

HOTSTATS

Hospitality Intelligence

OPTIMIZING HOTEL F&B PROFITS

23 SEP 2024, DANANG



“Without data you are just another person with an opinion”

William E'Deming



HOTSTATS

Hospitality Intelligence

5.42 0.58 6.02

HotStats: Hotel profitability data

- Monthly **automated upload of P&L** from finance systems
- Analysis/benchmarking per market or **compset** using USALI*
- Pre-opening /re-positioning / budgeting / strategic **planning** / FP&A
- Asset Management / Business model review / **cost control**
- **Feasibility** & Underwriting investment
- Market & performance tracking



12,000+
Hotels



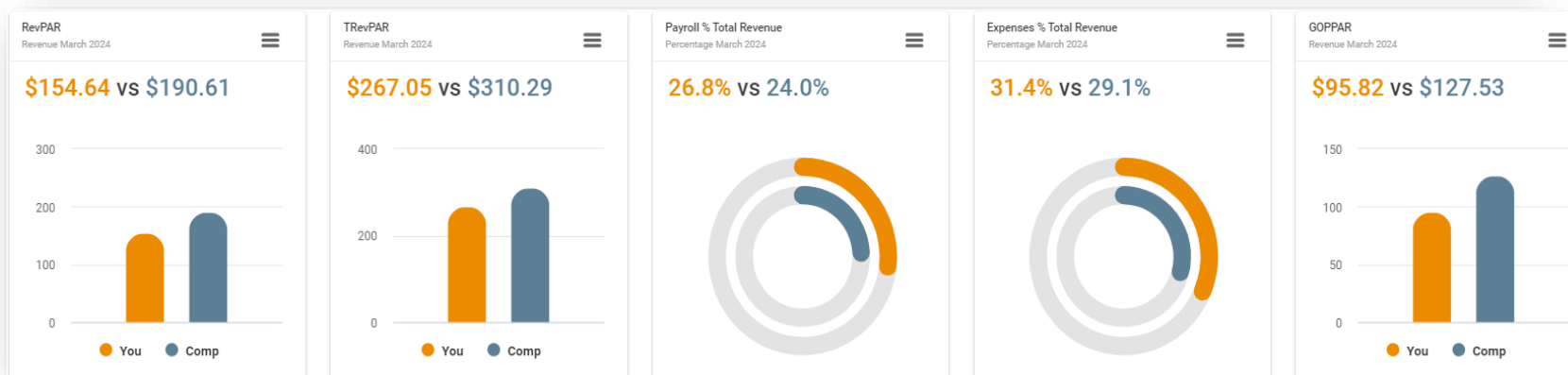
790+
Data
Providers



160
Countries



550
KPI's



*Uniform System of Account for the Lodging Industry, officially HFTP's most detailed P&L method of analysis

Interactive Web-based platform

- Home
- STANDARD REPORTING
- Dashboard
- KPI Report
- CORPORATE REPORTING
- Competitive Report
- Growth Report
- OPERATING STATEMENT REPORTS
- Summary P&L
- Expanded P&L
- Rooms
- Room Stats
- Food & Beverage
- Other Operated
- Administrative & General
- Information & Telecoms
- Sales & Marketing
- Property & Maintenance
- Utilities

Expanded P&L Schedule				Current Financial Year - January 23 to December 23								
				This Year			Last Year			Variance		
				You	Comp	Index	You	Comp	Index	You	Comp	Index
✖ Collapse All 🔍 Expand All												
▼ Rooms Department												
▼ Food & Beverage Department												
▼ Other & Minor Operated Departments												
▼ Admin & General												
▼ I&T Systems												
▼ Sales & Marketing												
▼ Property & Maintenance												
▼ Utilities												
^ Financial Ratios												
Total Hotel Revenue	PAR	⋮	147.64	140.37	105.2%	101.15	103.07	98.1%	46.0%	36.2%	7.1	
Total Hotel Cost of Sales	% Tot Rev	⋮	13.4%	13.1%	97.8%	14.0%	13.4%	95.7%	-0.6	-0.3	2.1	
Total Hotel Payroll	% Tot Rev	⋮	26.3%	26.3%	100.0%	30.9%	29.0%	93.9%	-4.6	-2.7	6.1	
Total Hotel Other Expenses	POR	⋮	52.83	53.80	101.8%	54.25	51.88	95.6%	-2.6%	3.7%	6.2	
Gross Operating Profit	% Tot Rev	⋮	36.0%	35.9%	100.3%	27.5%	30.8%	89.3%	8.5	5.1	11.0	
Hotel Flow Through/Flex			50.4%	46.9%	107.5%	47.6%	46.0%	103.5%	2.8	0.9	4.0	

→ Measure from a 360 angle by changing ratios :
Revenues PAR/ POR/ %
Business Mix %
GOP Margins

Costs PAR/POR/ %
Flow-through or Flex

STANDARD REPORTING

CORPORATE REPORTING

OPERATING STATEMENT REPORTS

Food & Beverage Schedule

Current Financial Year - January 23 to December 23

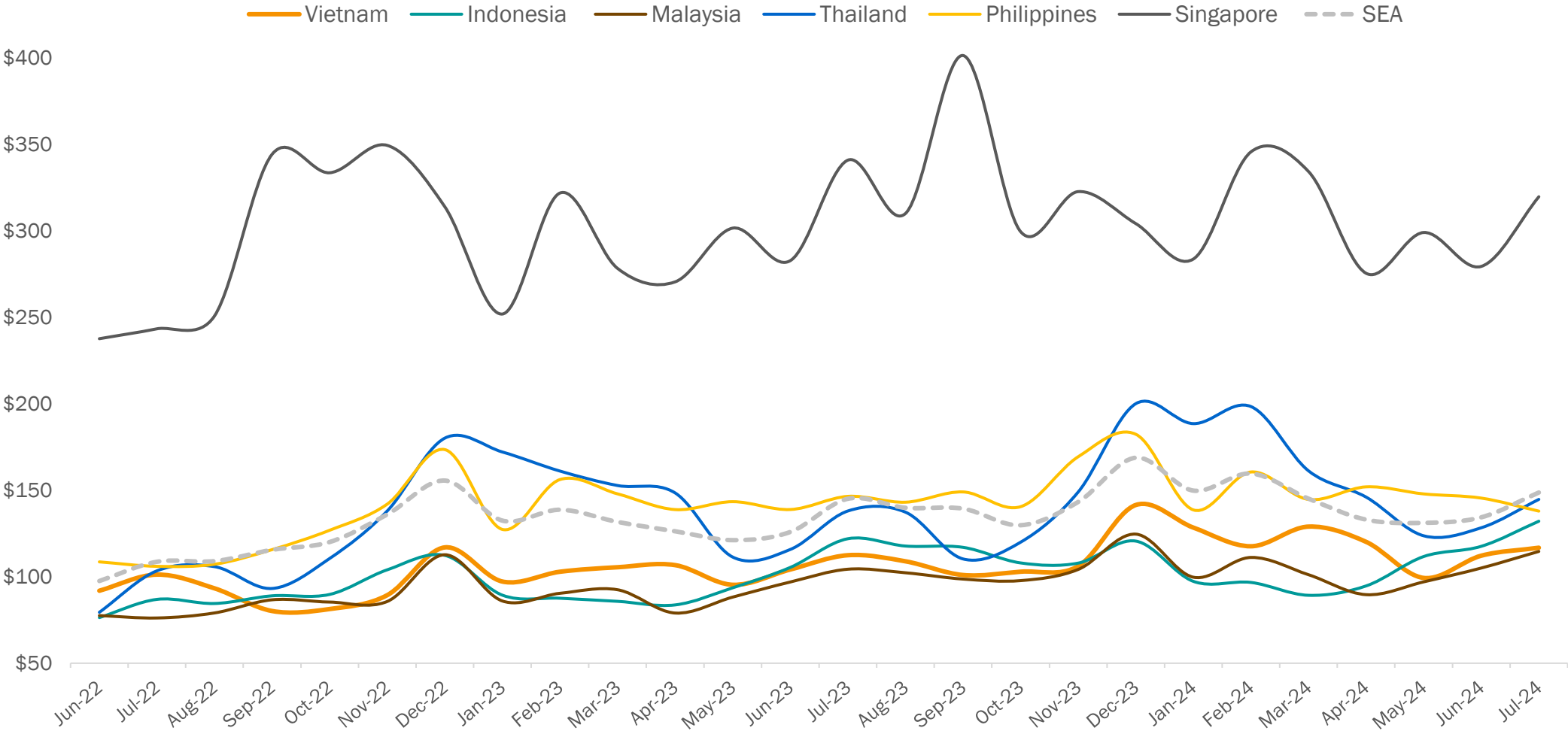
				This Year			Last Year			Variance		
				You	Comp	Index	You	Comp	Index	You	Comp	Index
✕ Collapse All ✚ Expand All												
▼ Food Revenue												
▼ Beverage Revenue												
▼ Other Food & Beverage Revenue												
▼ Cost of Sales												
▼ Labor Costs & Related Expenses												
▲ Other Expenses												
F&B Administrative Expenses	POR	⋮		0.39	0.41	105.1%	0.41	0.49	119.5%	-4.9%	-16.3%	-14.4
F&B Expenses	POR	⋮		1.64	1.72	104.9%	1.89	1.95	103.2%	-13.2%	-11.8%	1.7
Cleaning Supplies	POR	⋮		0.32	0.32	100.0%	0.38	0.36	94.7%	-15.8%	-11.1%	5.3
Complimentaries	POR	⋮		0.39	0.42	107.7%	0.48	0.45	93.8%	-18.8%	-6.7%	13.9
Contract Services	POR	⋮		0.53	1.47	277.4%	0.57	1.47	257.9%	-7.0%	0.0%	19.5
Linen	POR	⋮		0.25	0.29	116.0%	0.26	0.32	123.1%	-3.8%	-9.4%	-7.1
Smallware	POR	⋮		0.53	0.60	113.2%	0.56	0.63	112.5%	-5.4%	-4.8%	0.7
Laundry & Dry Cleaning	POR	⋮		0.37	0.43	116.2%	0.41	0.44	107.3%	-9.8%	-2.3%	8.9
Operating Supplies	POR	⋮		0.91	1.07	117.6%	1.10	1.34	121.8%	-17.3%	-20.1%	-4.2
Uniform	POR	⋮		0.39	0.39	100.0%	0.46	0.47	102.2%	-15.2%	-17.0%	-2.2
Miscellaneous	POR	⋮		0.68	0.61	89.7%	0.82	0.81	98.8%	-17.1%	-24.7%	-9.1
Total Other Expenses	POR	⋮		5.43	5.92	109.0%	5.79	5.88	101.6%	-6.2%	0.7%	7.4
Total CoS, Labor & Other Expenses	% F&B Rev	⋮		71.0%	67.2%	94.6%	72.8%	68.9%	94.6%	-1.8	-1.7	0.0
F&B Profit	% F&B Rev	⋮		29.0%	32.8%	88.4%	27.2%	31.1%	87.5%	1.8	1.7	0.9
Food & Beverage Flow Through/Flex				33.3%	37.2%	89.5%	40.0%	41.0%	97.6%	-6.7	-3.8	-8.1

F&B ratios:

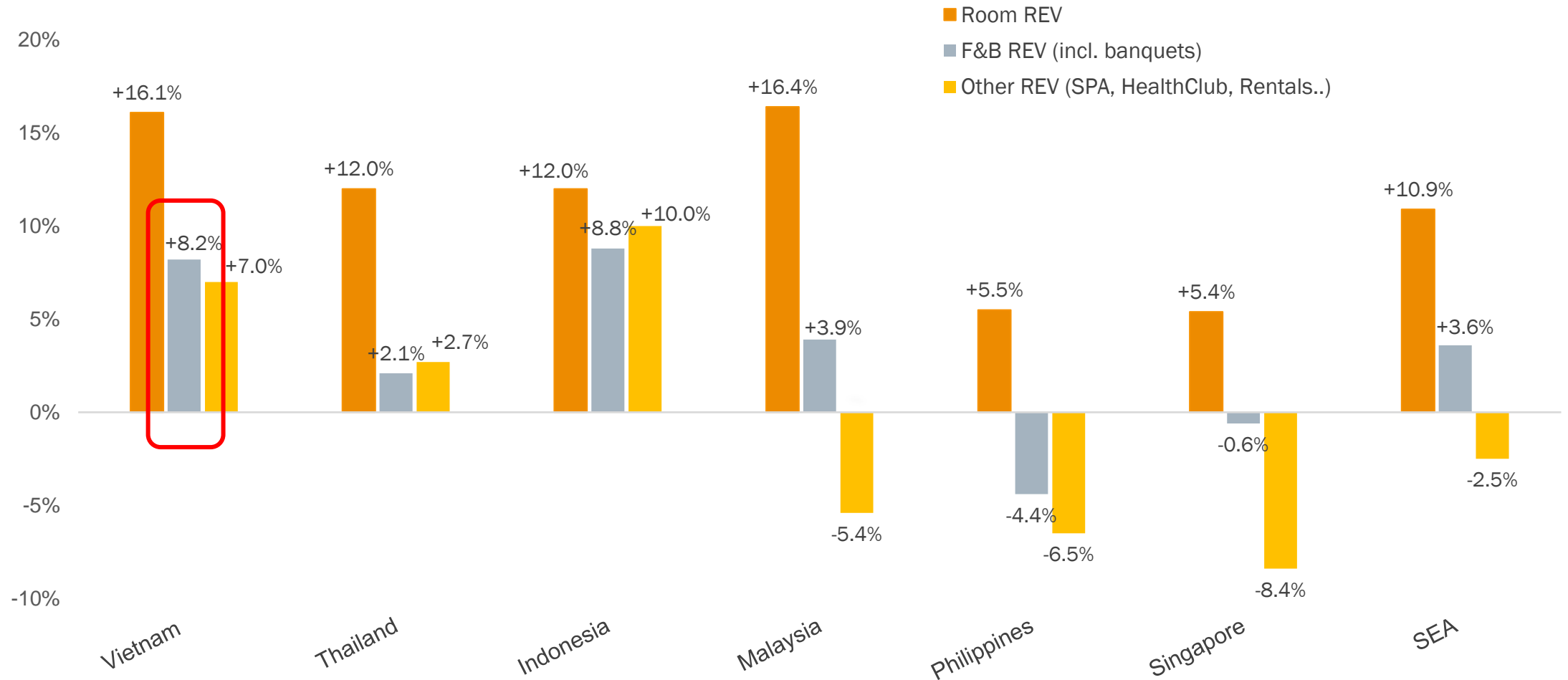
- F&B Rev or costs Per avail room, per occ room
- Catering Rev per SQM
- F&B Business mix %
- Profit margin %



Total Revenues per available room (USD)

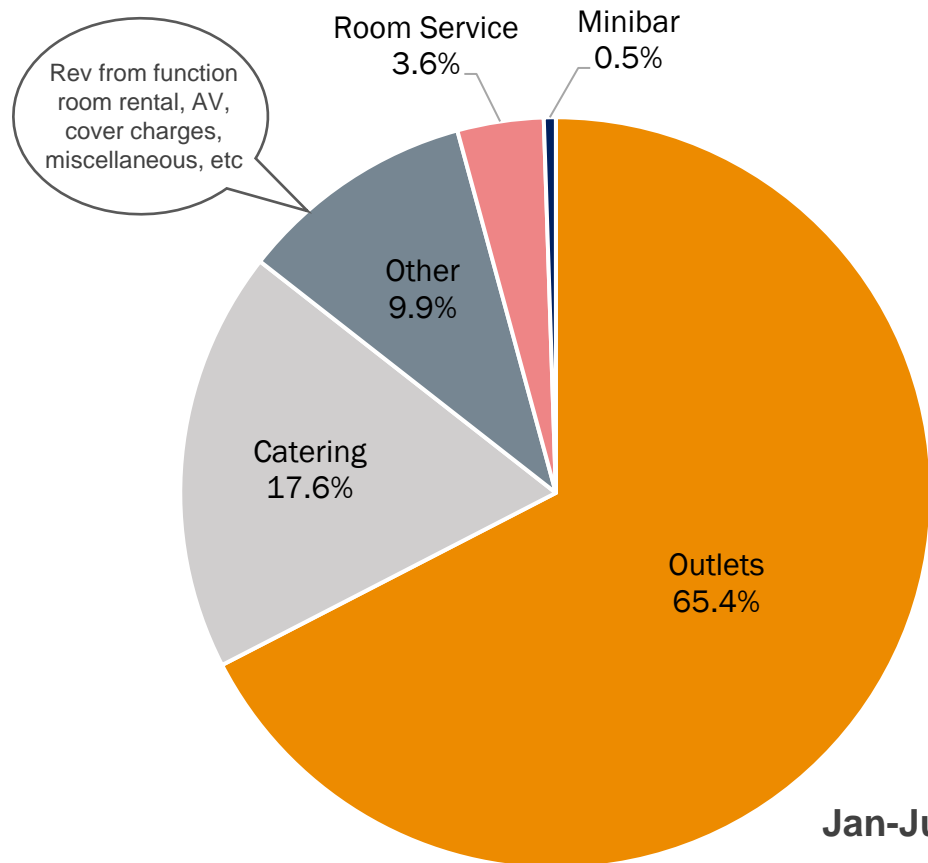


Total Revenues per available room: VARIANCE Jan-July vs same time LY

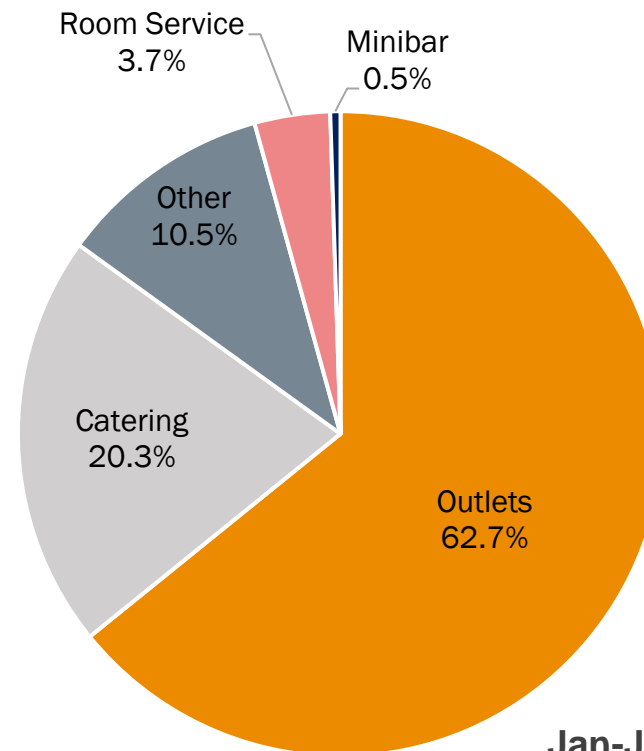


F&B Revenues - Vietnam

F&B Business Mix as % F&B Rev



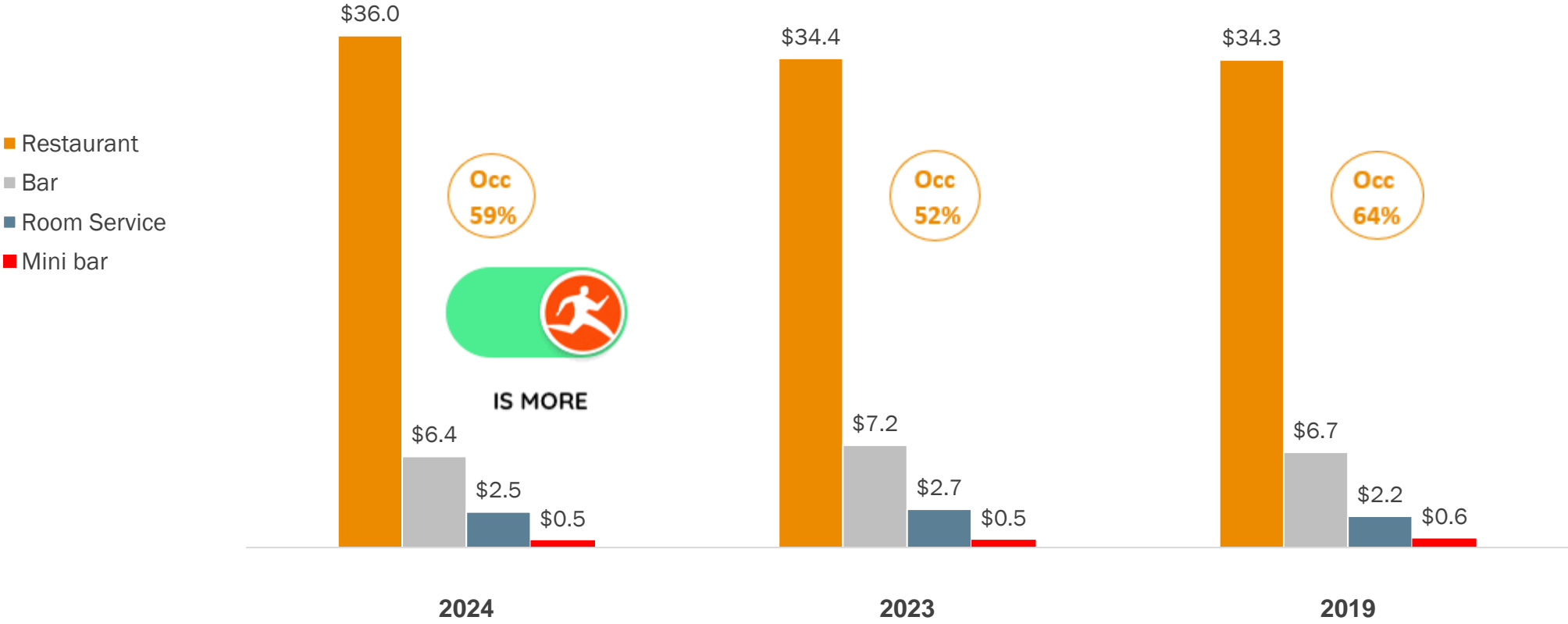
Jan-July 2024



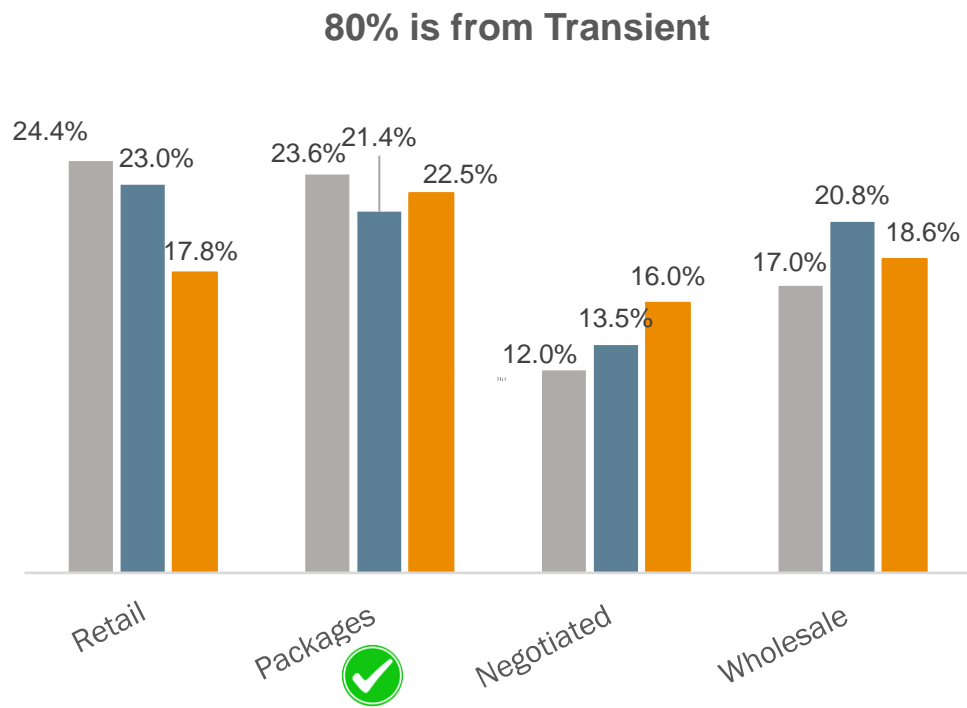
Jan-July 2023

Outlet REV growth from 2023	Vietnam	SEA
	+20% PAR	+8% PAR

Outlet Revenues per occupied room (USD), Jan-July



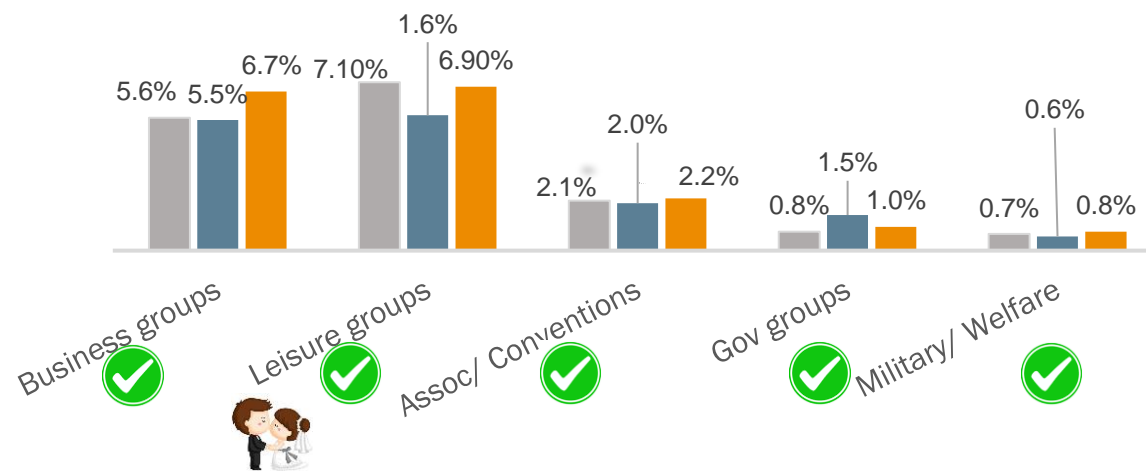
% Room Revenues, Jan-July



■ 2024
■ 2023
■ 2019

Long stays ✓
(30+ nights): 2.5%

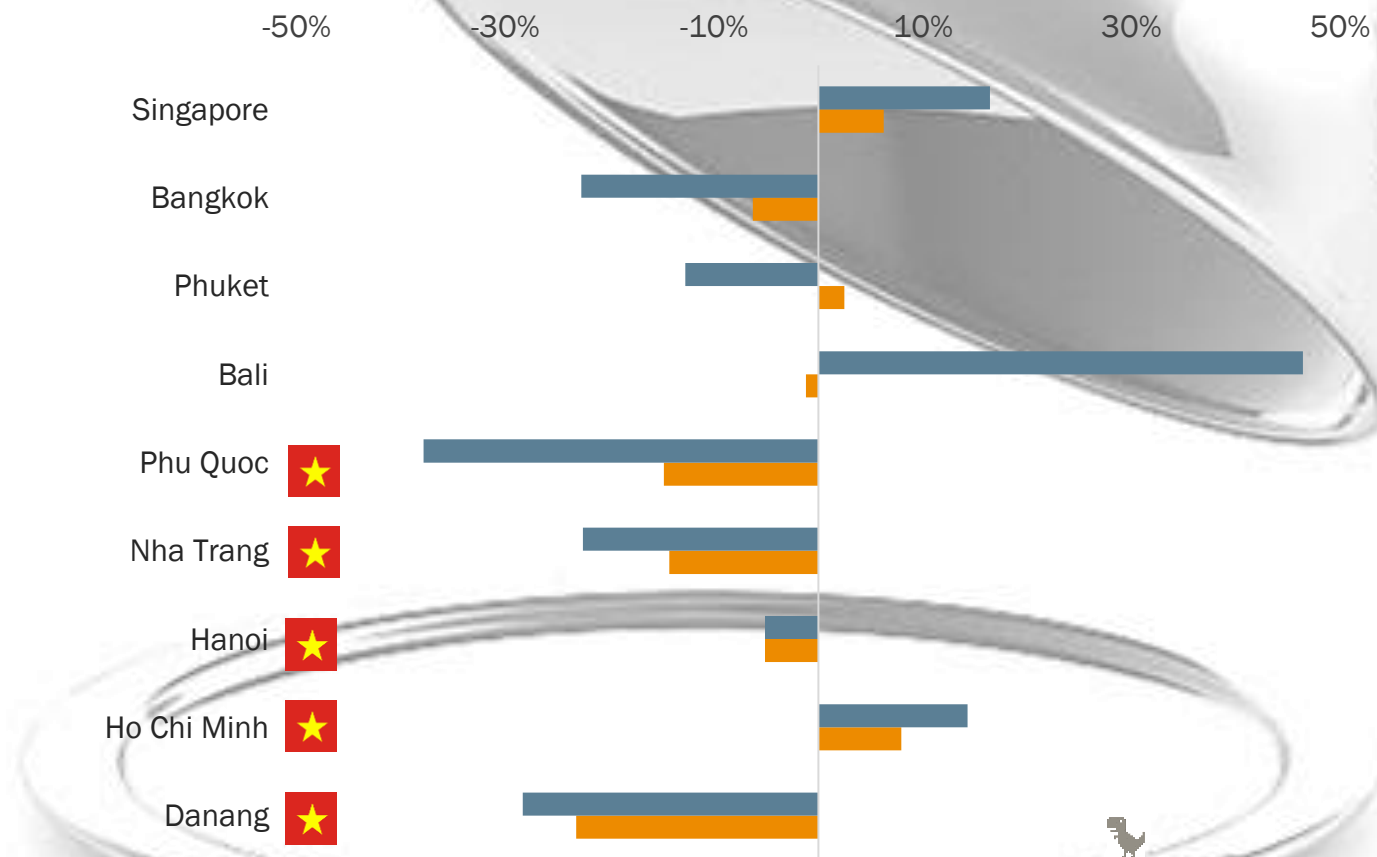
14% is from Groups



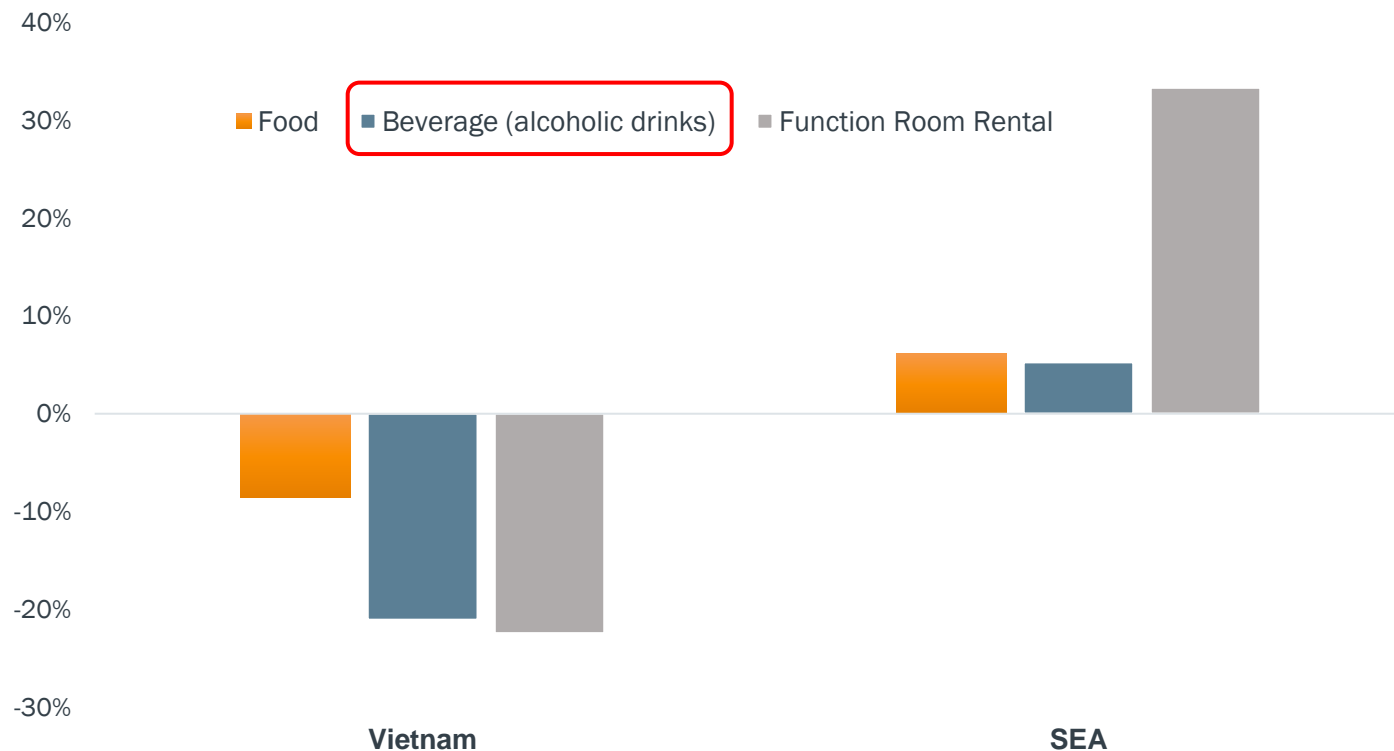
Catering Performance - Vietnam

Catering REV PAR - Variances

- Var2019 Jan-Jul
- Var2023 Jan-Jul



Catering Revenue Allocation, Jan-Jul vs 2019

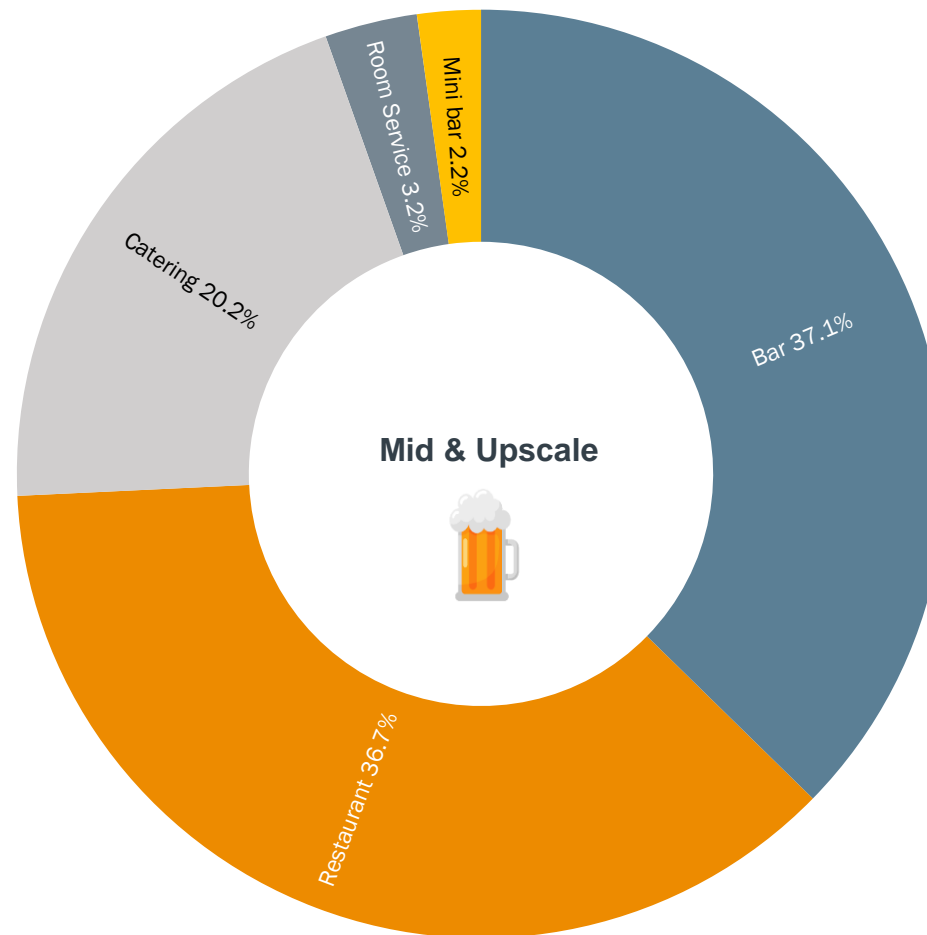
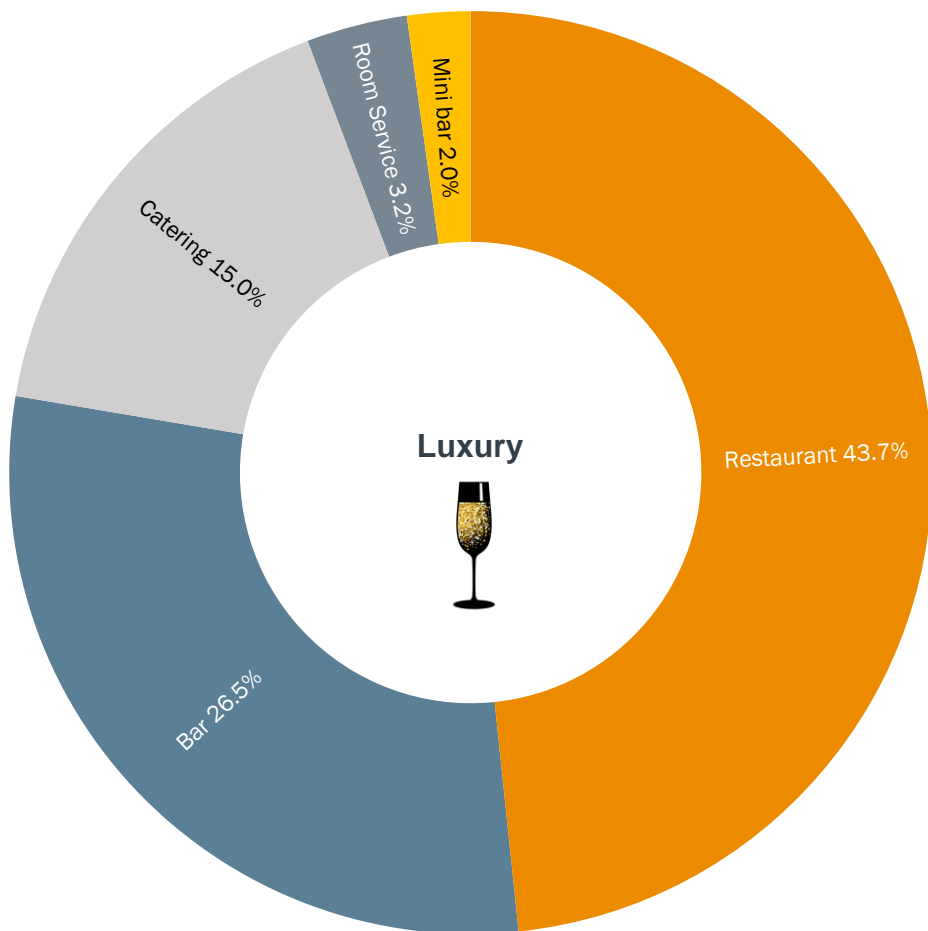


- Increase delegate rates
- Upsell coffee breaks
- Upsell Menus
- Upsell cocktail receptions
- Upsell function space (size, views..)
- Add minimum spend / guarantee
- Strengthen CXL policy



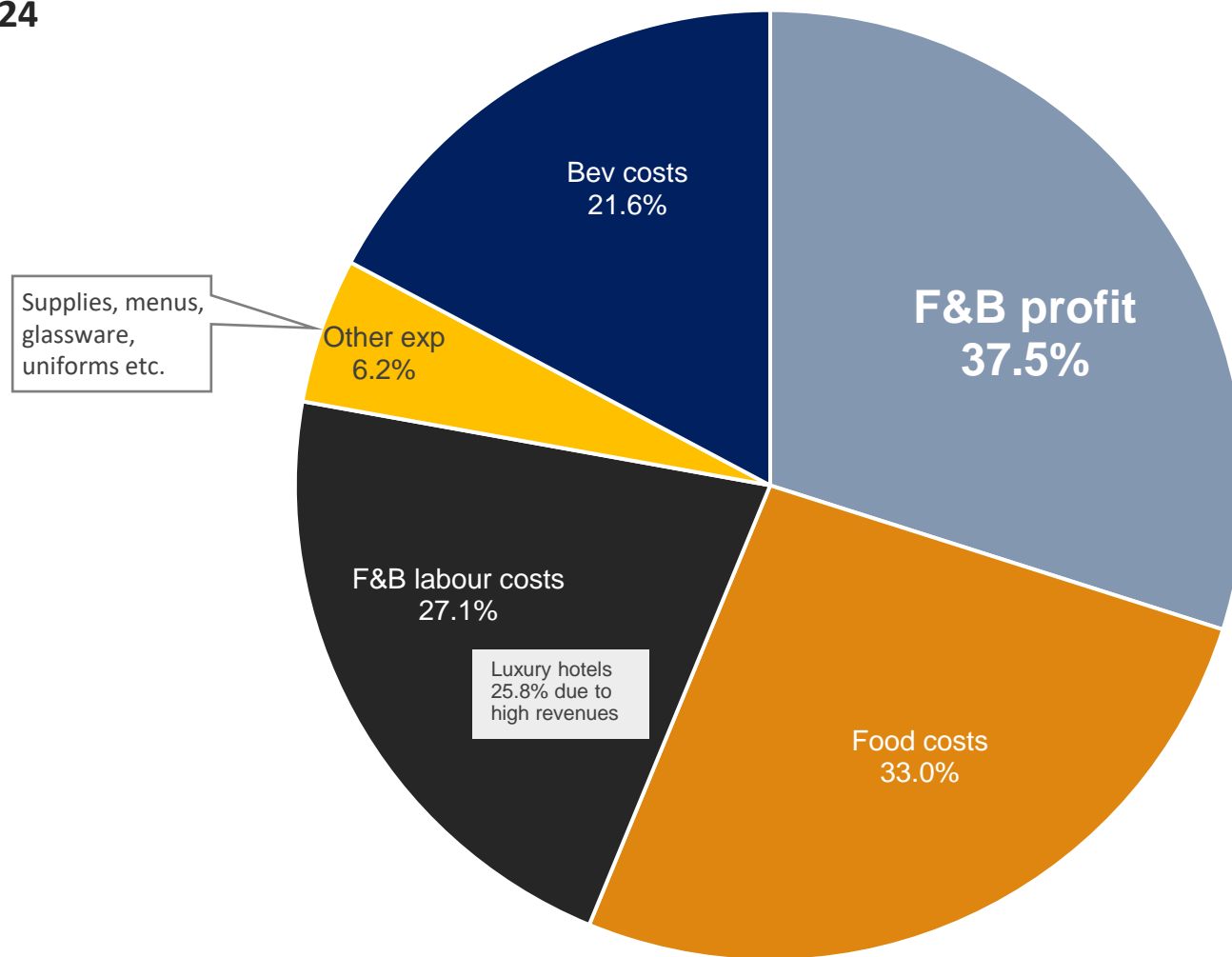
Give them a drink!

Vietnam % Beverages REV contribution, 12 month rolling (Jun 23 to Jul 24)



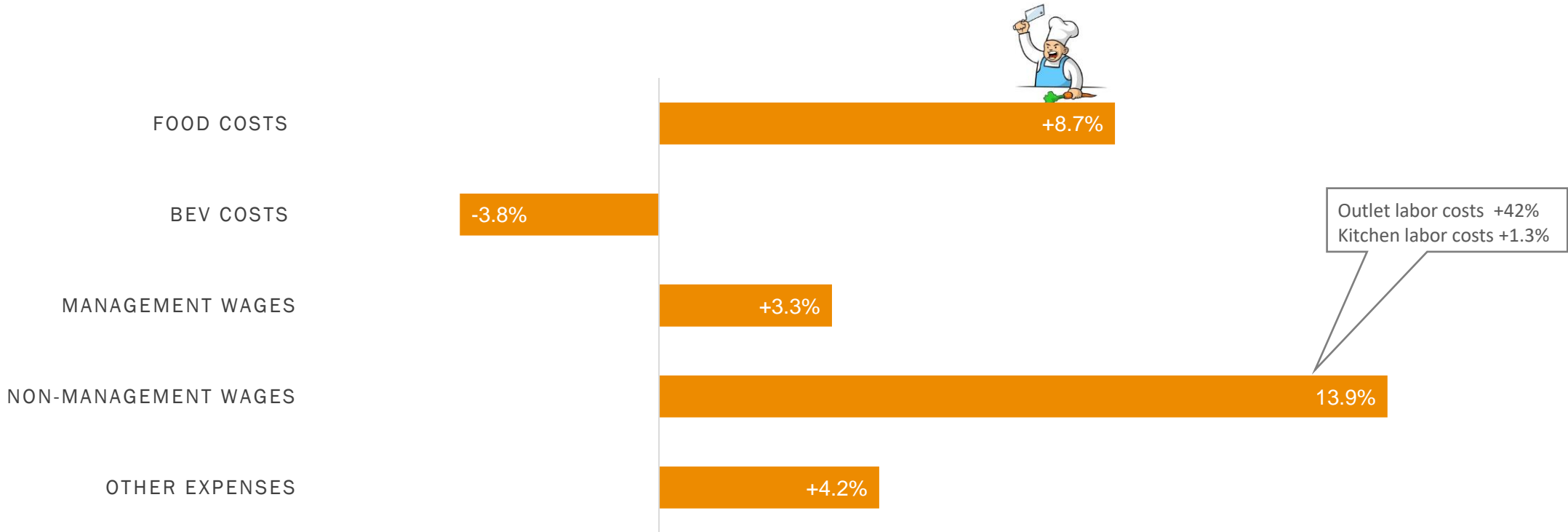
F&B Margins YTD - Vietnam

Jan-Jul 2024



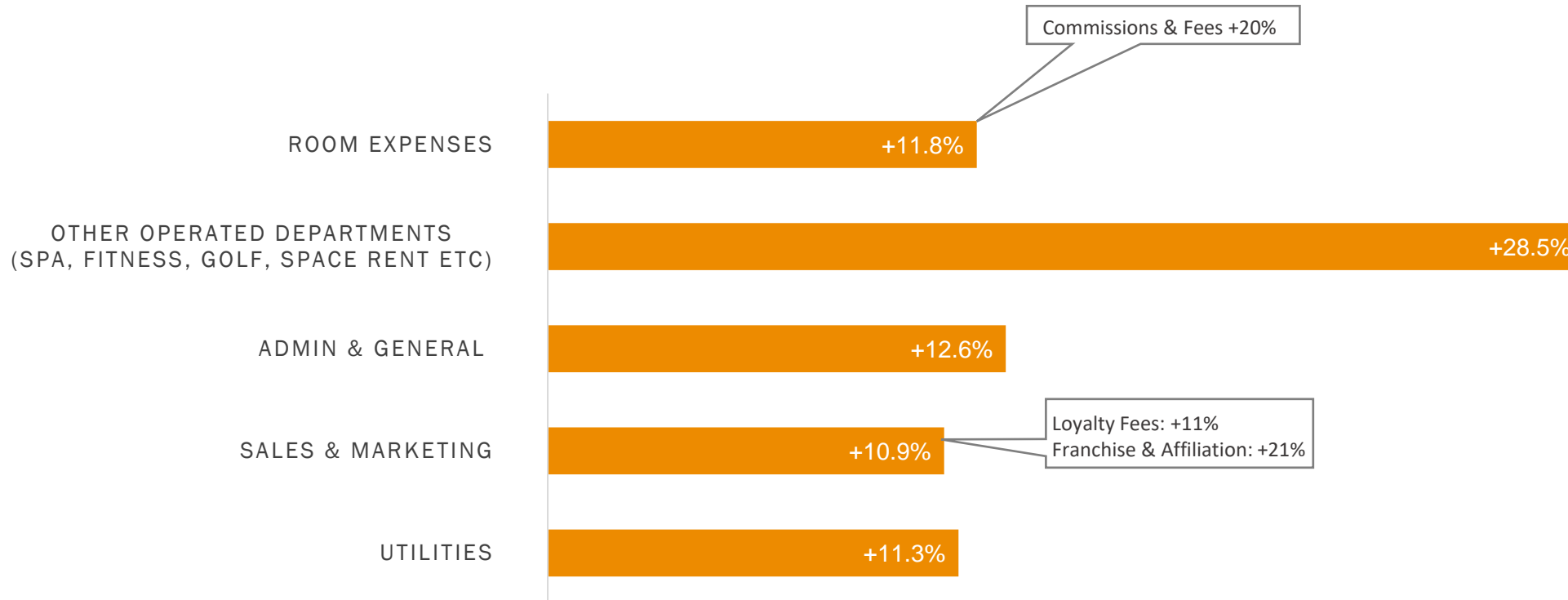
Rising F&B costs for Vietnam?

Variance VS same time LY (Jan-Jul) – Per Available Room

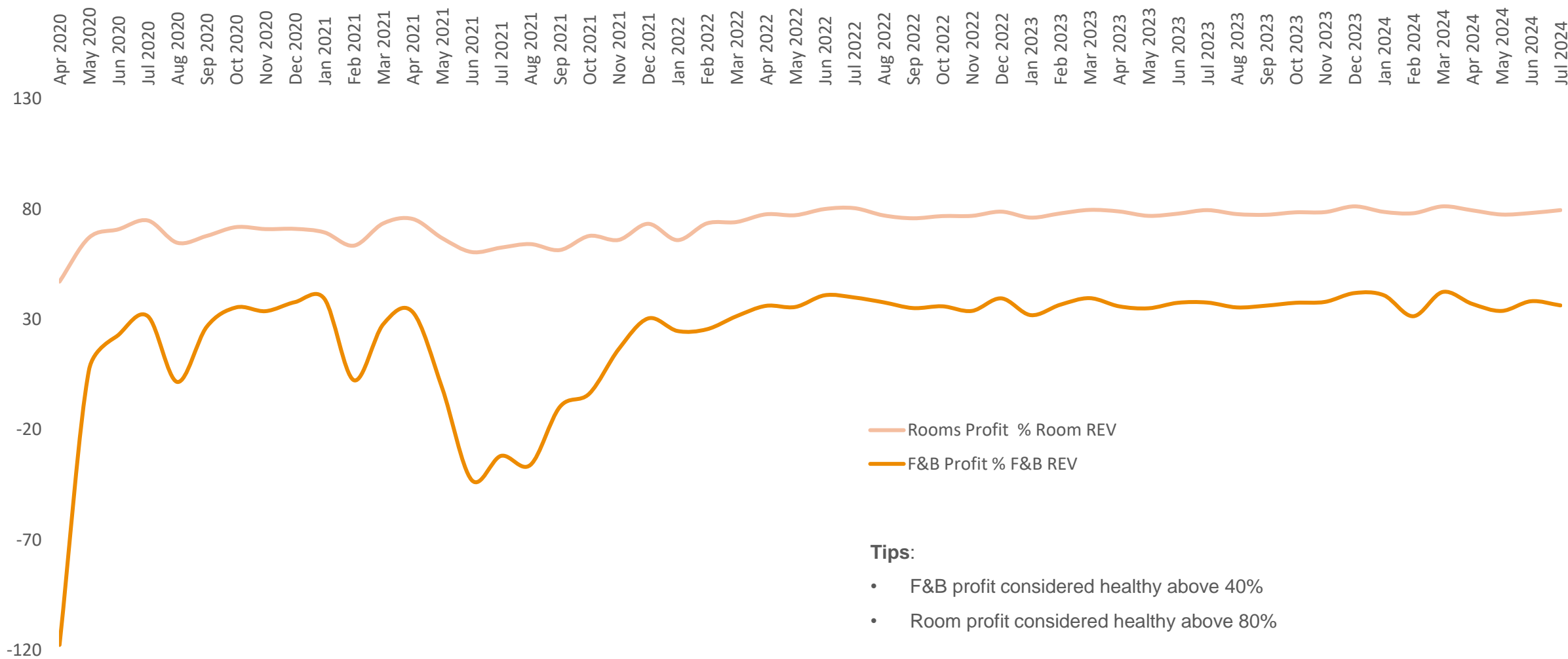


Total F&B costs: +6.2% vs LY

Vietnam variance VS same time LY (Jan-Jul) – Per Available Room

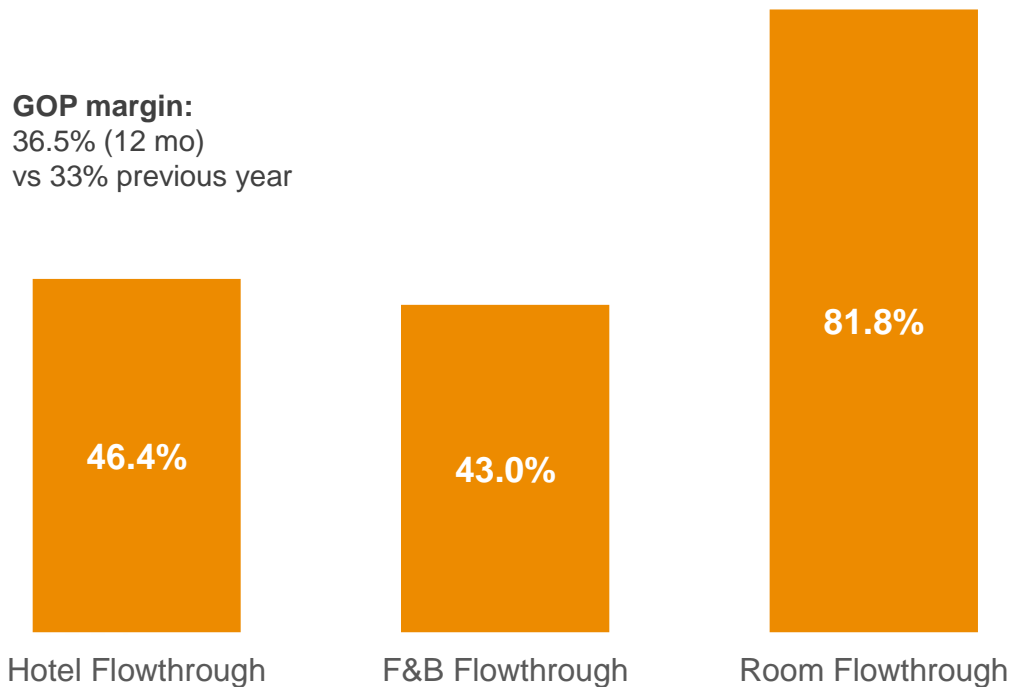


Vietnam profits as % of their departmental REV



Flowthroughs 12 month rolling - Vietnam

GOP margin:
36.5% (12 mo)
vs 33% previous year



Flow-through: the percentage of additional REV (vs LY) that goes to your profit after cost deduction.

Profit this year – Profit LY

Revenue this year – Revenue LY

Data served on a plate...



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