Hotel
Benchmarking

Benchmarking hrvatskog hotelijerstva
Benchmarking Croatian Hotel Industry

UNIVERSITY OF RIJEKA
**FACULTY OF TOURISM AND
HOSPITALITY MANAGEMENT**
OPATIJA, CROATIA

HOTEL
BENCHMARKING

REPORT FOR AUGUST 2018

1. SAMPLE

Table 1. Sample structure[1]

	NO.OF HOTELS	NO.OF ROOMS
Total	112	23.423
Regions		
Istria	25	6.830
Kvarner	26	4.525
Dalmacija	45	9.620
Continent	16	2.448
Category		
5*****	20	3.799
4****	60	13.221
3***	30	5.945
2**	2	458
Hotel size		
< 75 rooms	22	1.083
75 - 150 rooms	13	1.557
151 - 200 rooms	16	2.891
201 - 250 rooms	22	4.962
251 - 300 rooms	13	3.464
> 300 rooms	26	9.466

[1] **Hotels (Croatia: total 112)** which are a part of the Benchmarking project:

Istria (25): Sol Aurora, Melia Coral, Sol Umag (Umag), Aminess Maestral Hotel, Aminess Laguna Hotel (Novigrad), Valamar Rubin Hotel, Valamar Diamant Hotel, Valamar Crystal Hotel, Valamar Zagreb Hotel, Valamar Club Tamaris, Valamar Pinia, Valamar Isabella Island Resort, Valamar Isabella Miramare Island Resort, Laguna Mediteran, Laguna Parentium (Poreč), Park, Eden, Istra, Lone, Monte Mulini (Rovinj), Park Plaza Histria, Park Plaza Arena (Pula), Park Plaza Belvedere (Medulin), Valamar Sanfior, Valamar Miramar Hotel (Rabac), **Kvarner (26)**: Design hotel Navis, Villa Kapetanović (Opatija), Continental, Jadran, Neboder (Rijeka), Omorika, Esplanade, Kaštel, Slaven, Katarina (Crikvenica), Zvonimir, Corinthia, Atrium Residence, Valamar Koralj Romantic, Park, Beli Kamik, Jadran (otok Krk), Padova, Grand Hotel Imperial, Carolina, Eva (otok Rab), Wellness Hotel Aurora, Family Hotel Vespera, Bellevue, Vitality Hotel Punta, Boutique Hotel Alhambra (otok Lošinj), **Dalmatia (45)**: Falkensteiner Hotel & SPA Iadera, Falkensteiner Family Hotel Diadora, Club Funimation Borik, Falkensteiner Hotel Adriana, Donat (Zadar), Kornati, Villa Donat, Ilirija, Adriatic (Biograd na Moru), Andrija, Ivan, Jure, Niko, Jakov (Šibenik), Hotel Atrium, Park, Vestibul Palace, Luxe, Radisson Blu Resort, Le Méridian Lav (Split), Bluesun Hotel Berulia, Bluesun Hotel Soline (Brela), Bluesun Hotel Elaphusa, Bluesun Hotel Borak, Bluesun Hotel Bonaca (Bol), Meteor, Dalmacija, Rivijera (Makarska), Bluesun Hotel Alga (Tučepi), Sensimar Makarska (Igrane), Sensimar Adriatic Beach Resort (Zivogošće), Aminess Lume Hotel (Korčula), Aminess Grand Azur Hotel (Orebić), Sensimar Kalamota Island Resort (Koločep), Valamar Dubrovnik President Hotel, Valamar Lacroma Dubrovnik Hotel, Valamar Argosy Hotel, Valamar Tirena Hotel, Valamar Club Dubrovnik, Villa Dubrovnik,Rixos Hotel Libertas (Dubrovnik), Hotel Astarea i Ville Mlini, Hotel Mlini (Mlini), Sheraton Dubrovnik Riviera Hotel (Srebreno), **Continent (16)**: Esplanade Zagreb Hotel, Sheraton Zagreb Hotel, Jadran Zagreb Hotel, International, Panorama Zagreb Hotel, The Westin Zagreb, Double Tree by Hilton Hotel Zagreb, Aristos, Livris (Zagreb), Spa Golfer (Sveti Martin na Muri), The Loop Hotel (Zagreb), Hotel Rebro (Zagreb), Hotel Varaždin (Varaždin), Villa Magdalena (Krapinske Toplice), Well (Tuheljske Toplice),

In total there are 23.423 accomodation units included, which is 40,5% of total hotel capacity in Croatia (according to Croatian Ministry of Tourism from 31.08.2018; <http://www.mint.hr/pristup-informacijama/kategorizacija-11512/11512>).

2. BENCHMARKING REPORT

2.1 KEY PERFORMANCE INDICATORS FOR REVENUE MANAGEMENT BY REGION

Table 2   Average Occupancy, ADR, RevPAR, TRevPAR and Total Revenue per Overnight by region

Region	Average Occupancy				ADR (in €)	
	Operating Capacity		Full Capacity (%)			
	August	Cumulative (YTD) 2018	August	Cumulative (YTD) 2018	August	Cumulative (YTD) 2018
Croatia	90.21	70.26	90.12	53.25	154.32	99.90
Istra	92.73	73.94	92.73	55.74	183.51	103.62
Kvarner	88.92	65.73	88.92	47.70	143.42	90.77
Dalmatia	93.34	70.39	93.10	49.89	166.76	110.77
Continent*	80.31	71.42	80.31	69.19	94.18	84.88

Region	RevPAR (in €)		TRevPAR (in €)		Total Revenue per Overnight (in €)	
Croatia	139.67	55.32	196.04	83.22	100.26	80.82
Istra	169.37	62.09	224.14	89.13	100.10	71.51
Kvarner	124.81	43.46	169.70	64.29	88.61	71.79
Dalmatia	154.67	56.22	226.98	85.09	115.94	85.87
Continent*	78.89	54.70	116.34	94.59	79.95	94.11

Monthly Key performance indicators are shown as averages of KPI's, while the annual cumulative is shown as data average, taking in consideration available capacity of the sample in total.

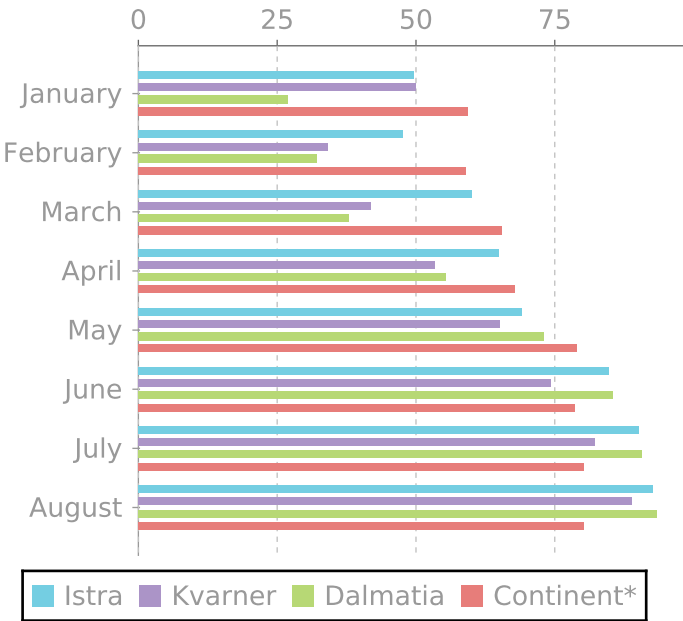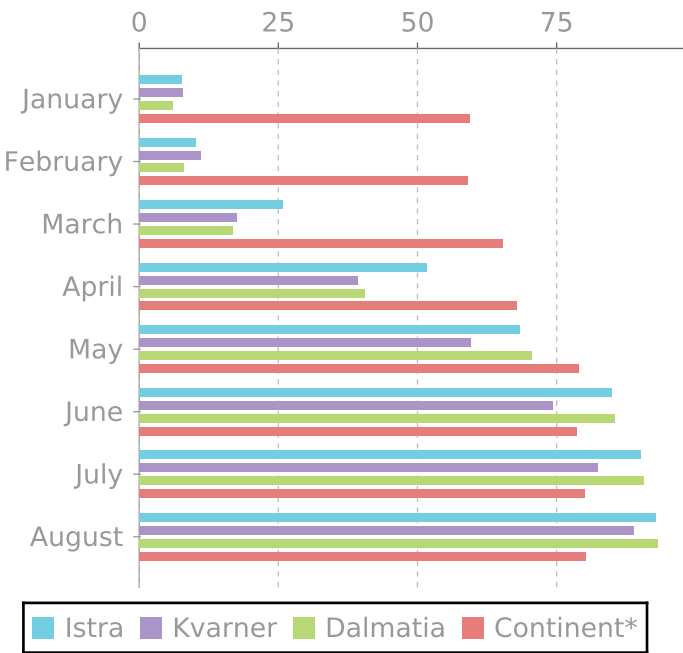Chart 1. Monthly percentage of Operating Capacity by region

Chart 2. Monthly percentage of Full Capacity by region

*Continent consists of City of Zagreb, North Croatia and Slavonia.

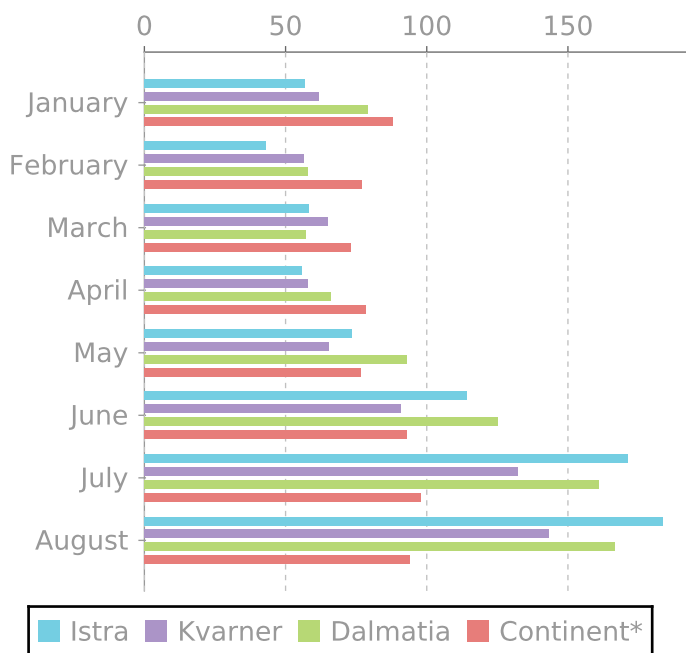Chart 3. Monthly ADR in € by region

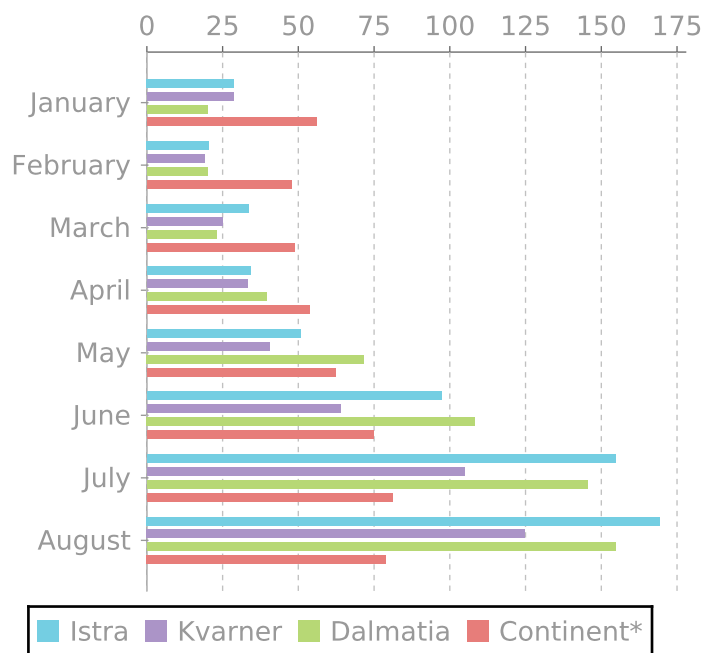Chart 4. Monthly RevPar in € by region
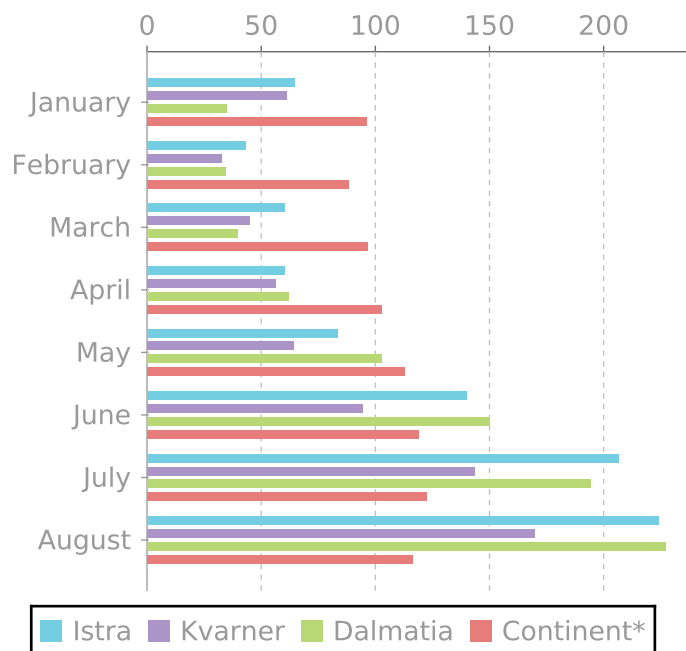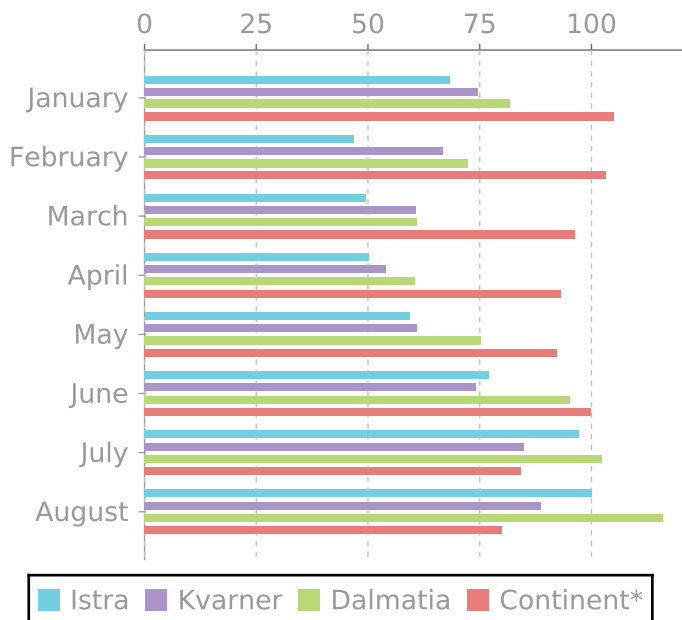

Chart 5. Monthly TRevPAR in € by region

Chart 6. Monthly Total Revenue per Overnight in € by region

*Continent consists of City of Zagreb, North Croatia and Slavonia.

2.2 KEY PERFORMANCE INDICATORS FOR REVENUE MANAGEMENT BY CATEGORIES

Table 3   Average Occupancy, ADR, RevPAR, TRevPAR and Total Revenue per Overnight by categories in Croatia

| Category | Average Occupancy | | | | ADR (in €) | |
| | Operating Capacity | | Full Capacity (%) | | | |
	August	Cumulative (YTD) 2018	August	Cumulative (YTD) 2018	August	Cumulative (YTD) 2018
Croatia	90.21	70.26	90.12	53.25	154.32	99.90
5 *****	87.71	67.83	87.71	60.30	265.64	161.70
4 ****	90.20	70.00	90.03	53.54	141.84	89.95
3 ***	93.43	73.66	93.43	49.43	104.69	71.71

Category	RevPAR (in €)		TRevPAR (in €)		Total Revenue per Overnight (in €)	
Croatia	139.67	55.32	196.04	83.22	100.26	80.82
5 *****	232.62	90.48	355.99	144.40	194.26	131.31
4 ****	129.77	53.58	175.28	79.88	85.15	72.32
3 ***	98.62	38.19	130.84	53.50	66.62	57.85

Monthly Key performance indicators are shown as averages of KPI's, while the annual cumulative is shown as data average, taking in consideration available capacity of the sample in total.

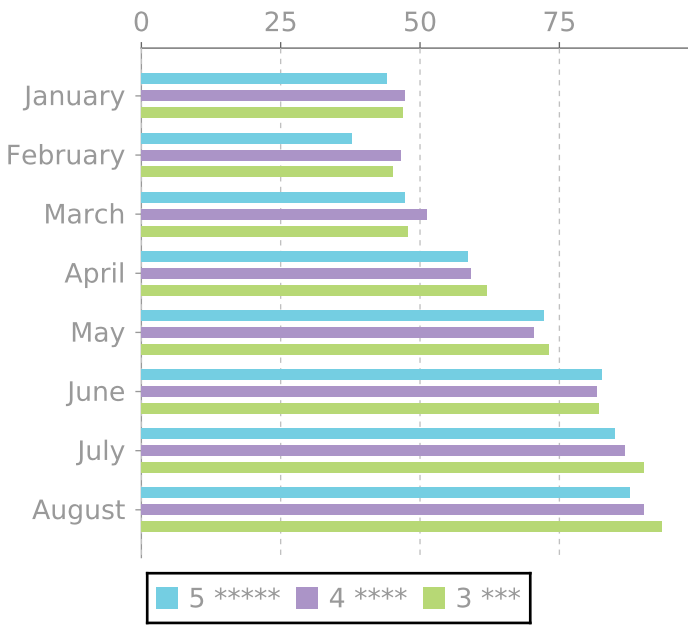Chart 7. Monthly percentage of Operating Capacity by category
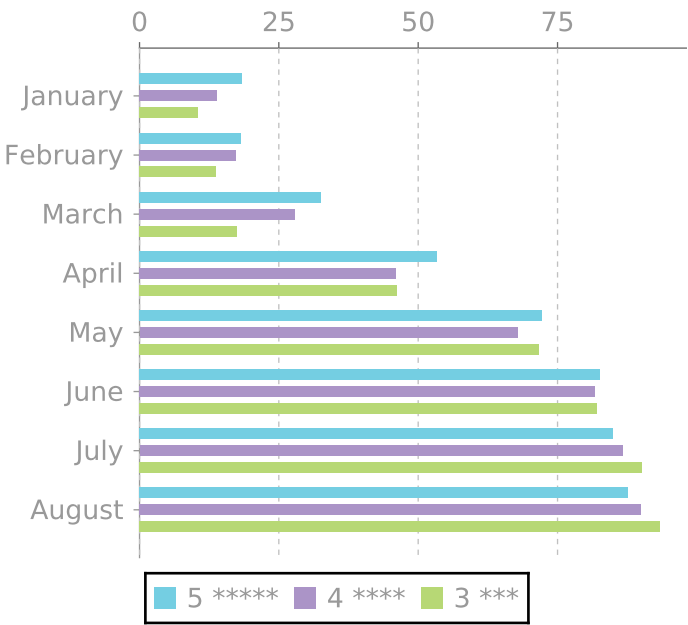

Chart 8. Monthly percentage of Full Capacity by category
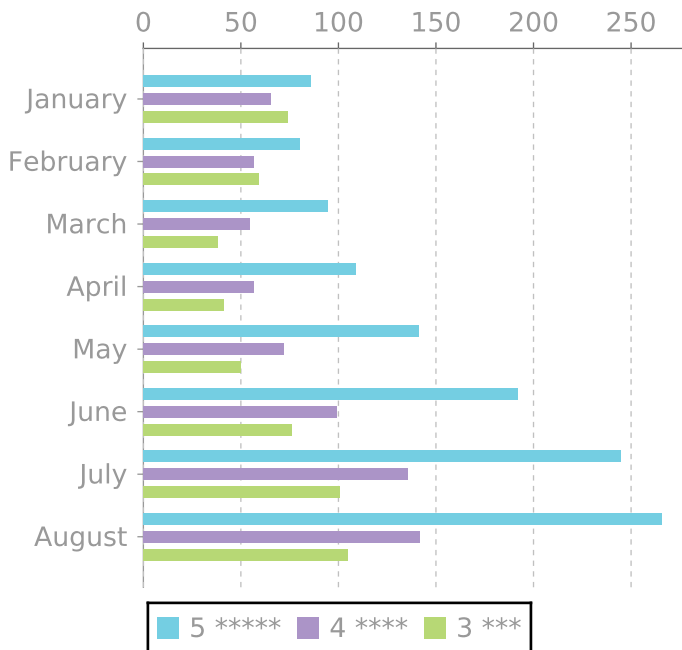
Chart 9. Monthly ADR in € by category
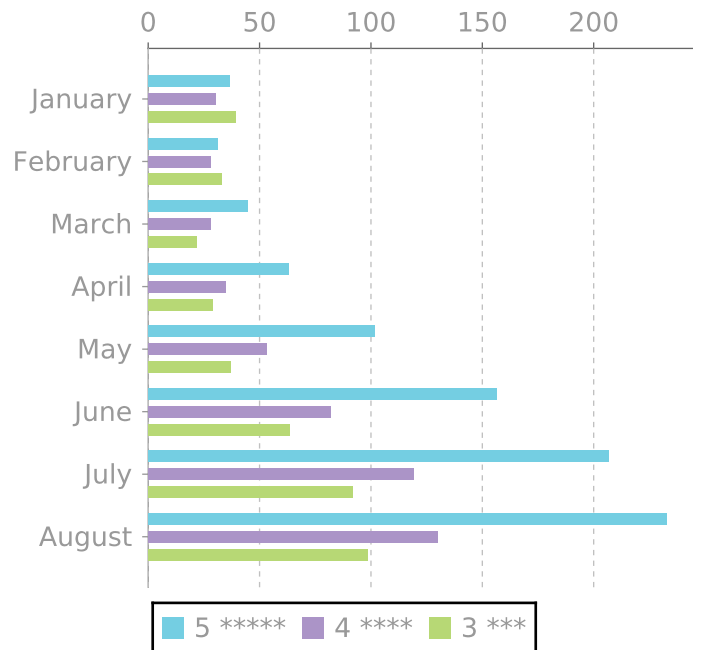

Chart 10. Monthly RevPar in € by category
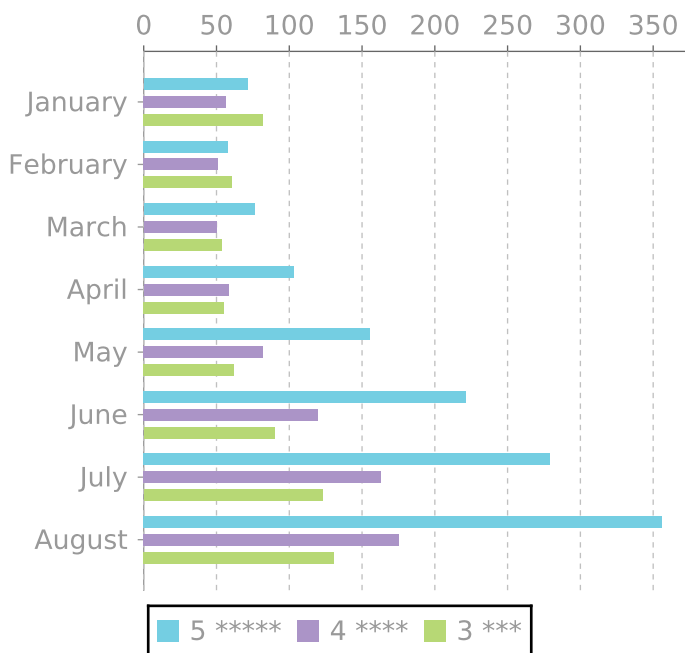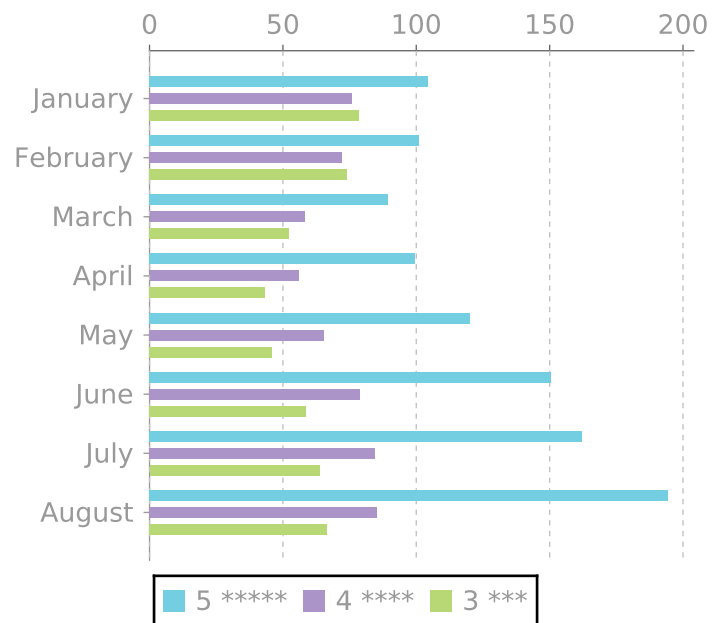

Chart 11. Monthly TRevPar in € by category

Chart 12. Monthly Total Revenue per Overnight in € by category

3. GLOSSARY

AVERAGE OCCUPANCY RATE
(Occupancy rate) is rooms occupies divided by rooms available. Occupancy is always displayed as a percentage of rooms occupied. Operating capacity is taking into consideration number of operating days in the month, and full capacity is taking into consideration calendar days.

AVAILABLE ACCOMODATION UNITS (ROOMS)
represent the sum of all daily available rooms during calendar days minus the rooms that are out of service.

OCCUPIED ACCOMODATION UNITS (ROOMS)
represent the sum of all daily occupied rooms during calendar days.

AVERAGE DAILY RATE (ADR) is calculated by dividing room revenue b y occupied rooms. Room revenue is made by renting the accomodation to guests (per hour, day or longer). If you are offering full or half bord, or bed and breakfast, than you need to separate food and beverage revenue from room revenue. The room revenue also includes charged or calculated revenue from no shows (guests who didn't arrive), late check outs etc.

REVENUE PER AVAILABLE ROOM RevPAR is calculated by dividing room revenue by rooms available.

TOTAL REVENUE PER AVAILABLE ROOM TRevPAR
is calculated by dividing Total room revenues (Room Revenue, Food & Beverage Revenue, Wellness & SPA Revenue, Health & Sports Revenue, Convention Revenue and other Operated Revenues) by rooms available.

TOTAL REVENUE PER OVERNIGHT i s calculated by dividing Total Revenue by Total overnights.

In order to keep the data protected, the report shows average KPI value for the set of minimum 3 hotels

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