

Each graph shows Occupancy Index plotted against ADR Index.



= Higher ADR Index



= Higher Occupancy Index

The **Orange Dot** is your property and will always be located where the lines intersect. This is your property's RevPAR Index (Occupancy Index plotted against ADR Index)

The **Blue Dots** are the individual competitors in your comp set

What are the **Blue Dots**? = Your individual competitors

What is the **Orange Dot**? = Your property

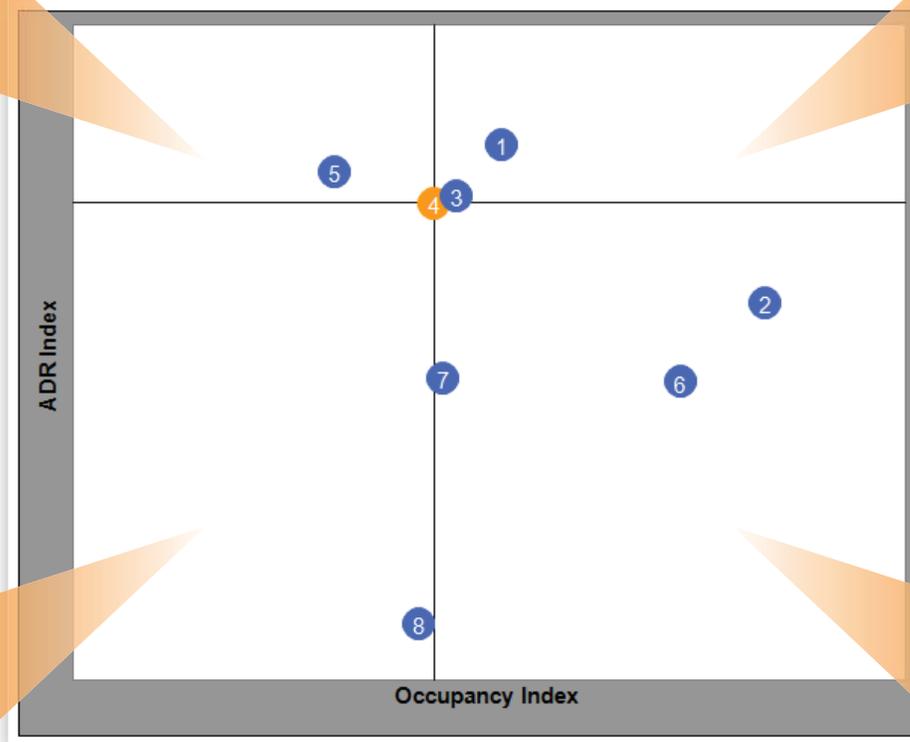
What are the **numbers** in the middle of the dots? = Each property's RevPAR Rank for that period

Use the **RevPAR Positioning Matrix (RPM) Report** to visualize the **competitive universe** around you

In this example, your property ranked **fourth** for RevPAR for the period. The properties that ranked **first** and **third** did so by outperforming your hotel in both occupancy and average rate. The property with the **second-highest** RevPAR had a lower average rate than your property, but a much stronger occupancy. The comp set **laggard** (ranked eighth here) had a similar occupancy to yours but a much lower average rate.

Competitors located in the **UPPER-LEFT** quadrant are outperforming your property in average rate and underperforming your property in occupancy

Competitors located in the **UPPER-RIGHT** quadrant are outperforming your property in both occupancy and average rate

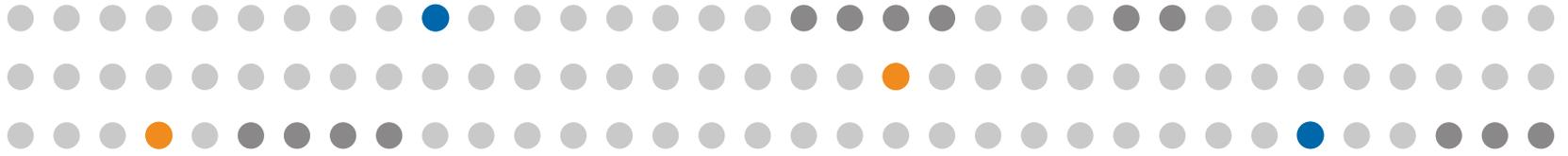


Competitors located in the **LOWER-LEFT** quadrant are underperforming your property in both occupancy and average rate

Competitors located in the **LOWER-RIGHT** quadrant are outperforming your property in occupancy and underperforming your property in average rate

see what strategies work in your comp set

FAQ



How do I read the RPM Report?

The RPM charts two data points: ADR Index on the vertical axis and Occupancy Index on the horizontal axis. The “crosshairs” of the two axes are centered on your hotel’s performance for each time period. Each property in the comp set is charted, but their names are not shown to ensure confidentiality. Each property is labeled with a number; this number represents that property’s overall RevPAR ranking for that period.

How does this report help me?

Rather than just knowing how your property compares against an average, you can use the RPM Report to visualize which strategies are reaping the greatest benefits in your comp set. You can look at individual property rankings and what quadrants they fall within to see if occupancy or average rate should be your own hotel’s priority. You can also now visually see your position within the comp set: are other properties ready to overtake you or are you pulling away from the pack?

What time periods are shown in an RPM Report?

Tab 2 of each RPM Report details the current month and the same month last year. Tab 3 details the current running three-month period and the same running three-month period last year.

Are my hotel’s data included in the competitive numbers?

Yes, your hotel’s data are included in the competitive set performance calculations, regardless of whether it is included or excluded in your STAR report. Because the RPM focuses on index levels for each property in the comp set, every property must be included in comp set totals.

Will I ever receive an “insufficient” report?

No. The RPM report uses monthly (and not daily) data, so as long as your comp set is sufficient for monthly STAR reports it will be sufficient for RPM reports.

How are the scales determined?

To protect the confidentiality of the data, STR does not disclose the scales used in the RPM charts. However, for **relevant comparison purposes**, we have ensured that the scales used for both charts on Tab 2 are equal, as are the scales used on both charts on Tab 3. All scales will vary from report to report.

What if a property falls outside the scales?

The RPM Report is coded to ensure all properties will be displayed on the charts for each time period.

What are the potential future enhancements for the RPM Report?

Just as the STAR report evolved, the RPM Report could incorporate many new features depending on demand, including

- Segmentation (currently available on a customized basis);
- Weekly RPM

Based on demand for these variations, enhanced RPM and other STR Analytics Subscription Reports may become available in 2011.

For more information about the RPM Report or to subscribe, call 303.396.1644 or email concierge@STRAalytics.com.