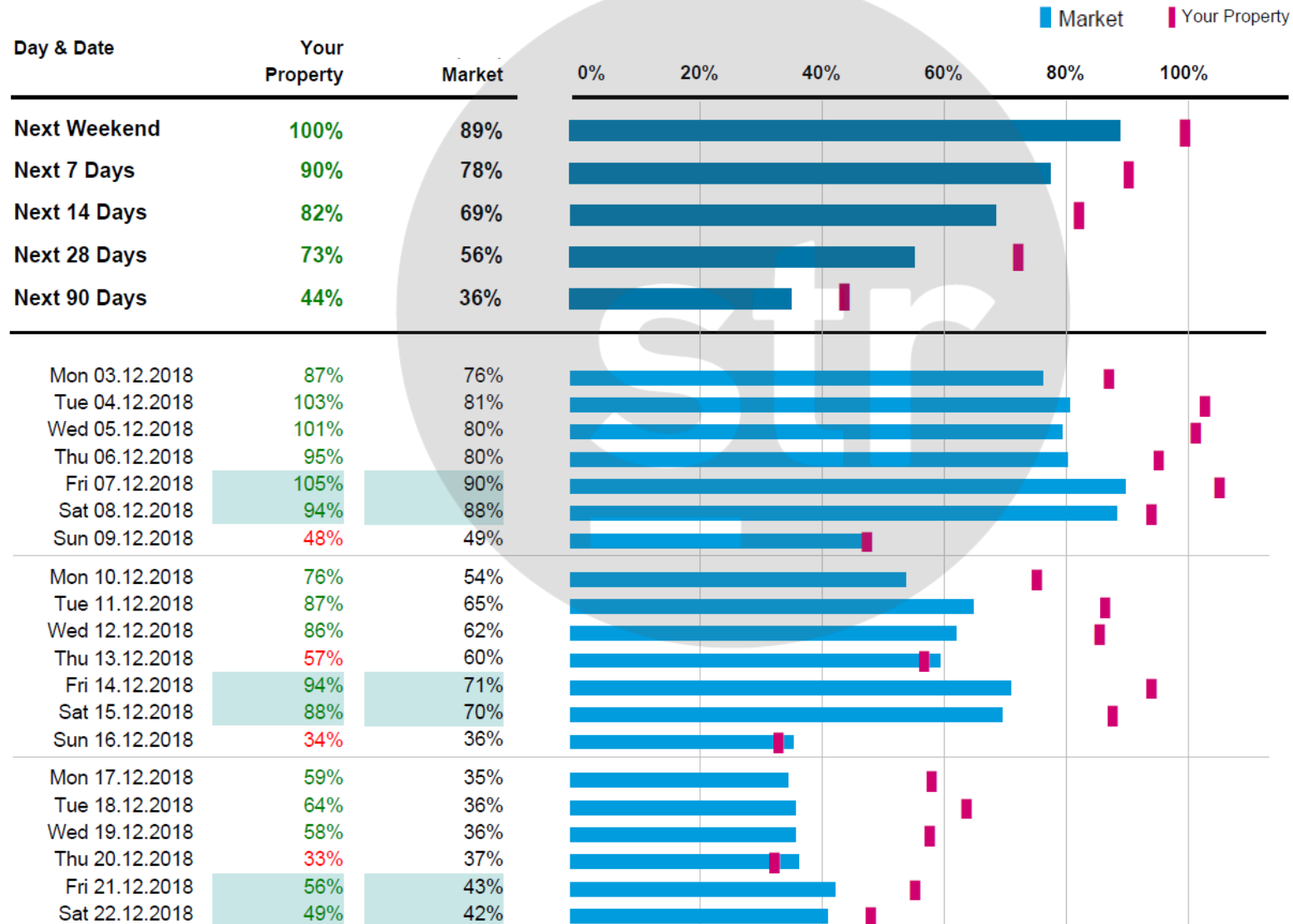


- **Weekly Report:**
 - ❖ Every Wednesday
 - ❖ 90-day outlook
- **Monthly Report:**
 - ❖ First week of every month
 - ❖ 365-day outlook
- **Report Content**
 - ❖ Daily detail versus Market
 - ❖ Comp Set benchmarking available soon
 - ❖ Complements STAR's historical performance data

Data directly from the source, back to the source

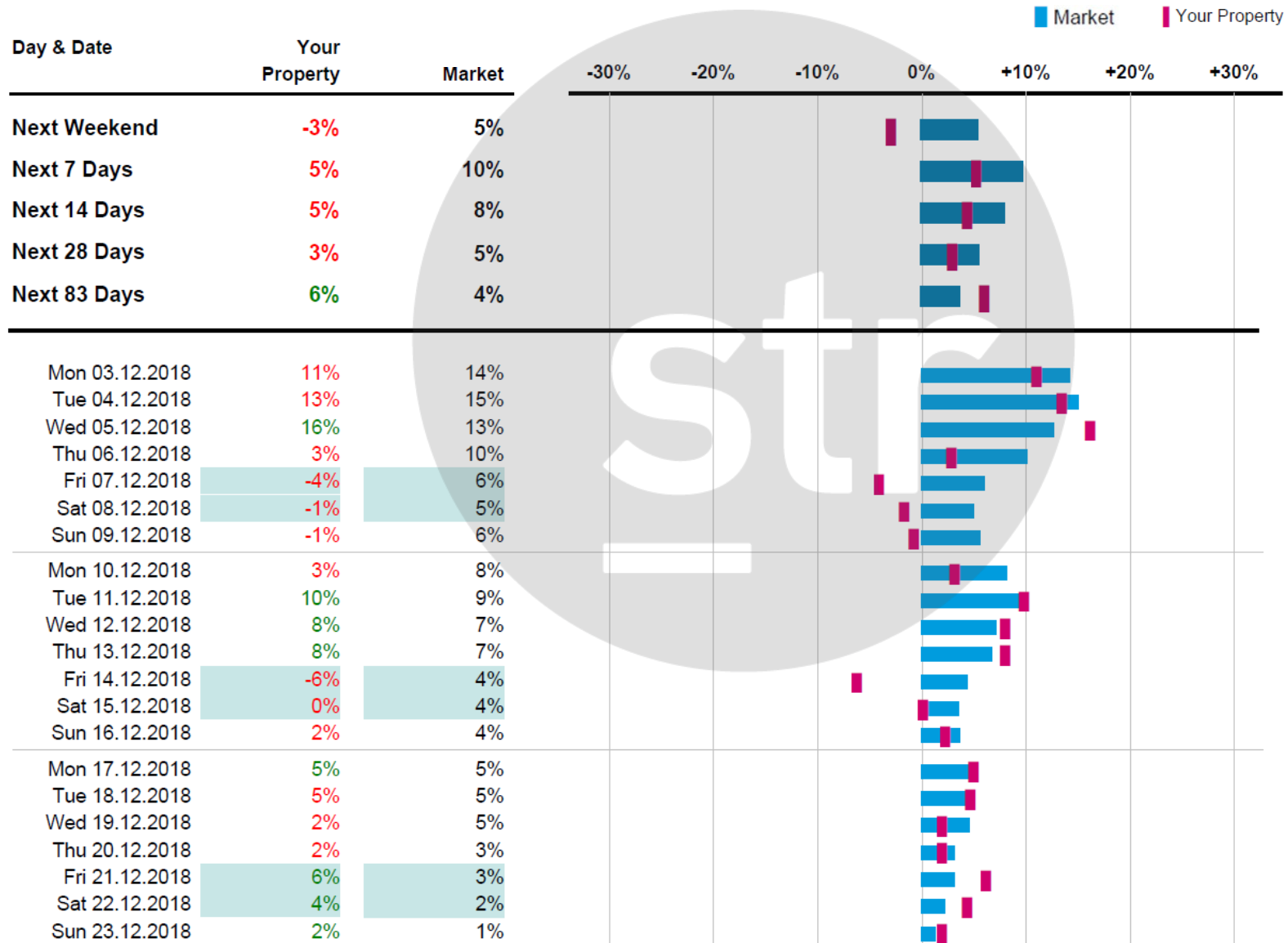
What is Forward STAR – Occupancy on the Books

Real, reliable and accurate forward booking data to make better decisions



What is Forward STAR – Pickup

Quickly assess the effectiveness of your sales, channel and pricing strategies



What is Forward STAR – See the Entire Year Ahead

Real, reliable and accurate forward booking data to make better decisions



Forward occupancy for the next 12 months as at 01.04.2019

Day	Your Hotel		Market		Forward occupancy for the next 12 months as at 01.04.2019												Day								
	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20													
1	72%	77%	52%	52%	53%	50%	38%	42%	34%	28%	20%	21%	13%	16%	9%	10%	8%	10%	9%	11%	8%	3%	12%	4%	1
2	84%	82%	47%	53%	34%	38%	38%	39%	47%	30%	25%	18%	12%	12%	8%	11%	8%	9%	9%	8%	8%	3%	12%	4%	2
3	82%	81%	54%	58%	34%	37%	49%	37%	43%	30%	22%	18%	17%	14%	8%	9%	9%	8%	14%	7%	8%	3%	12%	2%	3
4	77%	74%	54%	57%	29%	36%	49%	41%	42%	29%	22%	19%	17%	16%	23%	13%	12%	8%	14%	6%	8%	1%	12%	3%	4
5	80%	76%	48%	46%	35%	41%	47%	43%	42%	28%	24%	21%	13%	16%	20%	12%	10%	10%	14%	6%	8%	2%	12%	5%	5
6	89%	84%	43%	40%	30%	37%	44%	39%	34%	27%	45%	31%	11%	16%	12%	11%	9%	11%	14%	5%	8%	3%	12%	6%	6
7	82%	70%	40%	42%	31%	40%	35%	36%	28%	24%	36%	29%	44%	19%	13%	12%	28%	13%	14%	4%	8%	4%	12%	7%	7
8	82%	71%	37%	46%	36%	43%	24%	33%	35%	26%	33%	25%	38%	16%	18%	17%	27%	15%	13%	4%	8%	4%	12%	5%	8
9	79%	70%	38%	52%	34%	43%	23%	33%	46%	29%	32%	24%	24%	16%	13%	13%	9%	12%	13%	6%	8%	3%	12%	5%	9
10	80%	70%	50%	52%	40%	40%	27%	32%	59%	30%	27%	23%	27%	17%	12%	14%	27%	14%	13%	5%	8%	3%	12%	5%	10
11	73%	68%	48%	50%	33%	40%	22%	30%	43%	27%	17%	19%	29%	17%	11%	12%	26%	13%	13%	4%	8%	2%	12%	4%	11
12	75%	70%	39%	42%	55%	44%	37%	35%	40%	28%	14%	18%	33%	19%	11%	10%	8%	9%	13%	5%	8%	2%	15%	4%	12
13	71%	71%	43%	42%	31%	41%	38%	38%	39%	25%	24%	20%	27%	15%	11%	10%	8%	13%	13%	6%	8%	2%	15%	5%	13
14	62%	63%	52%	44%	40%	41%	42%	40%	26%	26%	26%	22%	18%	12%	11%	8%	8%	15%	8%	4%	8%	3%	34%	7%	14
15	56%	66%	59%	44%	43%	42%	42%	32%	27%	25%	18%	20%	15%	10%	11%	10%	8%	9%	8%	4%	8%	3%	34%	8%	15
16	53%	65%	44%	49%	44%	42%	30%	26%	25%	25%	27%	22%	18%	10%	14%	11%	8%	8%	8%	5%	8%	3%	32%	6%	16
17	51%	66%	40%	46%	49%	40%	26%	27%	29%	26%	41%	23%	17%	10%	11%	12%	8%	7%	8%	4%	8%	4%	32%	5%	17
18	54%	69%	40%	47%	40%	40%	43%	29%	28%	28%	20%	19%	17%	13%	10%	11%	8%	5%	8%	5%	8%	3%	14%	3%	18
19	72%	72%	32%	40%	42%	40%	26%	31%	28%	26%	23%	21%	20%	16%	10%	9%	8%	5%	8%	4%	8%	2%	12%	4%	19
20	73%	75%	50%	48%	39%	40%	33%	29%	22%	23%	37%	23%	23%	15%	13%	8%	8%	6%	8%	5%	8%	3%	12%	4%	20
21	57%	64%	50%	51%	37%	43%	32%	28%	24%	23%	34%	23%	24%	15%	20%	8%	8%	6%	8%	4%	8%	3%	12%	4%	21
22	48%	55%	50%	54%	39%	43%	35%	28%	25%	23%	27%	21%	22%	12%	13%	9%	8%	8%	8%	4%	8%	3%	12%	4%	22
23	49%	52%	57%	57%	34%	38%	32%	26%	50%	27%	31%	21%	23%	11%	18%	11%	8%	7%	8%	3%	8%	4%	12%	3%	23
24	51%	54%	53%	57%	48%	39%	40%	27%	31%	27%	30%	21%	14%	11%	13%	13%	9%	7%	8%	4%	8%	5%	12%	2%	24
25	61%	60%	40%	52%	56%	39%	36%	30%	25%	23%	32%	22%	18%	12%	9%	9%	9%	6%	8%	5%	12%	2%	12%	3%	25
26	85%	69%	37%	44%	63%	41%	34%	32%	23%	20%	20%	21%	20%	14%	9%	8%	9%	7%	8%	4%	12%	3%	12%	3%	26
27	89%	73%	45%	38%	51%	44%	35%	28%	21%	18%	29%	20%	15%	14%	12%	7%	10%	9%	8%	3%	12%	3%	12%	4%	27
28	82%	60%	39%	38%	49%	45%	49%	33%	24%	20%	31%	20%	12%	14%	13%	8%	10%	11%	8%	3%	12%	4%	12%	4%	28
29	60%	52%	45%	45%	36%	45%	51%	32%	20%	21%	20%	18%	11%	12%	10%	11%	10%	13%	8%	2%	12%	4%	12%	4%	29
30	50%	50%	51%	50%	33%	45%	43%	26%	23%	21%	10%	17%	10%	10%	8%	11%	9%	13%	8%	2%			12%	3%	30
31			55%	52%			35%	26%	23%	21%			8%	9%			9%	13%	8%	4%			0%	0%	31
Avg	69%	68%	46%	48%	41%	41%	37%	32%	32%	25%	27%	21%	20%	14%	13%	11%	11%	10%	10%	5%	9%	3%	15%	4%	Avg



Planned product improvements

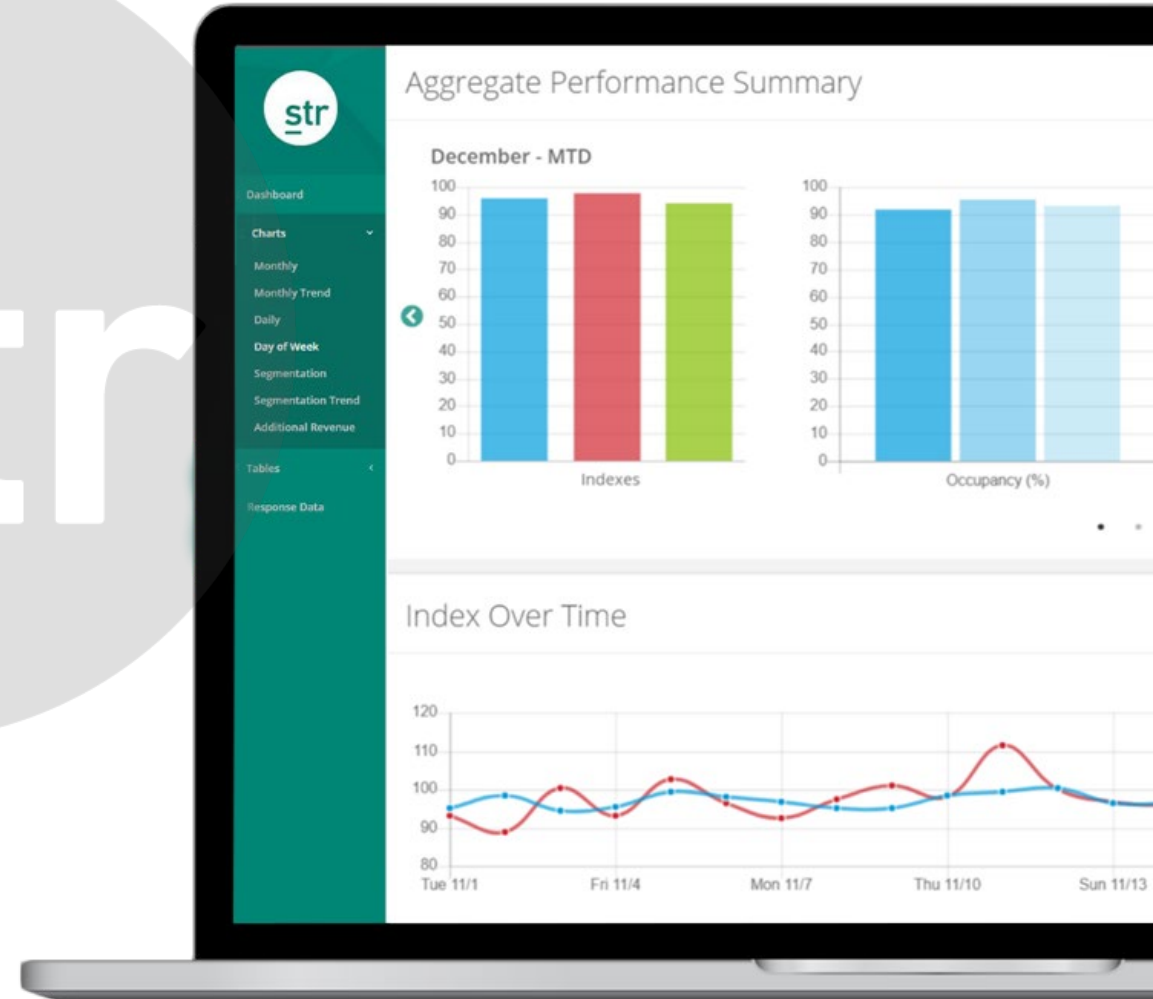
We are investing significantly in improving the product. We are committed to best in class design & analytics and the evolution of the product.

Future data enhancements

- Comp Sets
- Segmentation data
- Daily frequency
- Digitization

Improvements through Digitization

- Same time Last Year Demand on the Books Comparison
- Bandwidth & Ranking reporting
- Integration and analytics with historical actual performance





Preliminary Montreal Market Data

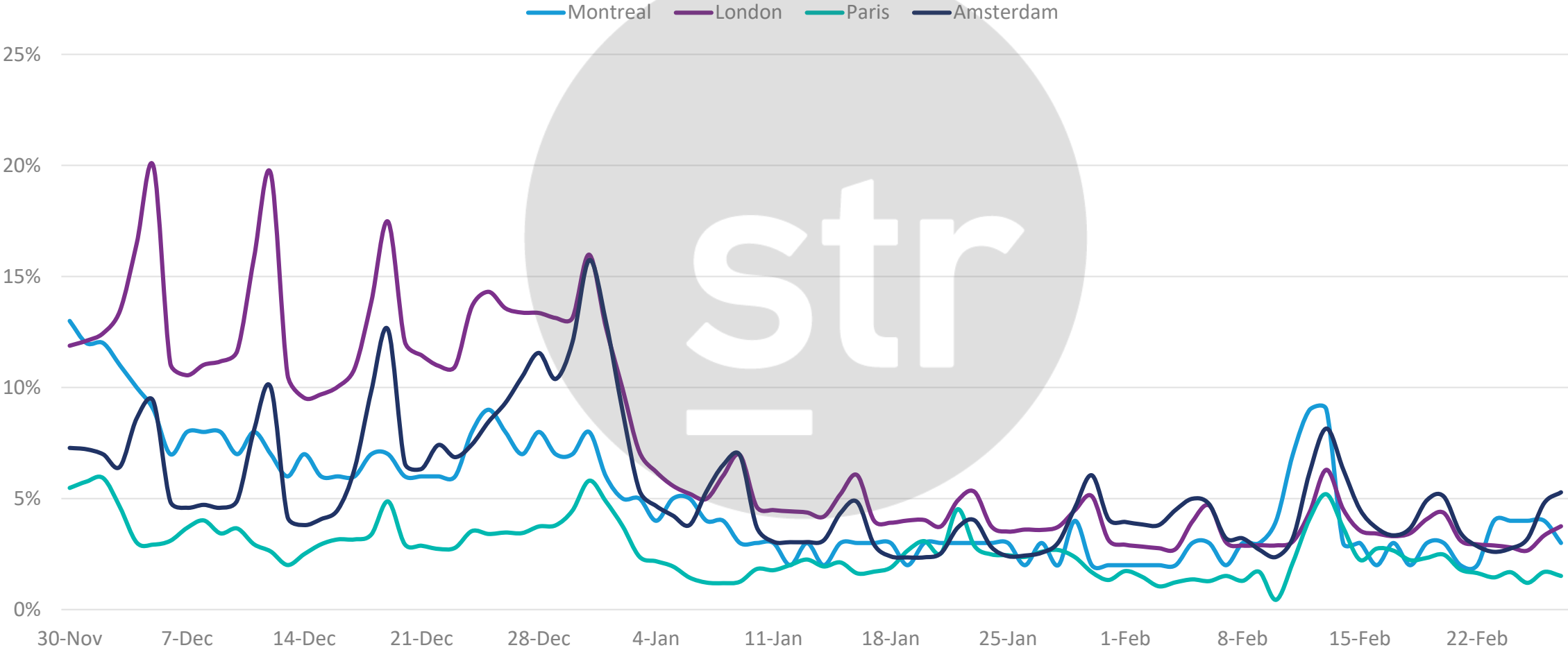
A large white circle is centered on the left side of the slide. Inside this circle, there are several diagonal bars of varying lengths and colors (blue, green, purple) that appear to be part of a stylized bar chart or data visualization. The bars are arranged in a way that suggests upward movement or growth.

ForwardSTAR

Forward looking. Forward planning. Forward thinking.

Start of the New Year is FLAT

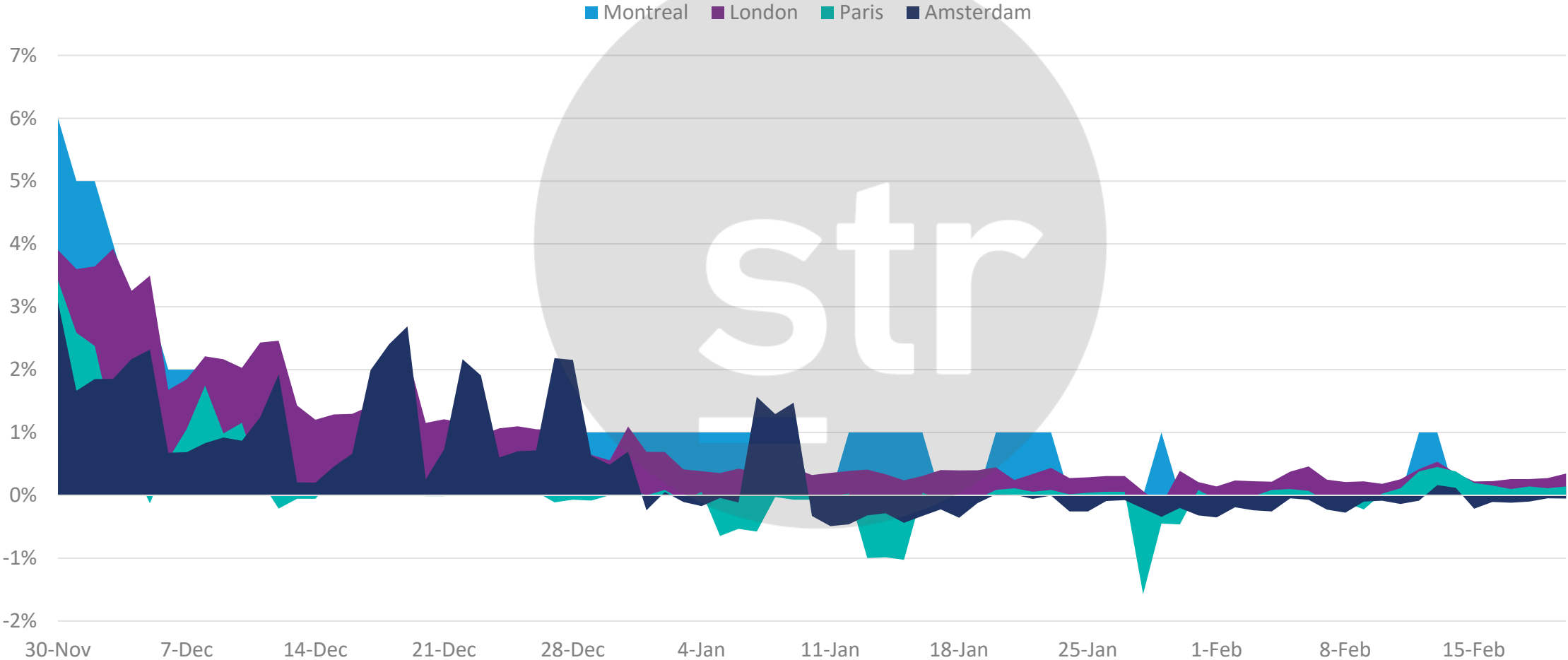
Occupancy on the books for next 3 months as of 30th November 2020



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

Good news is that pickup (while low) is positive

Pickup for next 3 months as of 30th November 2020

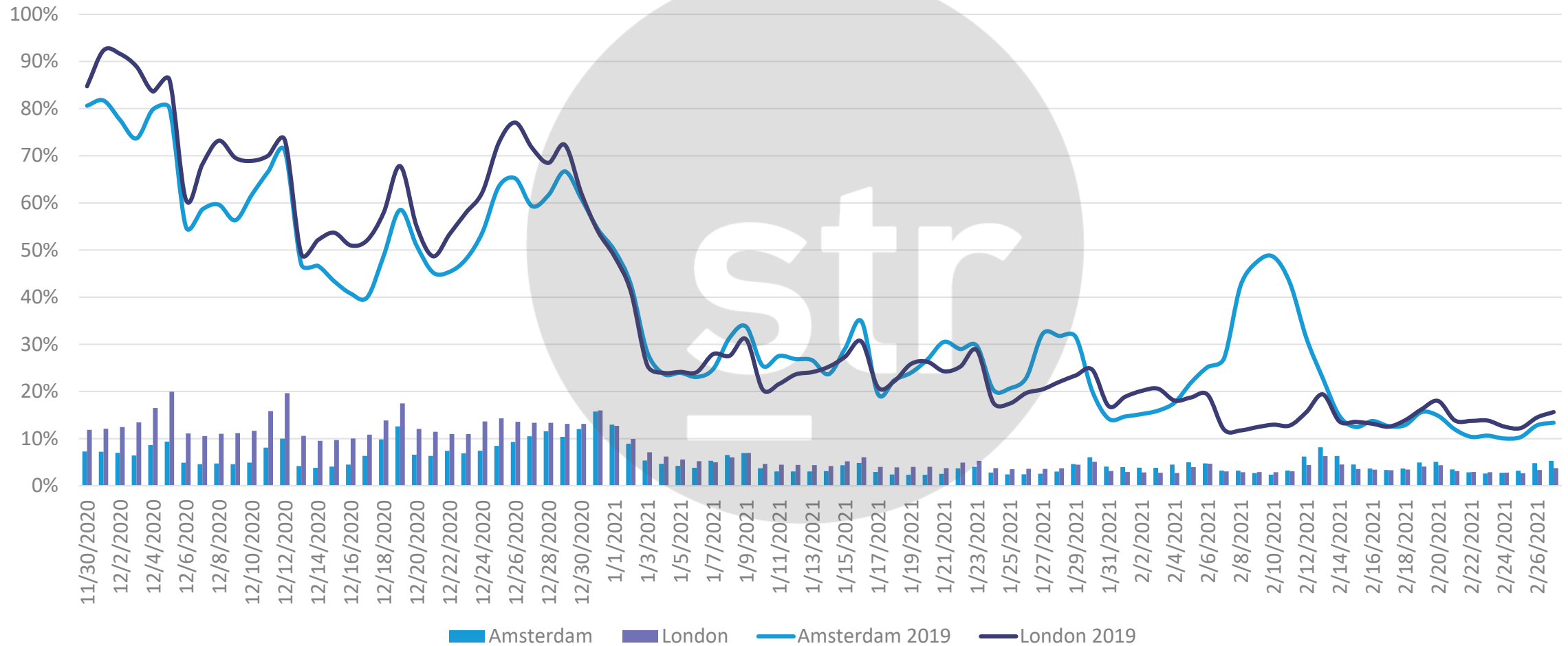


Source: STR. 2020 © CoStar Realty Information, Inc.

Comparing this to same time last year presents a challenging view

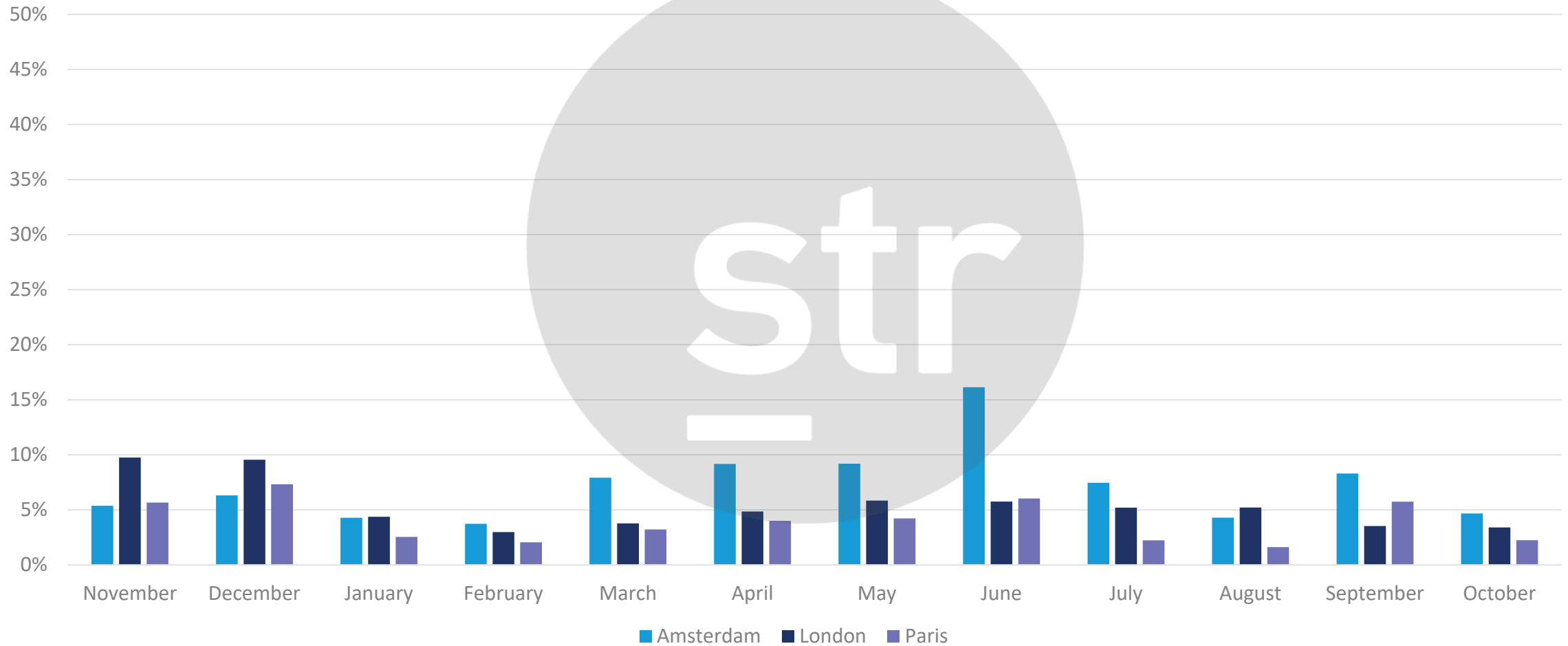


Occupancy on the books next 90 days as of 30th November 2020



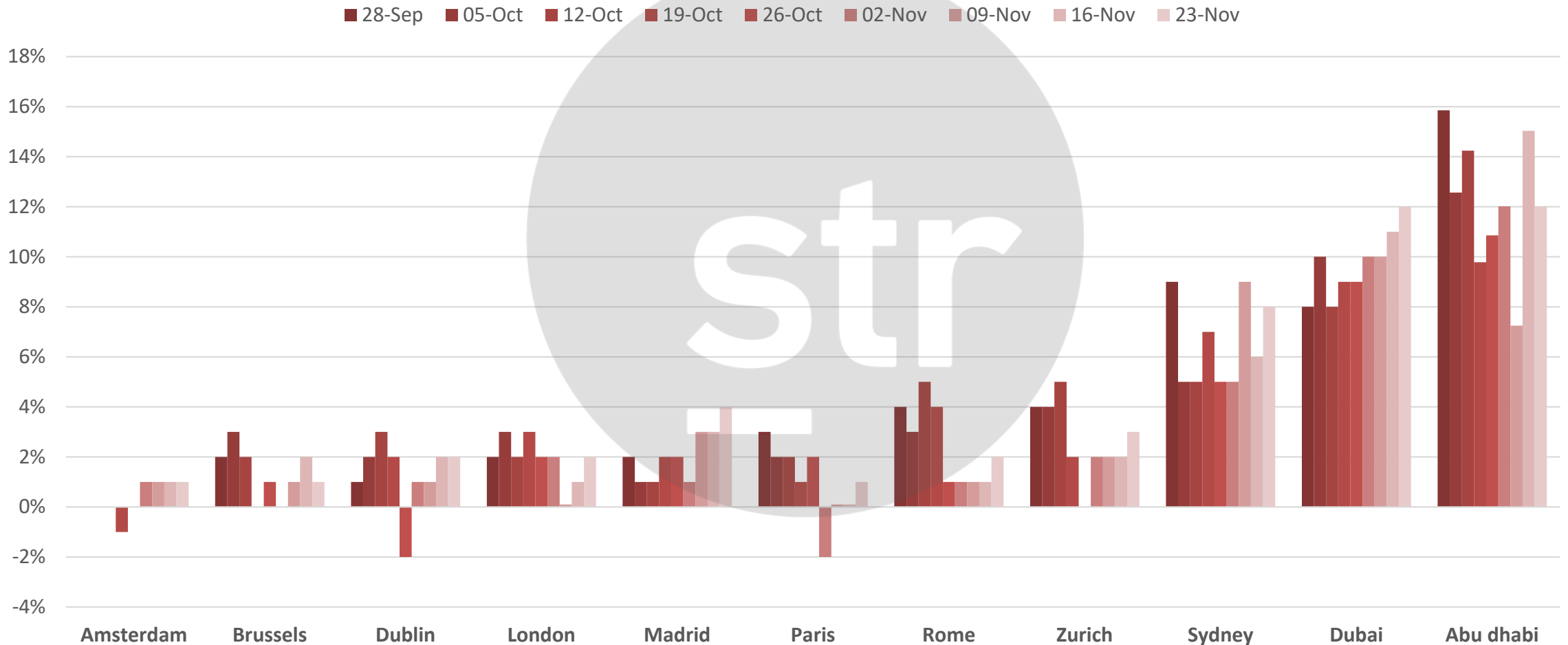
Not looking much better currently for next 12 months

Occupancy on the books for next twelve months as of 2nd November 2020



However, elsewhere in the world things are getting better

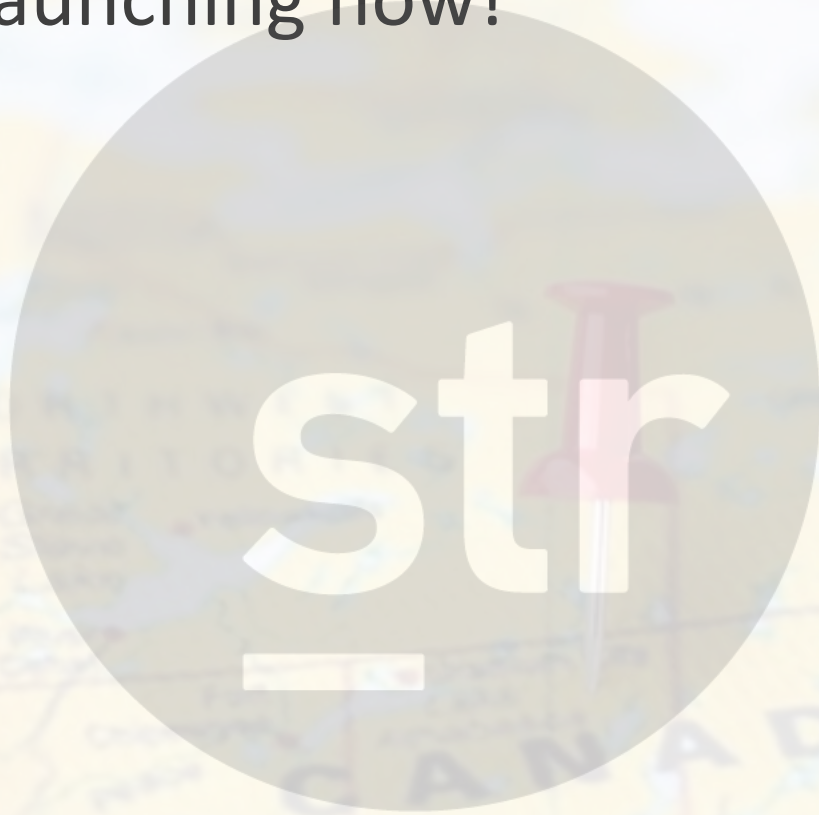
Pickup velocity for next 14 days from last week



Who wants to be next?



- ❖ Montreal—launching now!
- ❖ Vancouver
- ❖ Calgary
- ❖ Edmonton
- ❖ Saskatoon
- ❖ Regina
- ❖ Winnipeg
- ❖ Toronto
- ❖ Ottawa
- ❖ Quebec City
- ❖ Halifax





Questions



HOTEL DATA
CONFERENCE
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Thank you!

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