

## RevPAR HT par segment et marché - 4ème trimestre 2016

T4 2016	Managés & Franchisés						HotellInvest (Propriétés & Locations)						Total					
	Taux d'occupation		Prix moyen		RevPAR		Taux d'occupation		Prix moyen		RevPAR		Taux d'occupation		Prix moyen		RevPAR	
	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg %L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	
Luxe et haut de gamme	63.7	+4.6	202	-10.0	128	-3.2	65.6	+0.7	158	-1.3	104	-0.2	64.4	+2.8	184	-6.0	119	-1.8
Milieu de gamme	58.1	+2.8	99	-2.7	58	+2.2	63.4	-1.5	110	-2.3	70	-4.8	60.0	+1.1	103	-2.6	62	-0.8
Economique	60.4	+1.9	60	-0.7	36	+2.5	65.2	+0.9	54	-3.8	35	-2.4	62.0	+1.5	58	-1.8	36	+0.7
<b>France</b>	<b>59.8</b>	<b>+2.3</b>	<b>78</b>	<b>-2.0</b>	<b>47</b>	<b>+1.8</b>	<b>64.7</b>	<b>+0.2</b>	<b>77</b>	<b>-3.5</b>	<b>50</b>	<b>-3.2</b>	<b>61.5</b>	<b>+1.5</b>	<b>78</b>	<b>-2.6</b>	<b>48</b>	<b>-0.2</b>
Luxe et haut de gamme	67.1	+1.9	162	-0.2	109	+2.5	72.9	+0.8	139	+2.7	101	+3.8	69.1	+1.5	154	+0.9	106	+3.0
Milieu de gamme	68.2	+1.7	81	+0.7	55	+3.2	74.0	+2.1	89	+1.0	66	+4.0	71.1	+1.9	85	+0.9	60	+3.6
Economique	69.6	+2.4	64	+0.9	45	+4.5	76.8	+1.1	65	+2.0	50	+3.4	74.2	+1.5	65	+1.6	48	+3.7
<b>NCEE</b>	<b>68.6</b>	<b>+2.0</b>	<b>86</b>	<b>+0.4</b>	<b>59</b>	<b>+3.3</b>	<b>75.4</b>	<b>+1.5</b>	<b>79</b>	<b>+1.7</b>	<b>59</b>	<b>+3.7</b>	<b>72.3</b>	<b>+1.7</b>	<b>82</b>	<b>+1.2</b>	<b>59</b>	<b>+3.5</b>
Luxe et haut de gamme	59.2	+1.3	178	-2.9	105	-0.7	61.3	-4.1	138	+25.2	84	+17.2	59.3	+0.7	176	-0.1	104	+1.1
Milieu de gamme	62.6	+2.2	79	-4.5	49	-1.1	65.8	+1.3	72	-1.0	47	+1.0	63.5	+1.9	77	-3.4	49	-0.4
Economique	63.0	+0.8	59	-8.5	37	-7.3	71.2	+1.1	51	-3.4	36	-1.9	66.5	+0.9	55	-6.2	37	-4.9
<b>MMEA</b>	<b>61.0</b>	<b>+1.6</b>	<b>113</b>	<b>-4.9</b>	<b>69</b>	<b>-2.3</b>	<b>68.5</b>	<b>+0.7</b>	<b>64</b>	<b>+1.6</b>	<b>44</b>	<b>+2.8</b>	<b>62.9</b>	<b>+1.3</b>	<b>100</b>	<b>-3.1</b>	<b>63</b>	<b>-1.0</b>
Luxe et haut de gamme	66.3	+3.5	111	-0.5	74	+4.7	84.9	+1.3	189	+1.9	160	+3.6	67.2	+3.4	116	-0.5	78	+4.7
Milieu de gamme	68.8	+0.1	81	+2.2	56	+2.3	81.7	-0.2	136	+3.3	111	+3.0	69.4	+0.0	84	+2.3	59	+2.3
Economique	70.1	+0.7	48	-0.9	33	+0.1	71.9	-2.0	82	+1.7	59	-2.3	70.3	+0.3	51	-1.1	36	-0.6
<b>AsPac</b>	<b>68.3</b>	<b>+1.5</b>	<b>86</b>	<b>+0.6</b>	<b>58</b>	<b>+2.8</b>	<b>78.7</b>	<b>-1.2</b>	<b>133</b>	<b>+3.4</b>	<b>105</b>	<b>+1.4</b>	<b>68.9</b>	<b>+1.3</b>	<b>88</b>	<b>+0.7</b>	<b>60</b>	<b>+2.7</b>
Luxe et haut de gamme	61.0	-1.5	228	-1.0	139	-3.3	55.9	-9.1	189	+7.8	106	-7.5	60.6	-3.4	225	+1.6	136	-3.7
Milieu de gamme	59.7	-1.6	91	-0.8	54	-3.5	50.0	-5.1	76	+3.7	38	-5.5	57.6	-2.4	88	+0.1	51	-3.9
Economique	54.6	-4.6	46	+1.1	25	-6.5	55.3	-4.4	47	+2.8	26	-4.4	54.9	-4.5	47	+1.9	26	-5.4
<b>Americas</b>	<b>58.9</b>	<b>-2.9</b>	<b>146</b>	<b>+2.8</b>	<b>86</b>	<b>-1.9</b>	<b>54.3</b>	<b>-5.0</b>	<b>68</b>	<b>+2.9</b>	<b>37</b>	<b>-5.3</b>	<b>57.6</b>	<b>-3.6</b>	<b>126</b>	<b>+3.1</b>	<b>73</b>	<b>-2.8</b>
<b>Luxe et haut de gamme</b>	<b>63.8</b>	<b>+2.7</b>	<b>155</b>	<b>-1.9</b>	<b>99</b>	<b>+2.2</b>	<b>69.7</b>	<b>-1.5</b>	<b>161</b>	<b>+5.0</b>	<b>112</b>	<b>+2.8</b>	<b>64.4</b>	<b>+2.2</b>	<b>156</b>	<b>-1.0</b>	<b>101</b>	<b>+2.3</b>
<b>Milieu de gamme</b>	<b>64.9</b>	<b>+1.1</b>	<b>85</b>	<b>-0.1</b>	<b>55</b>	<b>+1.5</b>	<b>69.0</b>	<b>+0.5</b>	<b>94</b>	<b>-0.1</b>	<b>65</b>	<b>+0.7</b>	<b>66.1</b>	<b>+0.9</b>	<b>88</b>	<b>-0.1</b>	<b>58</b>	<b>+1.2</b>
<b>Economique</b>	<b>63.8</b>	<b>+1.0</b>	<b>56</b>	<b>-0.8</b>	<b>36</b>	<b>+0.8</b>	<b>69.2</b>	<b>+0.2</b>	<b>59</b>	<b>+0.1</b>	<b>41</b>	<b>+0.4</b>	<b>66.0</b>	<b>+0.6</b>	<b>57</b>	<b>-0.4</b>	<b>38</b>	<b>+0.6</b>
<b>Total</b>	<b>64.1</b>	<b>+1.4</b>	<b>94</b>	<b>-0.6</b>	<b>61</b>	<b>+1.5</b>	<b>69.2</b>	<b>+0.2</b>	<b>79</b>	<b>+0.5</b>	<b>55</b>	<b>+0.8</b>	<b>65.6</b>	<b>+1.0</b>	<b>90</b>	<b>-0.2</b>	<b>59</b>	<b>+1.3</b>

NCEE : Europe du Nord, Centrale et de l'Est (ne comprend ni la France, ni l'Europe du Sud)

MMEA : Méditerranée, Moyen-Orient, Afrique (comprend l'Europe du Sud)

AsPac : Asie Pacifique

Amériques : Amérique du Nord, Amérique centrale, Amérique du Sud

## RevPAR HT par segment et marché en 2016

2016	Managés & Franchisés						HotelInvest (Propriétés & Locations)						Total					
	Taux d'occupation		Prix moyen		RevPAR		Taux d'occupation		Prix moyen		RevPAR		Taux d'occupation		Prix moyen		RevPAR	
	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	%	chg pts L/L	€	chg % L/L	€	chg % L/L	
Luxe et haut de gamme	63.6	-2.7	214	-3.2	136	-7.0	67.0	-4.8	169	+2.0	113	-4.8	65.0	-3.7	194	-0.6	126	-5.9
Milieu de gamme	61.4	-1.0	103	+0.3	63	-1.3	63.6	-5.3	112	+0.5	71	-7.5	62.3	-2.8	107	+0.3	66	-4.1
Economique	64.4	+0.2	61	+0.4	39	+0.8	66.7	-1.1	54	-2.5	36	-4.1	65.2	-0.3	59	-0.6	38	-1.0
<b>France</b>	<b>63.5</b>	<b>-0.2</b>	<b>80</b>	<b>-0.4</b>	<b>51</b>	<b>-0.7</b>	<b>65.7</b>	<b>-2.7</b>	<b>79</b>	<b>-1.8</b>	<b>52</b>	<b>-5.7</b>	<b>64.3</b>	<b>-1.2</b>	<b>80</b>	<b>-1.0</b>	<b>51</b>	<b>-2.8</b>
Luxe et haut de gamme	70.7	-1.0	161	+2.2	114	+0.9	73.5	-0.9	143	+3.4	105	+2.1	71.7	-0.9	155	+2.7	111	+1.4
Milieu de gamme	69.5	+1.9	82	+2.5	57	+5.3	74.3	+0.3	89	+2.6	66	+3.1	72.0	+1.0	86	+2.5	62	+4.0
Economique	70.7	+1.6	65	+1.3	46	+3.6	77.1	-0.3	66	+2.9	51	+2.5	74.9	+0.3	66	+2.5	49	+2.8
<b>NCEE</b>	<b>70.1</b>	<b>+1.5</b>	<b>86</b>	<b>+1.6</b>	<b>60</b>	<b>+3.8</b>	<b>75.7</b>	<b>-0.1</b>	<b>79</b>	<b>+2.8</b>	<b>60</b>	<b>+2.8</b>	<b>73.3</b>	<b>+0.5</b>	<b>82</b>	<b>+2.4</b>	<b>60</b>	<b>+3.2</b>
Luxe et haut de gamme	61.0	-0.2	174	-4.1	106	-4.3	62.3	-6.0	152	+14.5	95	+4.4	61.1	-0.9	172	-1.9	105	-3.3
Milieu de gamme	61.6	-1.2	81	-4.3	50	-6.1	69.9	+0.7	74	+0.9	51	+2.0	64.1	-0.5	78	-2.6	50	-3.4
Economique	63.5	+0.6	58	-6.6	37	-5.9	72.9	+1.8	51	-1.0	37	+1.6	67.7	+1.2	55	-3.9	37	-2.2
<b>MMEA</b>	<b>61.6</b>	<b>-0.2</b>	<b>109</b>	<b>-4.8</b>	<b>67</b>	<b>-5.1</b>	<b>71.0</b>	<b>+0.8</b>	<b>67</b>	<b>+1.0</b>	<b>47</b>	<b>+2.1</b>	<b>64.3</b>	<b>+0.1</b>	<b>95</b>	<b>-3.2</b>	<b>61</b>	<b>-3.0</b>
Luxe et haut de gamme	65.0	+3.6	104	-0.1	68	+5.5	85.4	+7.1	187	-1.7	159	+6.4	65.5	+3.6	107	-0.1	70	+5.4
Milieu de gamme	69.8	+2.0	78	+1.2	55	+4.1	82.1	+0.5	125	+1.3	102	+1.9	70.5	+1.9	81	+1.1	57	+3.8
Economique	67.9	+2.7	45	+0.1	31	+4.3	69.0	-2.2	72	+1.6	50	-2.7	68.0	+2.1	48	+0.0	33	+3.3
<b>AsPac</b>	<b>67.7</b>	<b>+2.9</b>	<b>80</b>	<b>+0.9</b>	<b>54</b>	<b>+5.2</b>	<b>76.1</b>	<b>-1.0</b>	<b>114</b>	<b>+2.3</b>	<b>87</b>	<b>+0.6</b>	<b>68.1</b>	<b>+2.7</b>	<b>82</b>	<b>+0.9</b>	<b>56</b>	<b>+4.9</b>
Luxe et haut de gamme	68.9	-0.3	222	+4.9	153	+4.4	60.6	-5.2	203	+34.2	123	+23.3	67.9	-1.6	220	+11.0	149	+8.3
Milieu de gamme	60.5	-1.1	85	-1.5	51	-3.3	54.1	-2.6	76	+6.7	41	+2.1	59.2	-1.4	83	+0.1	49	-2.3
Economique	57.5	-2.6	46	+8.1	26	+3.7	58.2	-5.6	44	+2.9	26	-5.8	57.8	-4.1	45	+5.5	26	-1.2
<b>Amériques</b>	<b>62.4</b>	<b>-1.6</b>	<b>125</b>	<b>+5.0</b>	<b>78</b>	<b>+2.4</b>	<b>57.6</b>	<b>-5.0</b>	<b>67</b>	<b>+11.0</b>	<b>39</b>	<b>+2.4</b>	<b>60.9</b>	<b>-2.9</b>	<b>108</b>	<b>+7.2</b>	<b>66</b>	<b>+2.4</b>
<b>Luxe et haut de gamme</b>	<b>65.3</b>	<b>+2.0</b>	<b>145</b>	<b>-1.2</b>	<b>95</b>	<b>+1.9</b>	<b>69.6</b>	<b>-3.5</b>	<b>165</b>	<b>+8.5</b>	<b>115</b>	<b>+3.1</b>	<b>65.8</b>	<b>+1.3</b>	<b>148</b>	<b>+0.1</b>	<b>97</b>	<b>+2.1</b>
<b>Milieu de gamme</b>	<b>66.1</b>	<b>+0.6</b>	<b>85</b>	<b>+0.2</b>	<b>56</b>	<b>+1.1</b>	<b>69.9</b>	<b>-1.4</b>	<b>95</b>	<b>+1.5</b>	<b>66</b>	<b>-0.6</b>	<b>67.3</b>	<b>-0.1</b>	<b>88</b>	<b>+0.6</b>	<b>59</b>	<b>+0.4</b>
<b>Economique</b>	<b>65.4</b>	<b>+0.7</b>	<b>56</b>	<b>+0.6</b>	<b>37</b>	<b>+1.6</b>	<b>70.4</b>	<b>-1.1</b>	<b>59</b>	<b>+1.0</b>	<b>41</b>	<b>-0.5</b>	<b>67.4</b>	<b>-0.1</b>	<b>57</b>	<b>+0.8</b>	<b>39</b>	<b>+0.6</b>
<b>Total</b>	<b>65.6</b>	<b>+1.0</b>	<b>89</b>	<b>+0.3</b>	<b>58</b>	<b>+1.8</b>	<b>70.1</b>	<b>-1.3</b>	<b>78</b>	<b>+1.8</b>	<b>55</b>	<b>-0.1</b>	<b>67.1</b>	<b>+0.2</b>	<b>85</b>	<b>+0.9</b>	<b>57</b>	<b>+1.1</b>

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