

Hotels & Chains in Switzerland

2017



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Foreword



Heinz Wehrle
 Managing Partner
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Switzerland is well known for watches, chocolate, cheese and also tourism. Already in 1893 the first hotel business school opened its doors in Lausanne and this institute is still considered one of the finest and among the global leaders. A lot has changed since the early days of tourism in Switzerland. This report highlights some of these changes the industry experienced. A special thanks goes out to hotelleriesuisse, who supported us in doing so.

But we are not an island and it makes sense to look across the borders to see the development in an European context, especially with regard to the structural changes taking place. It follows a trend that started many years ago in the United States, meaning that ownership and operation of hotels are no longer under the roof of one entity. In a country proud of its traditions such as Switzerland, it has been common practice that the hotel is owner operated. Will this change in the future? The development is worth being followed up on; we'll keep you informed.

This report maps the current situation and we hope it makes for some interesting reading.



Andreas Züllig
 President
 hotelleriesuisse

The year 2016 was affected by the strong Swiss Franc and growing uncertainty in neighbouring countries. A continued decrease in overnight stays in Switzerland proved to be a challenge especially to hotels in the mountain regions. In urban areas - the preferred playground of hotel chains - the situation was more favourable. The trend towards city trips is unbroken with the younger clientele who is spontaneous and well connected, yet disposes of limited financial and time resources. Furthermore, MICE travellers appreciate the safety and high quality of Switzerland.

Numerous openings of already established hotel chains and market entries of new, innovative brands prove this to be correct. However, increasing pressure on rates and changing travel habits don't stop at global players, who saw several large mergers in 2016. They are also forced to scrutinize their business model and to enhance their profile. To get the message out, they can rely on a powerful marketing team which gives them an advantage over independent hotels. I am impressed by the pronounced ability to innovate which chain hotels in Switzerland have exhibited this past year. This leaves me optimistic also for the year to come.

Editorial

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Edited in January 2017 by Horwath HTL and hotelleriesuisse

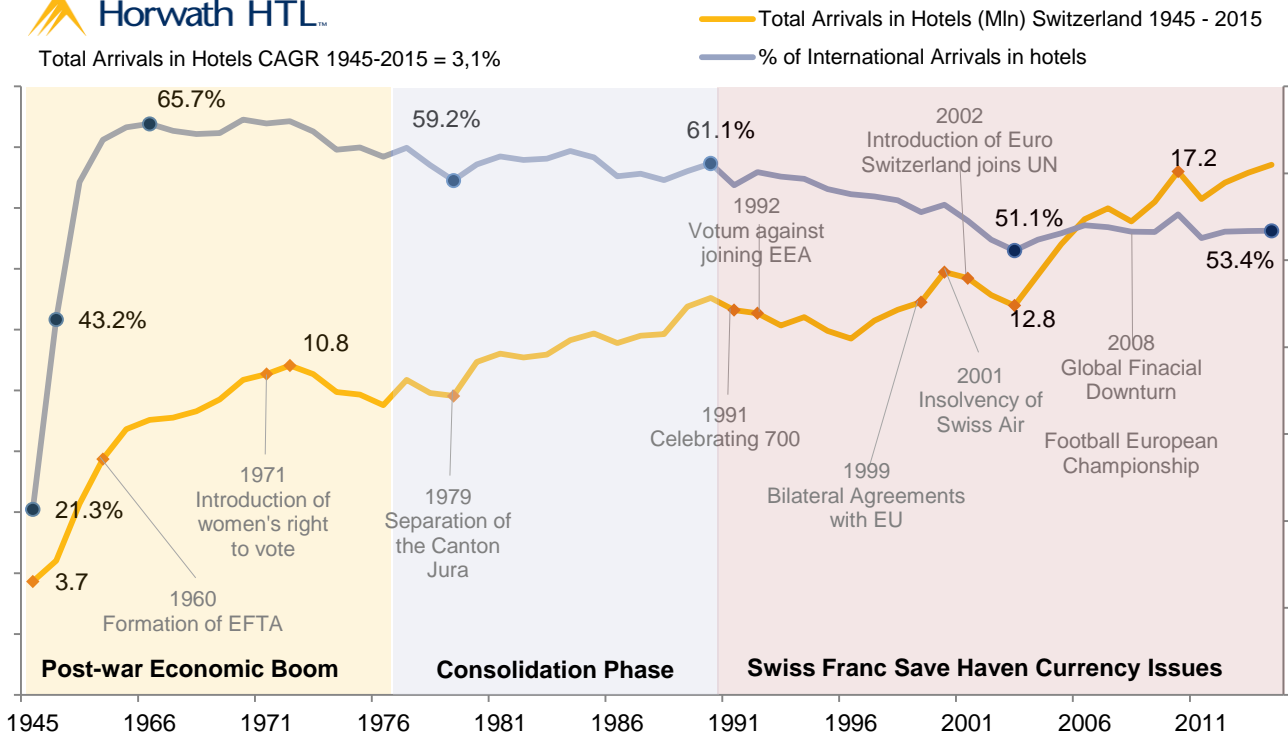
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Swiss Hotel Industry



Total Arrivals in Hotels CAGR 1945-2015 = 3,1%



70 years of Swiss hospitality

When European economy boomed after WWII, the Swiss tourism industry profited from disposing of intact nature and infrastructure. The favourable exchange rate of the Swiss Franc awarded additional attractiveness to the destination as a whole.

In 1950, Switzerland was among the 5 largest tourism destinations worldwide. Jet-set destinations such as St. Moritz, Lugano, Ascona and the like gained enormous popularity as the rich and famous flocked there year after year. To see and be seen was paramount and in their wake up and coming middle class travelled to Swiss resort destinations in the hope the glam would rub off on them.

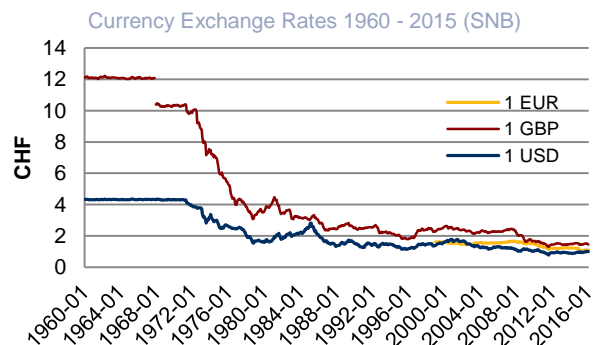
Schools of excellent reputation such as École hôtelière de Lausanne (EHL) provide high quality education to students from all over the globe.

In the 1970's the Swiss export oriented industries suffered under the introduction of variable currency exchange rates and the consequences of economic overheating.

The next decade brought a boom in charter flights and affordable global travel. Nevertheless, the economies of demand generating markets were strong and tourists continued to frequent Swiss resorts.

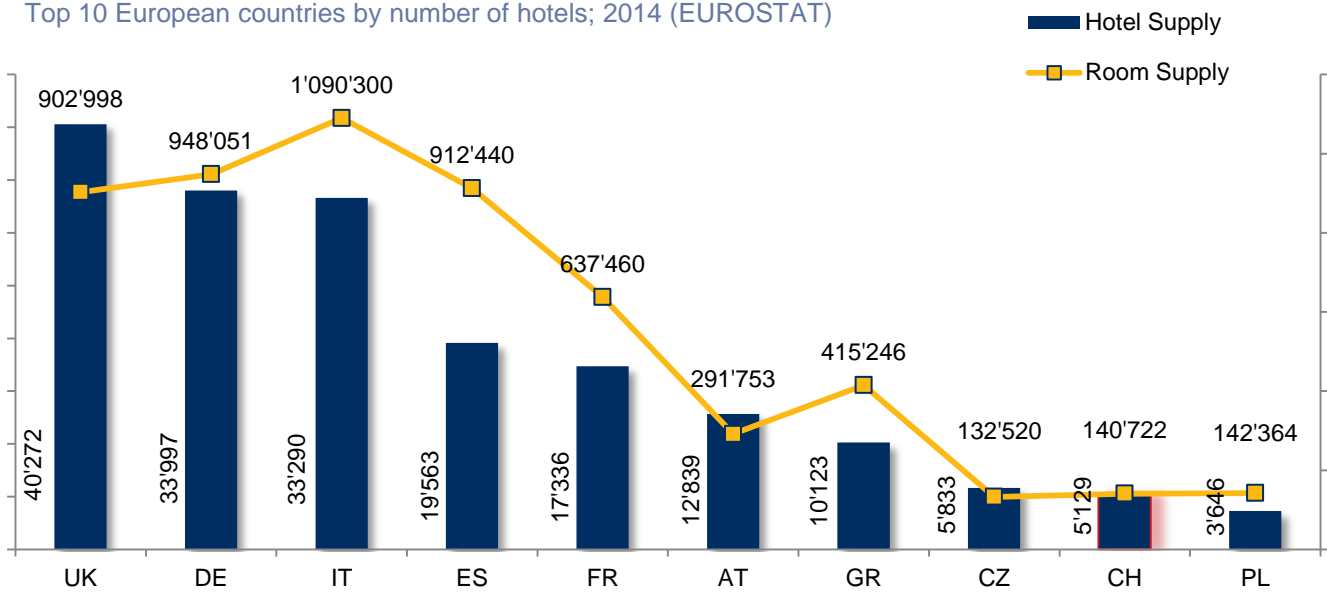
German reunification in 1990 had adverse effects on the economies of main markets to Switzerland, and as a result tourist arrivals dropped. Also other export oriented industries suffered and subsequent structural

changes led to a recession and high unemployment rates.

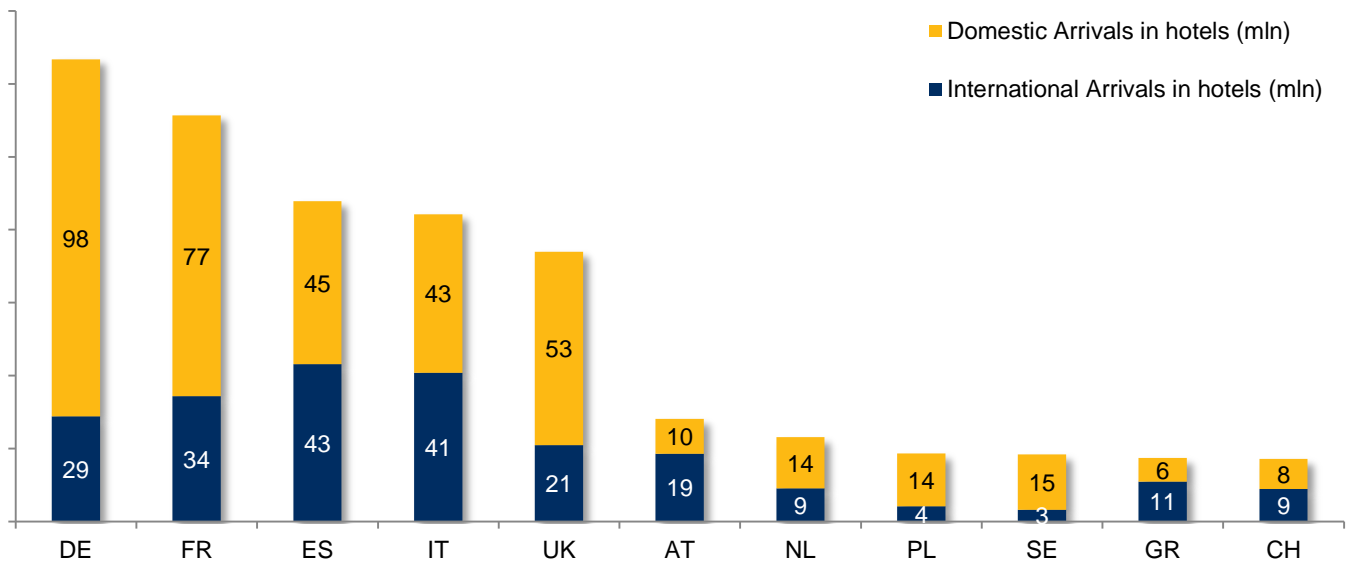


In the new millennium, as the average length of stay dropped and city tourism became a force to be reckoned with, an increasing number of chain hotels entered the Swiss city destinations. Numerous multi-national corporations with an appetite for growth, further fuel demand in the business segment. In resort destinations, on the other hand the vast majority of hotels are still owner operated and suffering from decreasing demand. Contrary to city hotels, they feel a strong effect of the Swiss currency exchange rate volatility. Thus, the overall growth in arrivals comes exclusively from city destinations while resorts desperately seek solutions to stop the downward trend.

Top 10 European countries by number of hotels; 2014 (EUROSTAT)



Top 11 European countries by total arrivals in hotels; 2014 (EUROSTAT)



Switzerland in the European context

Compared to other European countries, Switzerland is a small market with only roughly 5.100 hotels and similar establishments offering around 140K rooms. That ranks Switzerland on 9th place in Europe.

In 2014, 70% of all hotels had 50 or fewer beds on offer, and only 11.7% of all hotels counted 100 beds or more. Accordingly, the average size of hotels was recorded at 54 beds, or 28 rooms. In terms of size by room count, Switzerland figures 13.6% below the EU-28 average of 32.7 rooms per hotel.

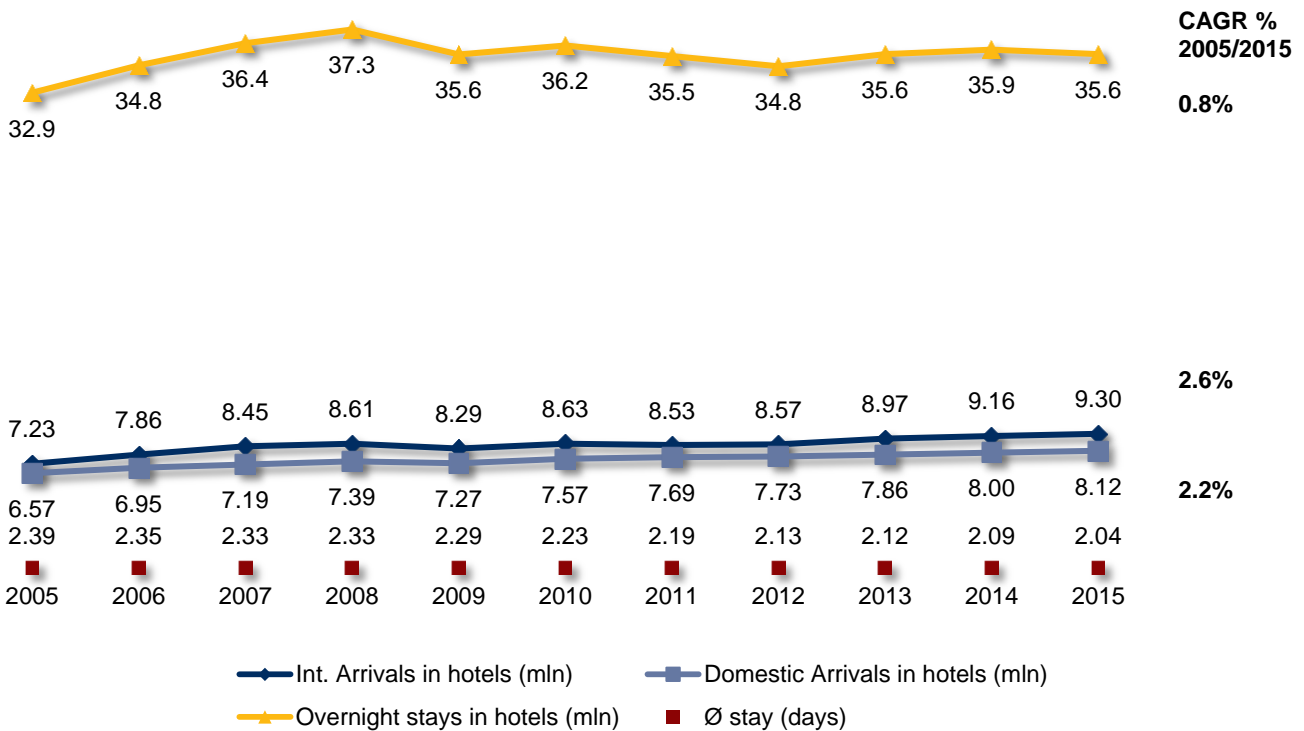
With regard to tourist arrivals, Switzerland ranks 11th in Europe (2014).

Economic Impact

Tourism's Gross Value Added in 2014 amounted to Fr. 17.4 Bn.. According to the Federal Bureau of Statistics, Tourism contributes 2.7% to the country's Gross Domestic Product. This is a very low figure compared to for example our neighbouring country Austria, where the share of Tourism is 7.3%.

Because of its minor role in the country's economy, Tourism has no high priority on the politician's agenda.

Arrivals, overnight stays and avg. length of stay in hotels in Switzerland; 2005-2015 (BFS)



The art of statistical interpretation

Even though the 10-year aggregate growth rate in overnight stays in hotels and similar establishments is still positive at 0.8%, one must not overlook that this positive growth still carries over from pre global financial crisis era. Between 2005 and 2008 the average annual growth rate was 4.3%. After 2010 the number of overnight stays has more or less stabilized at around 35M, give or take.

With the exception of 2009, there has been a continuous increase in the number of arrivals, both domestic and international. Since 2010, the average annual growth in arrivals has slowed to 1.5%.

This graph betrays the reality of seasonal destinations however. While business and cultural tourism in cities such as Zürich, Geneva and Basle for example have steady growing numbers of arrivals and hotels there do accordingly well, visitors from abroad frequent vacation destinations less often. To some extent an increasing number of domestic guests can fill the gap; however, they tend to stay shorter.

More precisely, between 2008 and 2015 nights in Zürich increased by 19.1%, in Geneva by 3.4% and Basle experienced a growth rate of 7.1%. On the flip side of the coin, the Grisons region recorded a minus of 24.2%, establishments in Valais minus 19.6% and Ticino minus 18.5%.

As a result, the average length of stay has decreased from 2.39 days in 2005 to 2.04 days in 2015.

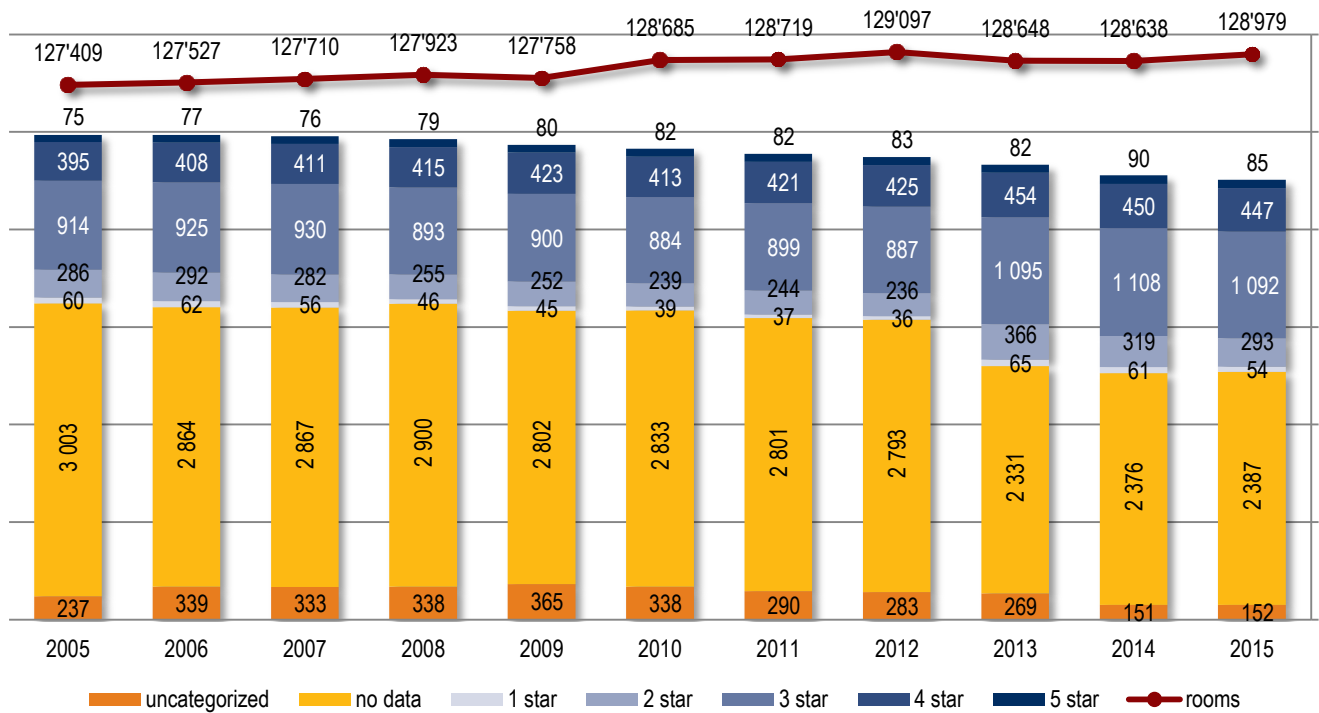
A shift in Markets

In the peak year 2008, foreign tourists contributed 57.6% of all nights spent in hotels and similar establishments: 44.5% were Europeans and 6.2% of Asian origin. Since then there was a significant shift in client streams. Now domestic visitors make up 45.2% or 16.1M nights, the portion of Europeans comes to 33.1% and the share of nights spent by Asian guests increased to 13.2%. In absolute numbers the latter translates into doubling nights from 2.3M to 4.7M.

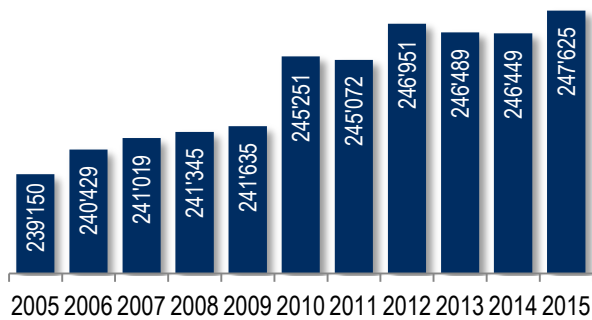
Especially the seasonal destinations strongly depend on the European market and, thus, on stable currency exchange rates for the Swiss Franc.

The consequences of abolishing the backing of the Swiss Franc exchange rate in January of 2015 hit the industry with a delay, as contracts were already signed when it was announced and will reflect more pronounced in 2016 figures.

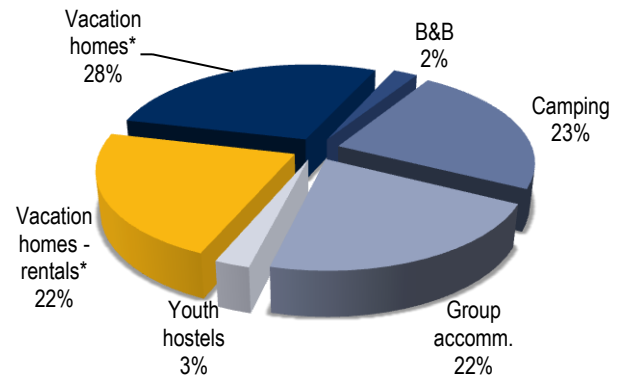
Hotel supply by category in Switzerland, 2005-2015 (BFS)



Bed supply in hotels in Switzerland, 2005-2015 (BFS)



Non-hotel accommodation (beds) in Switzerland, 2015 (STV)



Structural change is not yet completed

Even though unclassified hotels, and those where no data are available, have decreased by almost 22% over the last 10 years, they still account for 56% of all establishments within Swiss borders.

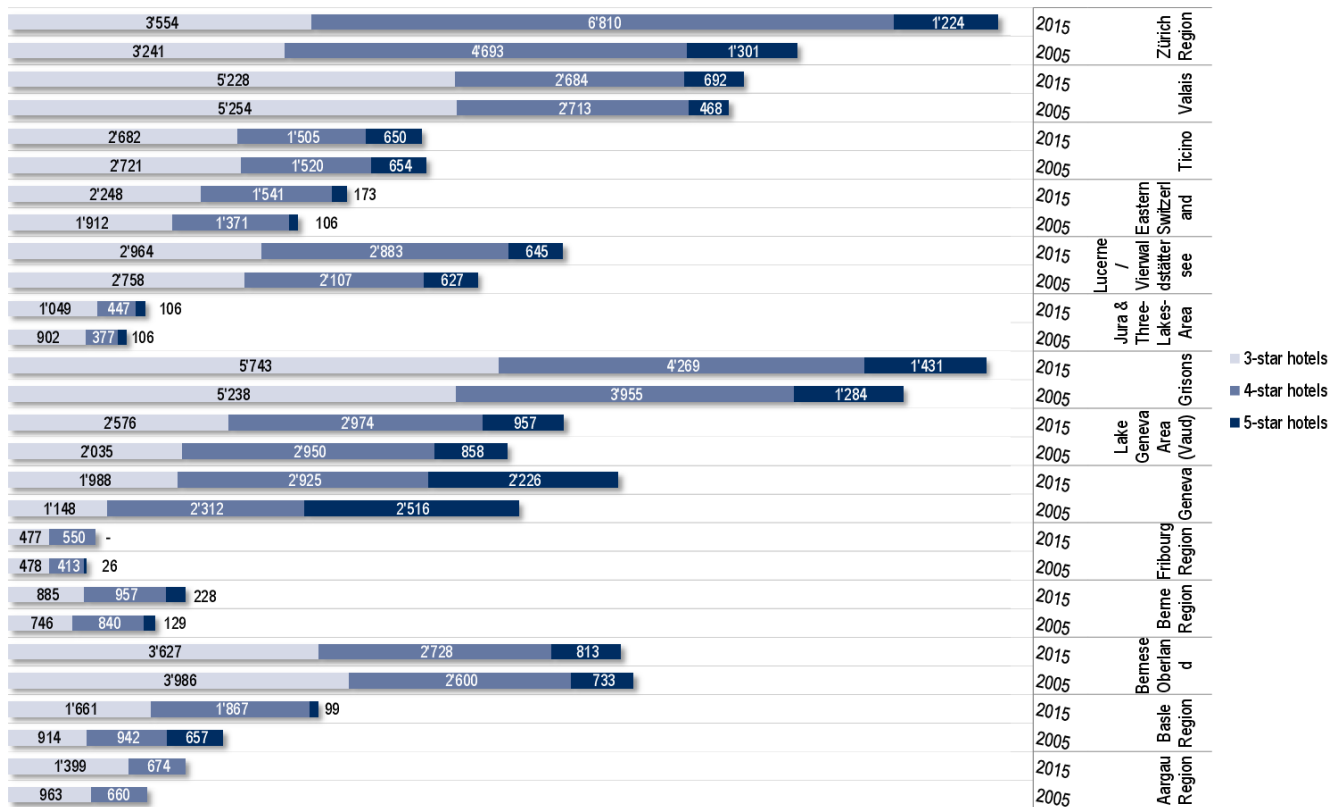
The biggest increase of more than 24% was recorded with 3 star or midscale hotels, followed by 5 star hotels with 14% and 4 star hotels adding 13% to the total supply. During the same period hotels at the low-end decreased by 9%. Overall, Switzerland's hotel supply shrunk -9%.

Vacation homes are popular

There are an estimated 60,000 vacation homes and apartments in Switzerland with only 26,500 thereof available for rent. Excluding vacation homes used exclusively by their owners, non-hotel accommodation accounts for 44% of the total lodging supply and for 38% of overnight stays.

* For statistical purposes vacation homes were assumed at 2 beds each due to lack of data. Actual number may vary.

Development of room supply by category and region, 2005/2015 (BFS)



Close-up on room supply in the regions

On a regional level, structural changes in room supply are more evident.

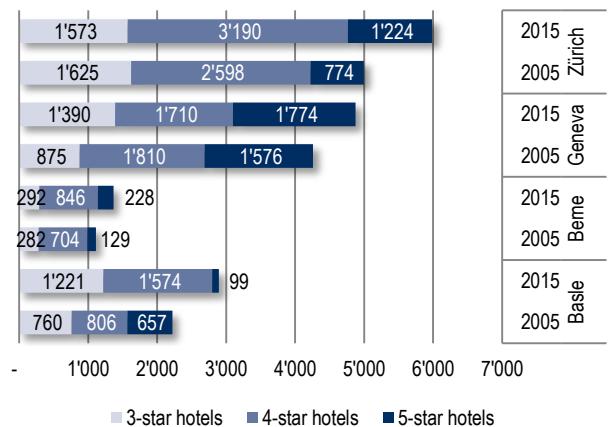
While in some regions with predominately business tourism the 3 star segment has seen tremendous growth rates (top three: Basle 82%, Geneva 73% and Aargau 45%), the luxury segment recorded added supply around the capital and leisure areas (Berne 77%, Eastern Switzerland 64% and Valais 48%).

Room supply in the four star segment grew in regions with business and cultural tourism (Basle 98%, Zürich 45% and Lucerne 37%).

In reverse, the Fribourg and Basle regions lost their luxury supply (-100% and -85% respectively).

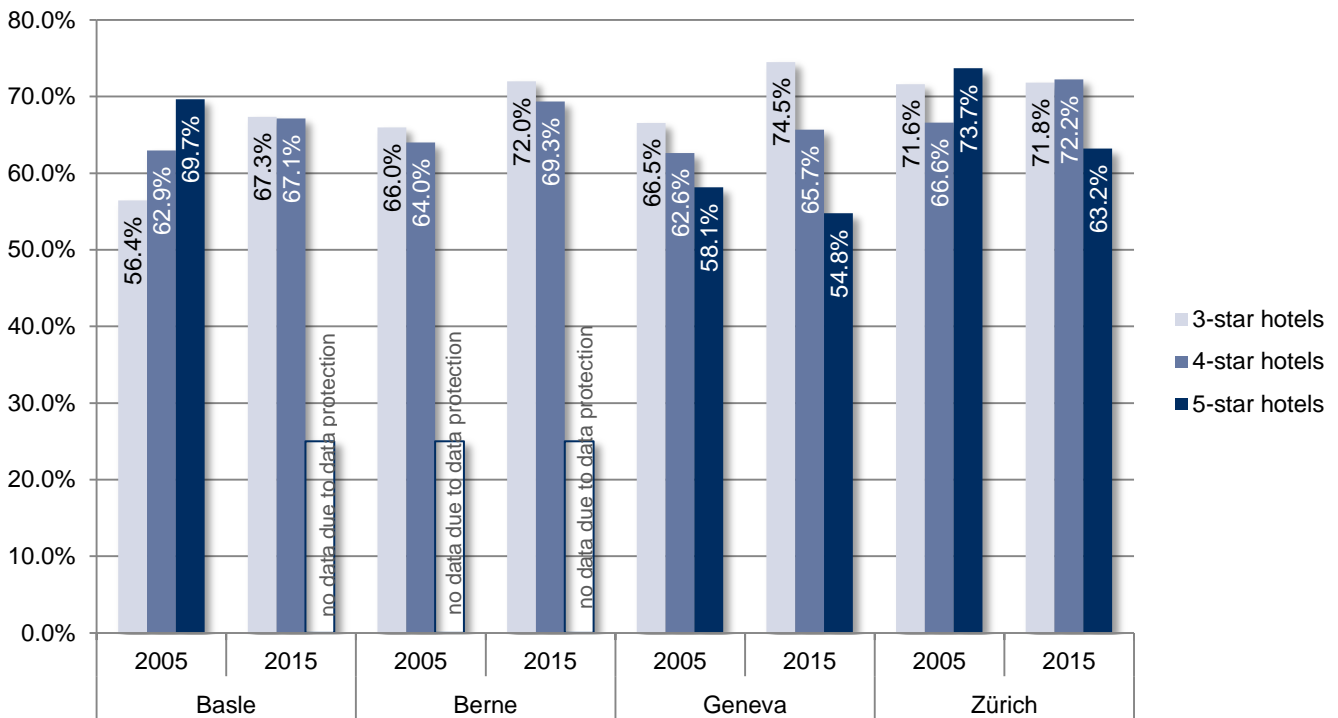
Close-up on room supply in select cities

Development of hotel room supply in select cities, 2005/2015 (BFS)



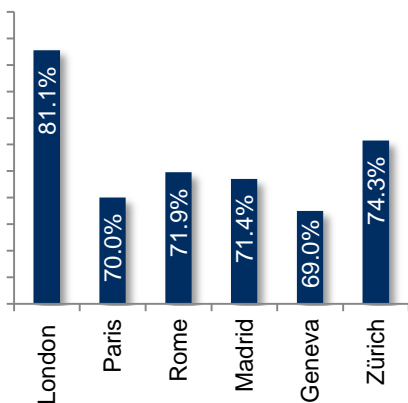
In the city of Zürich, 5 star hotel room supply has increased 58% between 2005 and 2015. The same is true for 3 star supply in Geneva. At the same time the city of Basle doubled the room count in the 4 star category.

Occupancy Rates (%) (BFS)

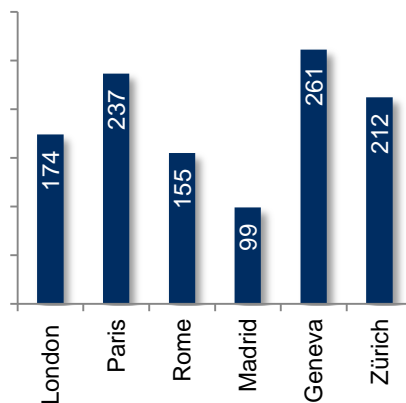


Key performance indicators for select European cities, YTD October 2016 (STR)

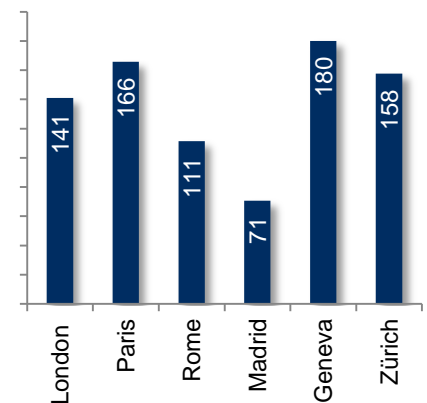
Occupancy (%), YTD 10-2016



ADR (€), YTD 10-2016



RevPAR (€), YTD 10-2016



Key Performance in select cities

The additional supply in the 5 star category, as highlighted in this report, has had a negative impact on occupancy rates in Geneva and even more so in Zürich. The market was not able to absorb another 164K in room night availability in this segment.

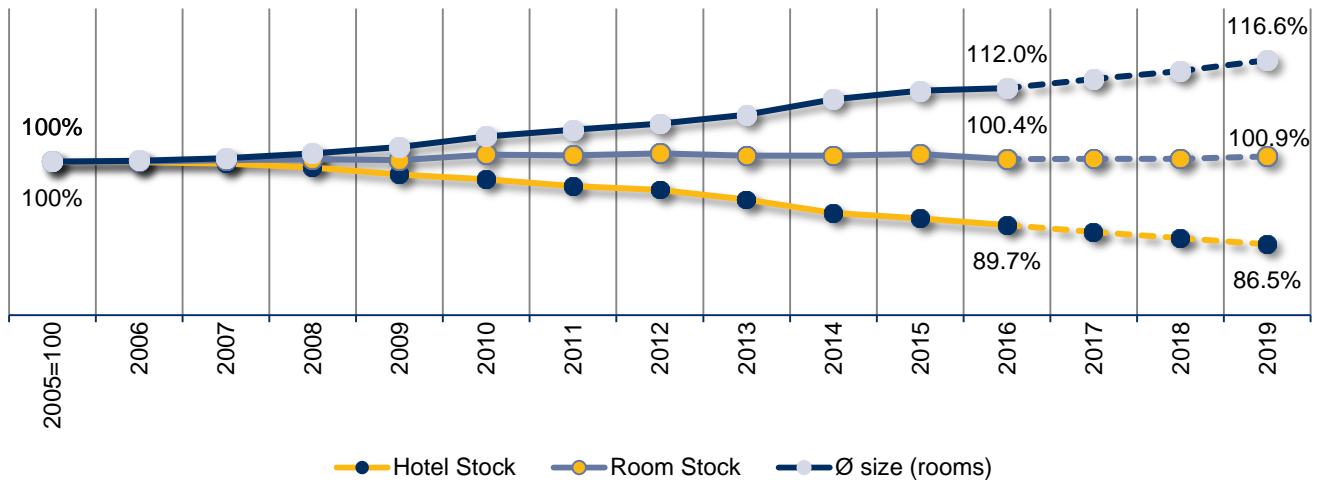
In the three and four star category on the other hand, the cities saw increased occupancy rates regardless of new supply being added.

Swiss gateway cities vs. European capitals

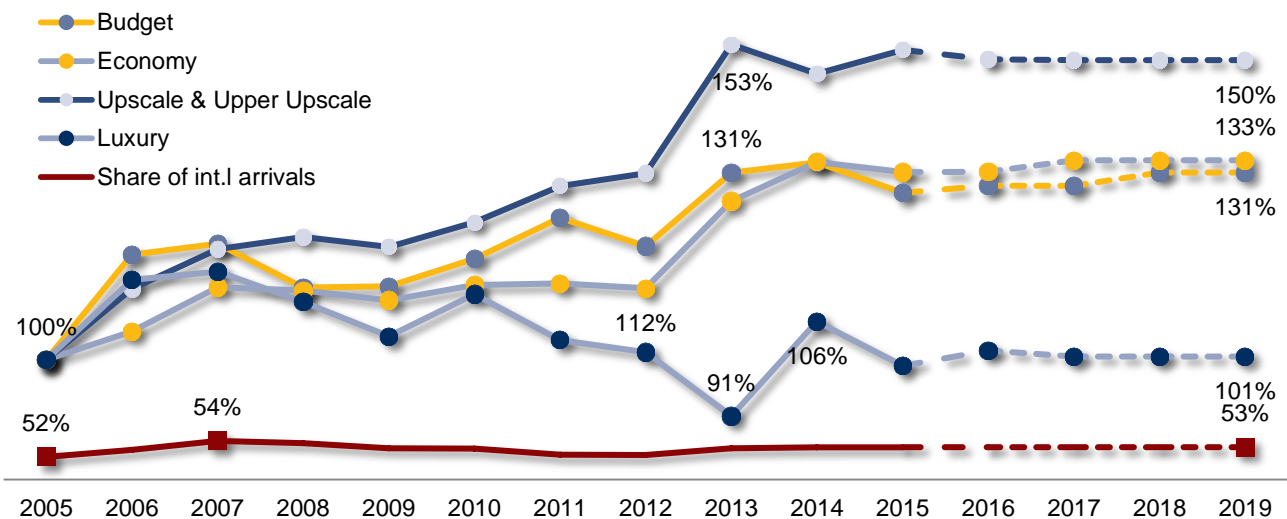
Geneva, best performing city in Europe in terms of ADR and RevPAR, produced stable figures with only minor variance compared to the same period last year. Zürich on the other hand recorded a decrease of 4.8% in ADR, which, paired with minus 0.5% in occupancy, resulted in a reduction of RevPAR by 5.3%.

It stands to reason that the pressure on the luxury market is responsible for the deteriorating results in Zürich.

Hotel supply trends: hotel stock, rooms stock and average size of hotels; 2005-2019 (2005=100); [2017-2019 Horwath HTL projections]



Arrivals in hotels and share of international arrivals (%), 2005-2019 (2005=100); [2016-2019 Horwath HTL projections]



Supply structure will continue to change

With international chain hotels fanning out to secondary cities and to select resort destinations, most significant changes are expected in the economy segment.

Along with it, the slow overall increase of hotel size (average number of rooms per hotel) will accelerate.

In the past decade this growth has been driven by the budget and upscale segments. The existing luxury hotels on the other hand had to sacrifice a fair share of rooms in favour of room size during renovations in order to stay competitive. As a result the average size of hotel decreased by 15%.

Luxury hotels struggle with shifting demand

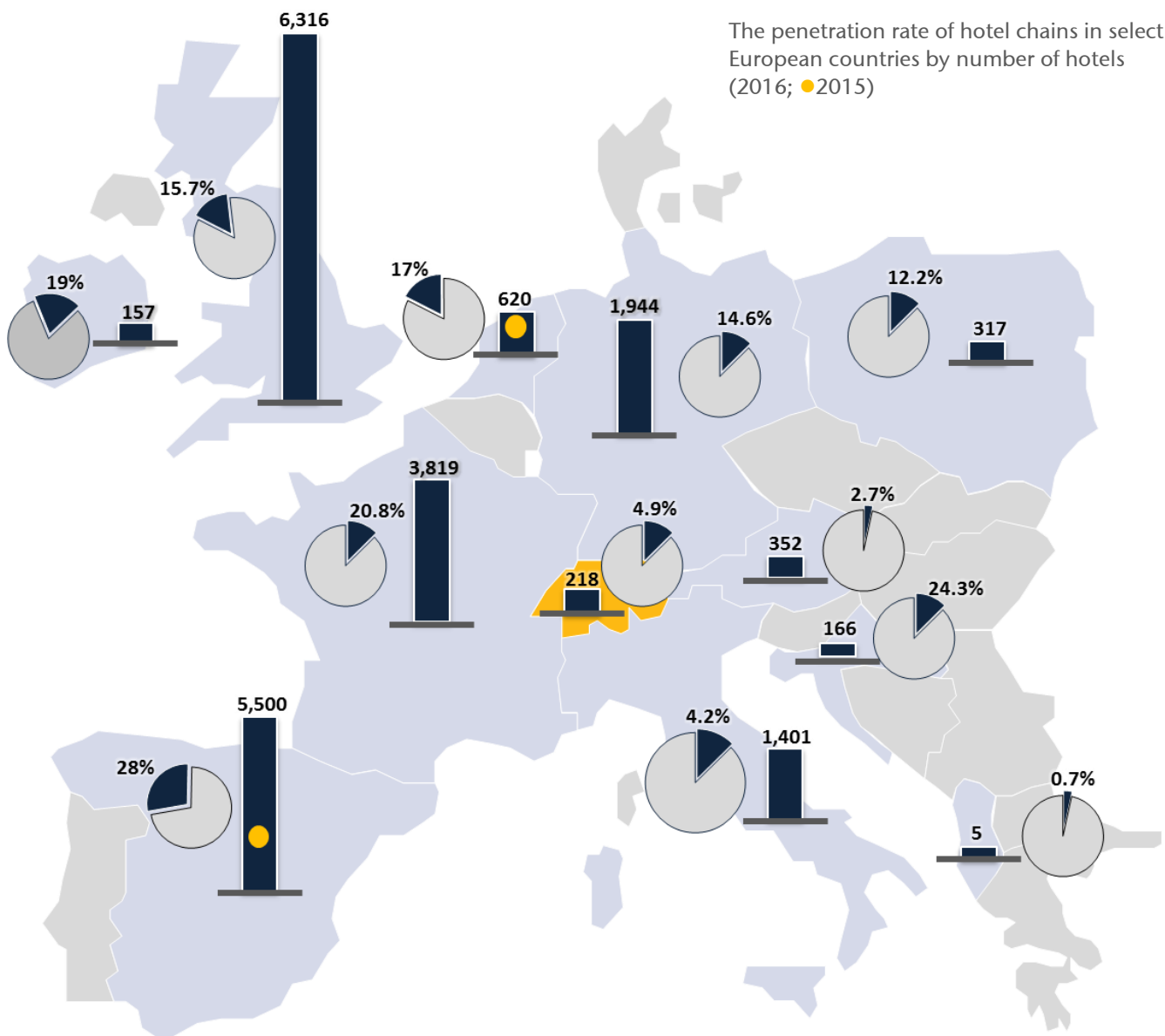
Three trends clearly mark the recent years:

- ▲ The share of international arrivals showed little or no variance and is expected to remain stable
- ▲ Budget and economy segments see steady growth with an increasing number of international chains entering the market
- ▲ Upscale and upper upscale categories take market shares off the luxury category while at the same time growing luxury supply presses down on occupancy rates.

Upscale and upper upscale hotels profit from many companies disallowing 5 star hotel expenses on their accounts.



Hotel Chains in Switzerland



Where are chains expanding in Europe?

Chains presence in Europe is visibly increasing. The pace at which new hotels are branded or re-branded every day is much faster than what we report for Switzerland, due to the different destinations life-cycles and to incomparable market structures.

The European continent (in this map excluding Russia) ranges from the UK, with a stock of over 6,300 chain hotels, with a chain history dating back to the 50s, to Albania, with less than 10 chain hotels and a tourism history which born only after the year 2000.

According to last Horwath HTL countries censuses run at the end of 2016, chains in Europe are mainly concentrated in the UK (around 6,300 hotels and a penetration of 16%), Spain (around 5,500 hotels and a penetration of 28%), France (around 3,800 hotels and a

penetration of 21%), Germany (around 1,900 hotels and a penetration of 15%) and Italy.

According to Horwath HTL offices network researches, the European central and eastern countries will lead the pipeline for hotels chains in the next future: Croatia, Bulgaria, Romania, Hungary, Poland, Bosnia, Serbia and maybe Albania too, have a lot of potential for hotel chains still to be deployed, given international leisure demand curiosity for the capital cities of these countries is growing, while business travel is also pushed up by improved trade conditions and favourable business environment.

Franchising will remain the preferred entry mode, due to a risk minimization approach, with the exception of the luxury scale, where management contract is and will be preferred.

Key Figures	2016
Chain Hotels	218
Chain Rooms	25'448
Average Size of Hotel (rooms)	117
Swiss Hotel Stock	4'456
Swiss Room Stock	127'939
Average Size of Hotel (rooms)	29
Chain penetration by Hotels	4.9%
Chain penetration by Rooms	19.9%
Total Number of Brands	58
Domestic Brands	8
International Brands	50
Top 10 Chains Total Hotels (by no. hotels)	140
Top 10 Chains Total Rooms (by no. rooms)	17'537
Top 10 Chains Hotels %	3.1%
Top 10 Chains Rooms %	13.7%

Chain hotels are still the minority in Switzerland

In absolute numbers Switzerland counted 218 chain hotels in total which equals 4.9% of the total hotel stock by the end of 2016. They operate under 58 different brands, whereof only one eighth is domestic and 88% international.

The top ten chains by number of hotels have two thirds of all chain hotels and 3.1% of the total hotel stock in Switzerland under contract.

In the years to come we will observe the changes taking place. The above figures do not include double counting for second tier operated hotels.

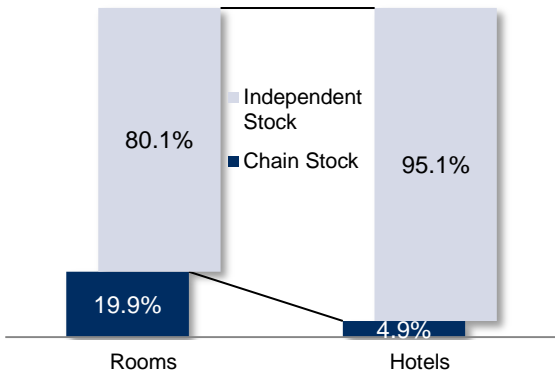
A remarkable difference in average size

A closer look at the room stock operated in branded hotels reveals, that hotel chains already hold nearly one fifth of all available rooms in Switzerland. Their average size by number of rooms is more than four times as large as that of independent hotels.

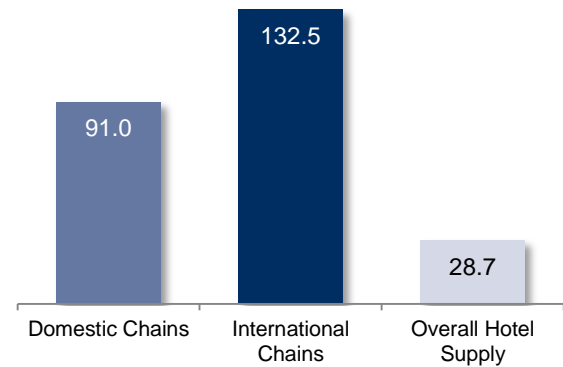
The top ten chains by number of rooms control 13.7% of the total Swiss room supply.

Although domestic brands are very limited in numbers, they still hold an incredible share of the luxury market, as will be shown later in this report.

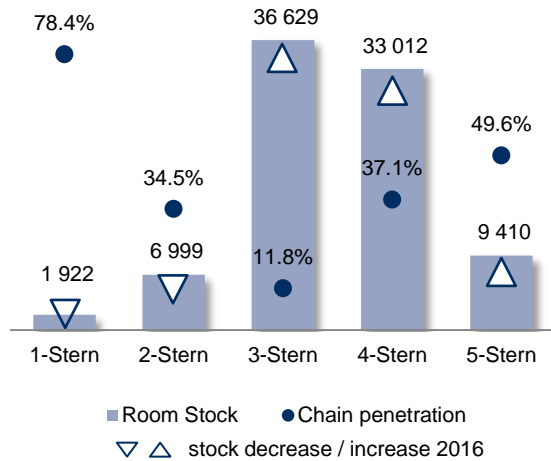
Chain penetration rate in Switzerland by number of hotels and rooms, 2016 (Horwath HTL census)



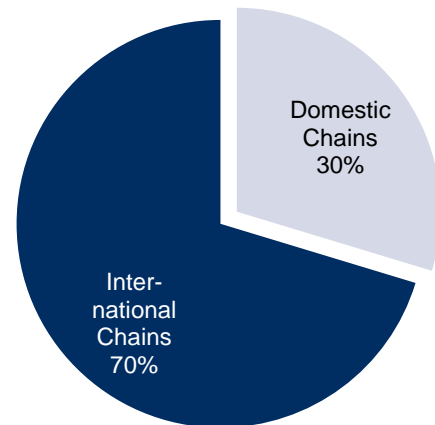
Average size of hotel by number of rooms, 2016 (Horwath HTL census)



Swiss hotel room distribution and chain penetration by category (Horwath HTL census)



Chain Room Stock by Origin, 2016



Chain supply by category

Interestingly, those categories with the smallest room supply in absolute numbers exhibit the highest chain penetration, above all the one star classified category where more than 78% of the total 1,922 rooms are attributable to a branded operation.

On the other hand, chain penetration in the 3-star category is still very low at close to 12% and expected to see more growth in the years to come.

18.4% of all 5-star hotels in Switzerland are operated under an international brand and 19.5% are managed (and often owned) by a domestic hotel chain.

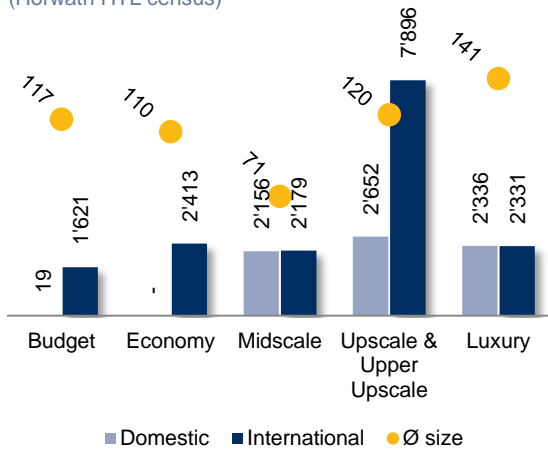
Hotels affiliated with domestic chains tend to be smaller than international chain hotels by number of rooms. Nevertheless, their average size still exceeds that of the national average by more than 300%.

Room for growth in the 3-star segment

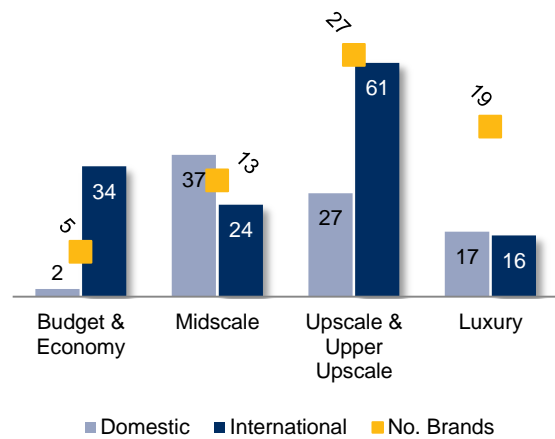
Only 2.2% (24 in absolute numbers) of the total 3-star hotel stock in Switzerland have an international chain affiliation. Domestic and internationally branded 3-star hotels account for only 2.6% of the country's total classified hotel stock. 61% of 3-star chain hotels in Switzerland are in the hands of domestic chains.

It is owed to the high cost level, that the 3-star segment shows such a small amount of chain penetration. Most of the time, developments in this sector compete against office or housing, where developers can achieve higher profit margins.

Chain rooms by category and average size, 2016 (Horwath HTL census)



Chain hotels by category and number of brands, 2016 (Horwath HTL census)



Chain Hotels by Scale	Hotels	Share	Rooms	Share
Budget & Economy	36	17%	4'053	17%
Midscale	61	28%	4'335	18%
Upscale & Upper Upscale	88	40%	10'548	45%
Luxury	33	15%	4'667	20%
Total	218	100%	23'603	100%

A high concentration of brands in Upscale to Luxury segments

Currently, 72% of all brands – both domestic and international – are set in the upscale to luxury segments. Nearly half of all domestic chain hotels in the Midscale and Upscale segments are operated as independent properties without a particular brand.

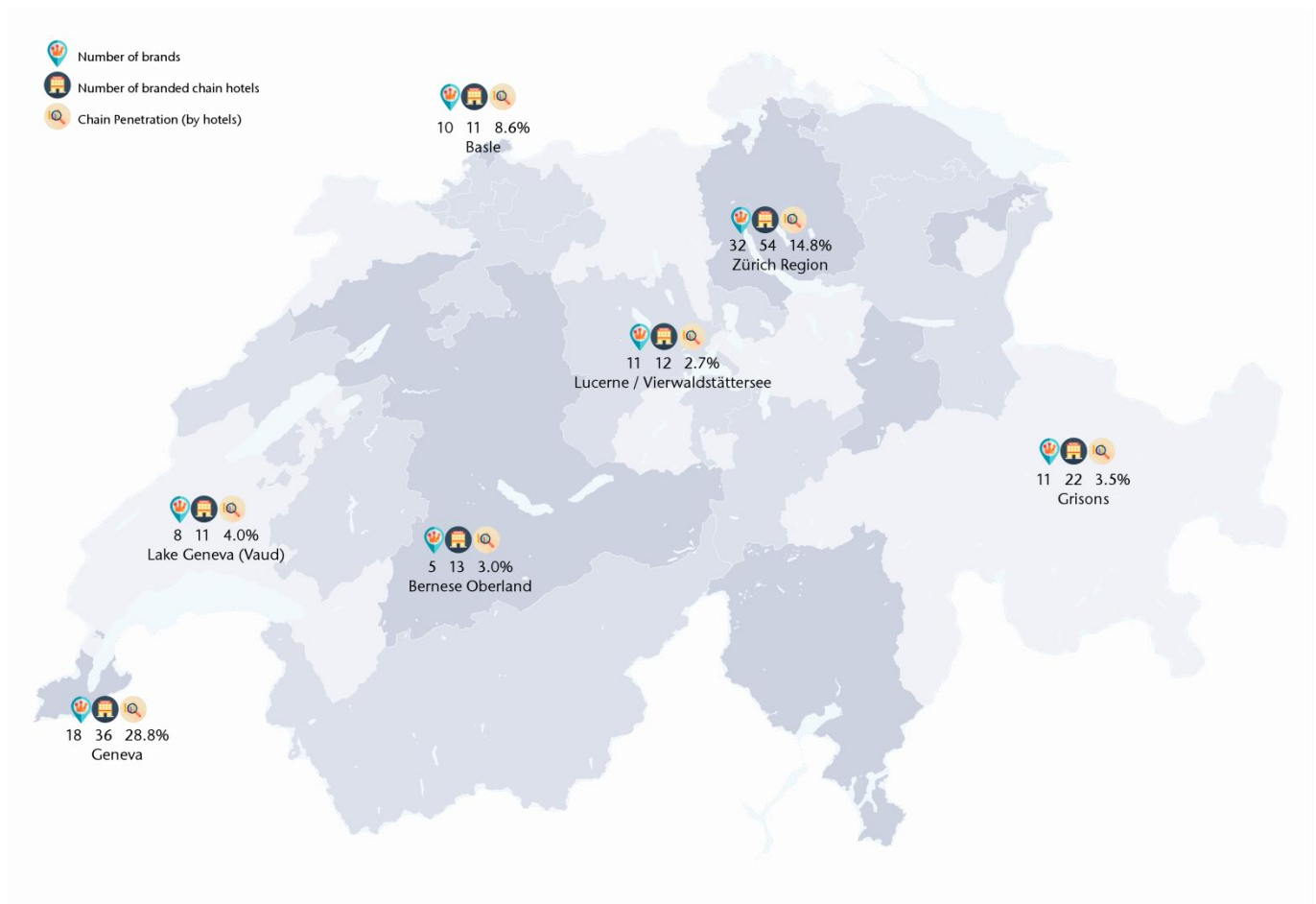
There is also an enormous difference in the average size of domestic and international chain hotels. While domestic Midscale hotels count 58 rooms on average, the international establishments offer an average of 91 rooms. In the Upscale and Upper Upscale class the average size is 113 rooms vs. 153. Only in the luxury department the average size is almost equal: 137 rooms at domestic chain hotels and 146 in international ones.

70% of all chain hotels are located in a city setting. They have not quite conquered resort destinations.

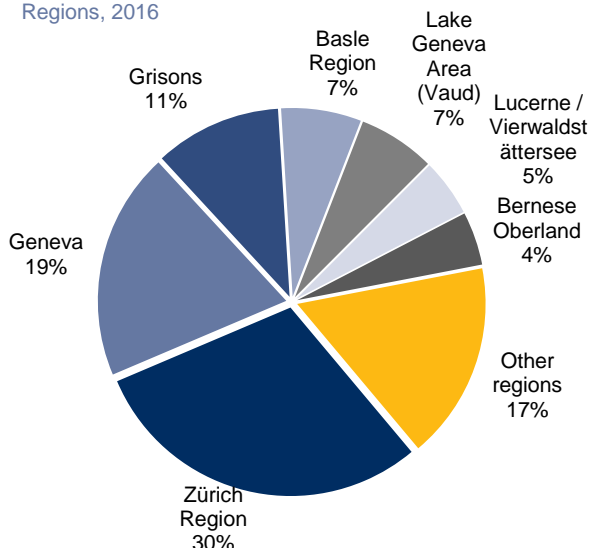
Budget & Economy dominated by International Chains

A closer look at the “brandscape” reveals the dominance of international brands in the budget and economy sector. Domestic chains appear only as second tier operators or manage the properties individually; they have as yet failed to create their own brand(s).

On the other hand, more than half of all Midscale chain hotels are in the hands of domestic hotel groups. Out of the total 13 brands in that segment, only one originates in Switzerland.



Chain rooms distribution among Swiss Tourism Regions, 2016



A strong focus on city hotels

Not surprisingly, almost half of all chain affiliated rooms in Switzerland are located in the two main gateway cities of Zürich and Geneva. The latter records a chain penetration rate of 28.8%, meaning almost every third hotel in the city has a chain affiliation. Whereas in Zürich the chain penetration rate is at “only” 14.8%.

Out of all regions with a focus on leisure tourism, Grisons has the highest number of chain affiliated rooms and a chain penetration rate of 3%. Domestic and international chains are in full balance here at 50/50.

In the Basle, Jura & Three Lakes and Fribourg Regions, however, international chains hold a full 100% share.

In Geneva the international share of chain affiliated room supply stands at 62%, in Zürich 86%.

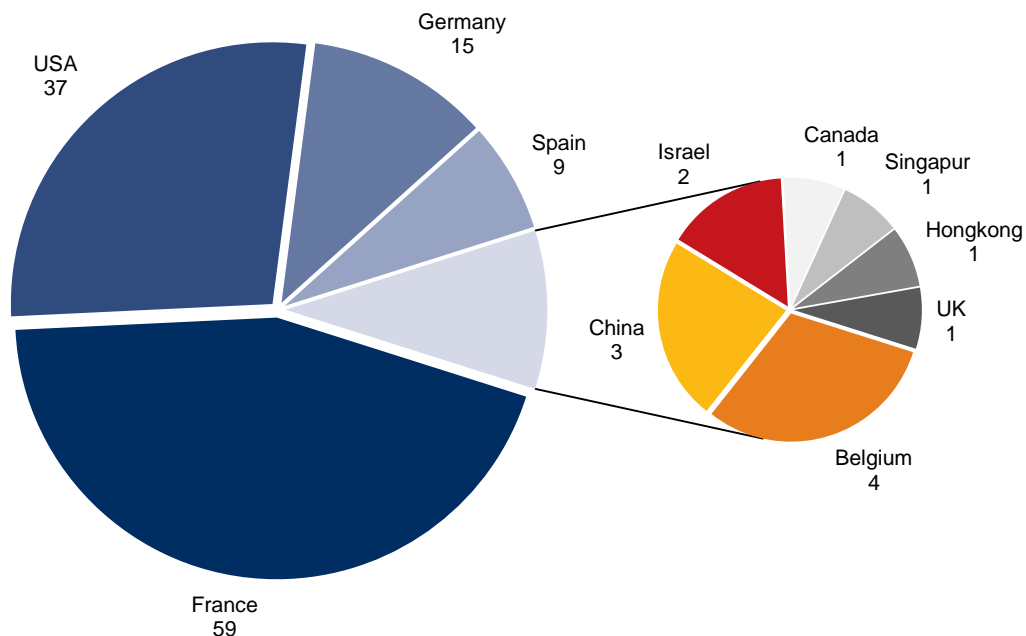
As we see an increasing number of resort brands attempting to enter the market, we expect holiday destinations to gain shares in the future.

Rank	Top 10 Chain Groups by Rooms in CH 2016	Hotels	Rooms
1	Accor	57	6'914
2	Interconti	11	2'149
3	Marriott	12	1'852
4	Mövenpick Hotels	5	1'306
5	Wyndham	10	1'086
6	Sunstar Hotels	11	1'025
7	MRH	8	886
8	Sorell Hotels	16	861
9	Rezidor	4	848
10	Manotel	6	610

Rank	Top 10 Domestic Chain Groups by Rooms in CH 2016	Hotels	Rooms
1	Mövenpick Hotels	5	1'306
2	Sunstar Hotels	11	1'025
3	MRH	8	886
4	Sorell Hotels	16	861
5	Manotel	6	610
6	Kempinski	2	596
7	Ferienverein	4	507
8	Fassbind Hotels	5	469
9	Aargauhotels	11	418
10	Tschuggen HG	4	314

Rank	Top 10 Int. Chain Groups by Rooms in CH 2016	Hotels	Rooms
1	Accor	57	6'914
2	Interconti	11	2'149
3	Marriott	12	1'852
4	Wyndham	10	1'086
5	Carlson-Rezidor	4	848
6	Hilton	4	585
7	Club Med	2	575
8	NH Hoteles	4	522
9	Hotusa	6	368
10	Dorint	2	363

distribution of international chain hotels by place of corporate headquarter 2016 (Horwath HTL census)



Accor leads the pack

The overall, and hence the international, ranking is led by Accor who disposes of the most hotels and rooms by far. In fact, their number of rooms triples that of the IHG in second place.

The largest domestic chain Mövenpick Hotels, while a force on the international market, reaches only fourth place in the overall ranking. Their total number of rooms on home turf amount to less than 20% of Accor's figures. The impact of their new project in Basle will be insignificant to the overall ranking but it will increase their lead on the domestic number two, Sunstar Hotels, who operates exclusively resort hotels.

Vive la France

Nearly 60 percent of all hotels with an international chain affiliation "parlent français".

French and US-American chains provide branding solutions to 72% of all hotels with international chain affiliation.

German chains groups found the Swiss market increasingly interesting and opened several hotels over the last years.

Rank	Economy & Midscale Brands	Hotels	Rooms
1	Ibis	23	2'314
3	Ibis budget	11	1'495
2	Sorell Hotels	14	745
5	Holiday Inn Express	3	419
8	Club Med	1	358
4	IbisStyles	4	273
7	Tulip Inn	2	228
6	Ramada	2	182
9	Motel One	1	146
10	Comfort Hotels	2	135

Rank	Upscale & Upper Upscale Brands	Hotels	Rooms
1	Novotel	7	1'099
3	Sunstar Hotels	10	956
2	Mövenpick Hotels	4	956
5	Radisson BLU	4	848
8	Ramada	6	769
4	Crowne Plaza	2	731
7	Swissotel	2	585
6	Hilton	2	534
9	NH	4	522
10	Holiday Inn	3	390

Rank	Luxury Brands	Hotels	Rooms
1	Kempinski	2	596
3	VJC	5	593
2	Interconti	2	549
5	Mövenpick Hotels	1	350
8	Giardino HG	4	260
4	Fairmont	1	236
7	Mandarin Oriental	1	189
6	Seiler Hotels	1	150
9	Steigenberger	1	126
10	W	1	123

Rank	Top 10 Chain Brands by Rooms in CH 2016	Hotels	Rooms
1	Ibis	23	2'314
2	Ibis budget	11	1'495
3	Mövenpick Hotels	5	1'306
4	Novotel (& Suites)	8	1'185
5	Sunstar Hotels	11	1'025
6	Ramada	8	951
7	Sorell Hotels	16	861
8	Radisson BLU	4	848
9	Crowne Plaza	3	791
10	Kempinski	2	596

Rank	Domestic Chain Brands by Rooms in CH 2016	Hotels	Rooms
1	Mövenpick Hotels	5	1'306
2	Sunstar Hotels	11	1'025
3	Sorell Hotels	16	861
4	Kempinski	2	596
5	VJC	5	593
6	Giardino	4	260

Rank	Top 10 Int. Chain Brands by Rooms in CH 2016	Hotels	Rooms
1	Ibis	23	2'314
2	Ibis budget	11	1'495
3	Novotel (& Suites)	8	1'185
4	Ramada	8	951
5	Radisson BLU	4	848
6	Crowne Plaza	3	791
7	Swissotel	2	585
8	Club Med	2	575
9	Interconti	2	549
10	NH	4	522

Luxury? Yes we can

While economy and midscale brands are clearly in foreign hands, half of the places in the luxury ranking go to Swiss brands. They hold a share of 68% in number of top 10 hotels and 61% of the top 10 luxury rooms.

In the category Upscale & Upper Upscale they contribute 32% of all top 10 hotels, but only 26% of top 10 rooms supply.

On the bottom line, the Accor brands in economy and midscale sector are of such proportion that openings projected for the next two years will not throw them off the throne. We will, however, see shifts in the other categories.

4 out of 10 – still not bad

Four out of the overall top ten chain brands in Switzerland are domestic brands. They hold a share of 37% in number of hotels and 33% of rooms. Considering that they are underrepresented in the economy to midscale arena, this is a respectable result.

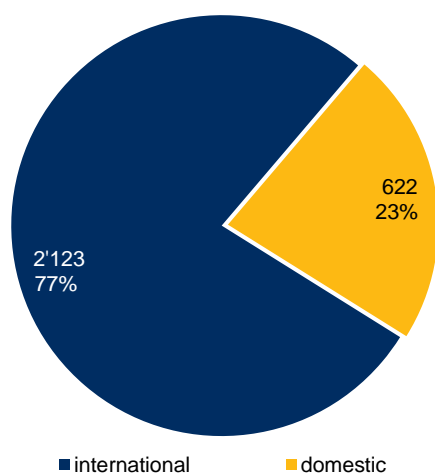
Considering further, that owner operation is a model still widespread in Switzerland - even with domestic hotel chains – the result is quite remarkable.

However, international chains mostly provide Franchise Agreements to domestic second tier operators.

Another trend we observed in the recent past is that well established international hotel chains sign contracts as second tier operators to manage hotels under a foreign brand or even unbranded hotels in order to achieve their expansion goals.

Pipeline 2017/2018 by scale (incl. re-branding)	Zürich		Lucerne / Vierwaldstättersee		Basle	
	Hotels	Rooms		Share	Rooms	Share
Budget & Economy	4	829				
Midscale			1	155		
Upscale & Upper Upscale	3	722	1	180		
Luxury			3	639	1	260
Total	7	1'551	6	1'089	1	260

share of pipeline (incl. re-branding) 2017-18
among domestic and international brands, 2016
(Horwath HTL census)



Acquiring reliable data on new projects and future supply is a very tedious process. A fair number of projects have been in the planning stage for years already and may never be realized. The (re-)branding of existing properties is usually made public only after the fact.

As such, we have listed only those projects that are already under construction or where ongoing refurbishment and branding has been made public. Furthermore, only branded hotels were considered. Another selection criterion we applied was that the opening of the hotel must take place no later than by the end of 2018.

Expansion plans of domestic hotel chains are less visible and rarely published in advance. Therefore, numbers given are only indicative. This list is not exhaustive.

The most exciting opening expected in 2017 is that of the Bürgenstock Resort, where Katara Hospitality invested round about 500 M Swiss Francs for the development on 60 ha of land above and overlooking the Vierwaldstättersee.



All data on Swiss competitiveness and comparison with EU states are based on Eurostat data as of December 5th, 2016.

This report contains evidences from the Horwath HTL census of operating chain hotels in Switzerland in the year 2016, as of December 30th, 2016.

All trading performance data referring to 2016 are YTD October 2016 (total) and have been provided by STR Global.

For the purpose of the hotel chains census:

- ▲ “Chains” and “brands” are assumed as equivalent nouns. Chains groups are corporations owning several brands.
- ▲ A chain is any organization operating 5 or more hotels in the world (of which, at least 1 is in Switzerland), by owning, managing, leasing or franchising properties.
- ▲ Light brands and the so called “voluntary affiliation networks” are not considered into the count.
- ▲ International chains are those with headquarter outside Switzerland; domestic chains are those with headquarter in Switzerland, including those that also have operations abroad.
- ▲ Investigation is based on data provided by hotelleriesuisse and desk research covering several sources such as official websites, international and domestic chains directories.
- ▲ As for the census, scales are based on the official classification of the hotels (Swiss stars system) and do not represent the target positioning of the brand itself.
- ▲ As for the trading performance (OR, ADR and RevPAR) scales are based on a STR own classification
- ▲ Second tier operators (white label companies) have not been considered in this year’s report.
- ▲ For the scope of this report, Pipeline hotels are counted separately and do not sum up into the census. Pipeline and re-branded hotels are counted together. Pipeline do not include the count of independent hotels
- ▲ “Rooms” is used as equivalent to “keys”, even in the case of suites and apartments.
- ▲ All projections have been elaborated by Horwath HTL

For any enquire on the census methodology please contact the author, Michaela Wehrle at mwehrle@horwathhtl.com.



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hotelleriesuisse is responsible for the Swiss hotel classification, for negotiating the collective labour agreement for the hotel and restaurant industry which is binding on all employees within the Swiss hospitality industry, independent of any association membership.

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