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Dear readers,

New laws, regulations, and directives are as much part of every New Year as the popping of corks and the making of good resolutions. On 1 January 2015, the eleventh version of the Uniform System of Accounts for the Lodging Industry (UASLI) will be published. This is the hospitality industry’s standard instrument for cost accounting, benchmarking, accounting and reporting.

In many hotels, the controllers (at least) have been considering the new amendments and preparing for the introduction of the new edition. We will inform you about the most important changes – key word “globalization”. The Fairmas team is supporting its clients with advice and assistance in implementing the new edition of the USALI.

The current Fairmas analysis figures give you an overview of the late summer month of September at the major destinations. The sun is not shining on the books everywhere, and that is how the final quarter of 2014 looks set to turn out. It seems as if Autumn is going to be rather overcast.

The editorial team wishes you an interesting time reading the Fairmas Hotel Report (Gabriele Kiessling & Nadine Kilian)
August 2014 in comparison to the previous year¹

A brief overview of hotel performances at selected German destinations:

¹ All the figures (daily collected) quoted are comparisons with those for the previous year, rounded to full amounts
Source: Fairmas GmbH/STR Global, Data as of 06.10.2014

Berlin
OCC: 84%, ADR: €119, RevPar: €100
Expectations for the month of September had been high in Berlin – and they have absolutely been fulfilled. While rates were increased by 9% mainly due to the biennial trade fair Innotrans (23.-26.09.2014) the IFA (05.-10.09.2014) also contributed its share to the positive performance. Both trade fairs showed improved demand and therefore an increasing amount of bookings. In addition, the business and convention segments were strong components as well. Compared to last year, occupancy went up by excellent 6% (RevPar +16%). While the demand for Berlin Marathon has been behind expectations over the last years, this year’s event was at least a strong occupancy driver even though it was at the expense of the daily rate. Overall Berlin experienced an increased demand in international business bringing higher rates into the local market.

Dresden
OCC: 77%, ADR: €75, RevPar: €58
High rates have been sold last year due to the DGU congress (25.-28.09.2013) and DGN congress (18.-21.09.2013). As these high demand days were missing this year, rates had to be more moderate to be accepted by the market. At first, the Dresden Summer School of the University Mannheim (15.-26.09.2014) and the KGSt®-FORUM (17.-19.09.2014) seemed to bring successful business days for Dresden’s hospitality, however the market suffered from late cancellations and no-shows. Beside, weekends were rather disappointing and not as strong as envisioned. Occupancy dropped by just 1% and the rate dropped by 8% which resulted in a RevPar decrease of 9%.
Dusseldorf
OCC: 77%, ADR: €100, RevPar: €77
Dusseldorf's results for the month of September have been quite moderate (Occ: +3%, ADR: -3%, RevPar: -0.1%). The city was missing several major events and leading exhibitions: This is not only due to the GDS which took already place in July this year compared to September last year, but also due to the biennial exopharm which was held in Munich this year. The anticipated strong overflow from Cologne’s Photokina didn’t materialize in the way it was expected. Some hoteliers however benefit from the weaker trade fair constellation and increased their MICE and group business – mainly due to the earlier end of summer holidays (Mid-August) in North Rhine-Westphalia. Even though they were short-term bookings, hotels saw good business coming from the retail/shopping segment, especially during the weekends.

Hamburg
OCC: 86%, ADR: €133, RevPar: €115
Hotels in Hamburg are really pleased with September's performance (Occ: +3%, ADR: +18%, RevPar: +21%). The extremely high demand for the biennial trade fair SMM, Shipbuilding, Machinery & Marine Technology, the leading trade fair for maritime industry (09.-12.09.2014) allowed high rates to be sold well in advance. The first-time trade fair WindEnergy (23.-26.09.2014) had also a very positive impact on Hamburg’s market and achieved competitive rates. Many hotels reported also a strong demand for the MICE and corporate segment, especially during the week in between the trade fairs which had sufficient availability for daily business guests.

Cologne/Bonn
OCC: 80%, ADR: €114, RevPar: €91
The high expectations for the month of September have been fulfilled for Hotelier’s in the Cologne/Bonn area. While occupancy went up by solid 5%, the rate grew even by 13% which led to an ex-
Excellence RevPar increase of 18%. The main reason for this fantastic development was the Photokina (16.-21.09.2014), the leading trade fair for photography taking place every two years. While the Cologne Marathon (14.09.2014) took place in October last year, it contributed to the positive results of this year’s September. In addition, even smaller and not so well established exhibitions such as dmexco (10.-11.09.2014) and Kind + Jugend (11.-14.09.2014) brought good business to the hotels. Shoulder-nights of the INTERMOT-trade fair (01.-05.10.2014) started already on the 30.09.2014 and weekends took advantage of prominent soccer games such as Cologne vs. Gladbach or Cologne vs. FC Bayern Munich.

**Leipzig**

**OCC: 82%, ADR: €85, RevPar: €69**

It was an extremely positive month for Leipzig. Compared to last year, occupancy grew by 3%, the rate even by 12% - resulting in an 14% RevPar increase. In September last year Leipzig had one day of the Espen-Congress and one trade fair only – the Postprint which had to be cancelled this year due to a lack of exhibitors. However in 2014, Leipzig had significantly more days selling high rates: The GPEK-Trade Fair, International Exhibition and Conference for Police, Special Forces and Public Safety (09.-11.09.2014), the annual DGVS-Conference (17.-20.09.2014) and the Fachdental-Fair, leading trade fair for dentistry in eastern Germany (26.-27.09.2014). All three trade fairs have been a complete success for the hotels, archiving an excellent occupancy with high rates.

**Munich**

**OCC: 88%, ADR: €192, RevPar: €169**

Munich had already high expectations for September – but they have even been exceeded. The ERS Congress (06.-10.09.2014) is known as one of the strongest exhibitions, archiving top-end rates. Not just as strong as the ERS congress, but still with high demand, the DGN, German Society for Neurology, (15.-19.09.2014) and the expopharm, largest pharmaceutical trade fair within in Europe (17.-20.09.2014), contributed their share to the successful development with just a slight shortfall in expectations. While last year’s bookings for the Oktoberfest were rather moderate, this year’s Oktoberfest (20.09.-05.10.2014) showed a much improved pick-up, filling Munich’s hotels. On a whole, Munich’s hoteliers are looking back at an occupancy increase of 1%, a 11% raise in rate and therefore a positive RevPar development of 12%.
## Hotel Performance September 2014/2013*

<table>
<thead>
<tr>
<th>Destination</th>
<th>Occupancy in %</th>
<th>Average Daily Rate in Euro</th>
<th>RevPar in Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berlin</td>
<td>84.1%</td>
<td>79.2%</td>
<td>4.9</td>
</tr>
<tr>
<td>Cologne/Bonn</td>
<td>79.8%</td>
<td>76.2%</td>
<td>3.6</td>
</tr>
<tr>
<td>Dresden</td>
<td>77.1%</td>
<td>77.8%</td>
<td>-0.7</td>
</tr>
<tr>
<td>Dusseldorf</td>
<td>77.2%</td>
<td>75.3%</td>
<td>1.9</td>
</tr>
<tr>
<td>Frankfurt</td>
<td>79.1%</td>
<td>78.7%</td>
<td>0.4</td>
</tr>
<tr>
<td>Hamburg</td>
<td>86.3%</td>
<td>84.2%</td>
<td>2.1</td>
</tr>
<tr>
<td>Leipzig</td>
<td>81.5%</td>
<td>79.4%</td>
<td>2.1</td>
</tr>
<tr>
<td>Munich</td>
<td>88.3%</td>
<td>87.3%</td>
<td>1.0</td>
</tr>
</tbody>
</table>

*Source: Fairmas GmbH / STR Global, based on data from participants with daily data entry. Data as of 06.10.2014

| Legend | |
|--------||
| OCC    | Occupancy |
| ADR    | Average Daily Rate (net rooms revenue) |
| RevPar | Revenue per available Room (net logistics revenue per available room) |
Fairmas Trendbarometer

A peek into the future – in detail:

Berlin

Forecasts for October are still very restrained (Occ: -2%, ADR: -4%, and RevPar: -6%). Advance bookings for the long holiday weekend starting 3 October 2014 have been steadily improving over the last few weeks. The ECNP Congress (18 to 21 October 2014) is also attracting greater interest. There are also a number of smaller conferences, and these certainly could still lead to demand. Much business sector trade shifts into October in those years in which the InnoTrans takes place. But now, bookings are being made at ever shorter notice, so that hoteliers have become cautious. However, as there has also been high demand during the autumn holiday period in recent years, it can be assumed that the numbers will be a little more positive.

In recent years, November has always been a good month for business: hardly any public holidays and no school holidays, so that the month offers the promise of four full business weeks. And even now, demand is significantly higher than anything hoteliers have experienced in previous years. Advance bookings from conference visitors are also at last year’s levels in many hotels. This is making Berlin hoteliers confident.

A 0.3% growth in occupancy is thought likely and room rates are expected to grow by as much as 2%, leading to a 2% rise in RevPar. If there is now
additional short-term individual demand (some congresses and trade fairs are taking place, after all) then even greater gains can be assumed.

Hoteliers are also optimistic as the end of the year approaches. December promises to be a good business month (Occ: -0.1%, ADR: +5.9%, and RevPar: +5.8%). There are full business weeks left before Christmas and there has been good demand during the weeks leading up to Christmas in recent years, which is why hotels are charging higher room rates in the run-up to Christmas. New Year’s Eve and the holiday period are highly promising because the public holidays are very convenient for employees this year; they can take the whole week off and yet only use a few days of their vacation. Hoteliers are feeling very confident.

Cologne/Bonn

The hotels in Cologne/Bonn are looking to October with extreme pessimism. Occupancy is expected to decline by 2% and room rates by as much as 32%. This will lead to a 34% drop in RevPar. Last year, the Anuga event (5 to 10 September 2013) was held in October. The world’s leading fair for the retail trade, food service and catering only takes place every other year, and top room rates can generally be demanded. This year, it will be missing from the hoteliers’ accounts. The Cologne Marathon took place in September this year, a fact that will also have a negative effect on the October figures. The Intermot, the International Motorcycle, Scooter and E-bike Fair (1 to 5 October 2014) is not providing as much business as initially expected while the figures for the ORGATEC event (21 to 25 October 2014) are also lagging behind those of recent years. In general, October demand is very weak and hoteliers are praying for short-term business.

Hoteliers are cautious about the November forecasts and are reticent with overly enthusiastic forecasts because the time taken for the booking procedure is becoming progressively shorter. This is especially true in the leisure sector and incre-
asinely for business sector trade, too. A 2% occupancy increase and a 2% decline in room rates are expected. This will lead to a 0.6% growth in RevPar. Nevertheless, hoteliers are confident that the numbers will improve, because November last year was a good month with a great deal of conference business. It is still hoped some short-term business sector trade and the Advent weekend will create satisfactory demand.

Hoteliers in Cologne/Bonn are cautiously positive in their forecasts for December. They expect a 3% increase in occupancy combined with a 0.5% decrease in ADR and thus a 2% increase in RevPAR. In Cologne/Bonn too, December offers three full weeks of business trade, though the related demand has still not made itself noticeable. Most trade is in the leisure sector with very good demand for the Advent weekends, as well as New year’s Eve – Cologne/Bonn is also confident as it looks towards the end of the year.

Dresden

October also is expected to be marked by downward movement. Last year, Semicon Europe took place (7 to 10 October 2013), a trade show that provides Dresden with good performance figures every two years. The school holidays in the second half of the month do get in the way of conference and corporate business, so that only two weeks are available solely for business guests. In addition, the public holidays on 3 and 31 October 2013 were both Thursdays, which set up excellent long weekends and in each case the opportunity for a day’s business at higher room rates than this year.

It is thus does not come as a surprise that occupancy is set to decline by 4%, with room rates sliding by 3% and RevPAR consequently dropping by 6%.

Hoteliers in Dresden expect a great deal of November. There is a lot happening in the city this autumn. Events include the “Jazztage” jazz festival, the “Unity.Dresden.Night” and the CYNETART
Festival, as well as the Striezelmarkt, which opens on 27 November 2014. The Advent weekends before Christmas are generally well booked in Dresden, and the Striezelmarkt event is also extremely well attended. The figures for November are boosted by the fact that the first day of Advent falls on November 30 this year. However, it remains to be seen whether the very positive forecasts (Occ: up by 7%, ADR plus 4% and RevPAR up 12%) are justified because bookings are, as always, made at the last minute.

Still, the forecast for December is rather more restrained. Occupancy is expected to fall by almost 2%, though room rates will rise by 4%, resulting in a RevPAR increase of 2%. Since the third day of Advent is so close to Christmas, it will be hard to sell. Nevertheless, the Advent weekends prior to Christmas are traditionally times of high demand. New Year’s Eve is also looking good for Dresden. Hoteliers are fuelling the price spiral, which may hit occupancy somewhat, though it boosts room rates and RevPar.

**Dusseldorf**

Hoteliers in Dusseldorf are still very pessimistic as far as October is concerned. Sharp declines in room rates are expected (ADR: down 31%), as well as an 8% decline in occupancy. This year, far fewer trade fairs are taking place in Dusseldorf than in 2013. For instance, the “K” (held on a three-year cycle), as well as the Anuga in Cologne, which last year led to very healthy overflow trade, will be absent this October. The only bright spot is the hope of a slight increase in room rates thanks to the “Aluminium” event (7 to 9 October 2014) and “Glasstec” (held every two years), from 21 to 24 October 2014. Nevertheless, this only adds up to seven days of trade fair business. Besides this, the autumn holidays begin earlier this year on 6 October 2014 (last year they were at the end of October), which will result in lower demand overall. It therefore remains to be seen as to whether October really will be so extremely negative.
The prospects for November also appear gloomy for the Dusseldorf hoteliers (Occ: down 3%, ADR: minus 8% and RevPar: down 11%). There have been fewer inquiries for events. In addition, the A+A trade fair, which takes place every other year, will be absent in 2014. Last year, it was accompanied by high room rates. Furthermore, the important annual “Medica” trade fair (12 to 14 October 2014), with just four trade fair days, will hardly be able to counteract the overall poor performance. It also remains to be seen as to whether the result can be improved in November, due to increasingly short-term booking behaviour.

There will not be any trade fairs in the city in December. That was also the case the last year. Dusseldorf Hoteliers expect a 3% decline in occupancy, though a minor increase in ADR of slightly more than 1%, and a 2% fall in RevPar. The first three weeks of December are business weeks that are easy to sell. There is usually also good demand during the weekends in the run-up to Christmas, so that occupancy and room rates might well rise because leisure bookings in particular are made at very short notice.

**Frankfurt**

Hoteliers are rapidly becoming far less confident in anticipation of October compared to this time last year. Occupancy is expected to decline by 2% and room rates by as much as 13%, leading to a 15% fall in RevPar. This is largely due to trade fairs being held on different dates. Last year, the CPhI (a conference held at different venues) took place from 22 to 24 October 2013. It had a particularly strong impact on room rates and occupancy, leading to unusually good business in an otherwise rather meagre autumn holiday week in Frankfurt.

As in 2013, the Frankfurt Buchmesse (book fair) is being held again this year (8 to 12 October 2014). However, there is ever-increasing competition due to the large number of new hotels that are opening in Frankfurt, and it will no longer be possible to achieve the same room rates.

November in Frankfurt is basically a good corporate and con-
ference month and healthy advance bookings are already being reported. Nevertheless, hoteliers are restrained in their forecasts. Occupancy is expected to decline by 2%, while room rates are set to basically stagnate with a tiny increase of 0.1%. A 2% decline in year-on-year RevPAR is thus expected. Many hoteliers feel that the general decline in the convention business is the main reason for the negative occupancy forecast. However, since the EuroMold trade fair, even though it is not a major event, takes place in Frankfurt this year (24 to 28 November 2014), the hotels around the exhibition centre can charge invoke higher rates, something that could make results a little more positive.

Compared to last year, forecasts for this December are very negative. Occupancy is expected to decline by 10% and room rates by 0.5%. An 11% decline RevPAR of is thus expected. So far, preliminary bookings in the leisure sector are good but there is still a lack of volume in the individual segments. Last year, the EuroMold took place in December. It will be absent this December. Yet if bookings for Christmas and New Year soon pick up, then the figure can clearly still be positive, because the development of room rates depends not least on individual pickup. Group business is expected along with the Christmas market tourism. In addition, the three weeks before Christmas are likely to be easily sellable business weeks.

Hamburg
The forecast for October is also positive, with RevPar set to increase by 7%, due to a rise in room rates (ADR: +6%). The DGHO convention, which is held at rotating venues, being held from 10 to 14 October 2014 and the Schmerzkongress, a specialist German medical congress taking place from 22 to 25 October, are contributing greatly to the improved room rates. The Hanseboot boat show, held every two years, this time from 25 October to 2 November, and this year’s Hamburg “Summit” event, are also viewed positively by the city’s hoteliers. Overall, the trend for October suggests major year-on-year improvements in the MICE and Business sector performance. Nevertheless, the
The short-term picture is difficult to assess and it remains to be seen just how well performance will actually develop.

This positive trend will continue in Hamburg through November with a RevPar increase of 5%. The starter for November is the 66th Eisbeinesen ("pork knuckle dinner"; last year it took place in October), which will bring many tourists to the city over the weekend. Generally, the Hamburg Hotels confirm that this November’s business will be marked by especially good advance bookings from the corporate and conference sectors, coupled with a high demand in the transient segment (Occ: up by 2%, ADR: up 3%).

December also looks likely to be extremely promising. Increases in all three key indicators are expected: occupancy is set to increase by 4% and room rates will climb by 6%, which will lead to a significant (10%) growth in RevPar. In Hamburg too, there are three full business weeks before Christmas. Demand for the Advent weekends is high and New Year’s Eve is very convenient for holidaymakers this year. The hoteliers in Hamburg are looking confidently towards the end of the year, although here too, the bookings are made at short notice.

### Munich

The rescheduling of the autumn school holidays so that they now extend into October will mean that demand in the corporate sector will be lower than last year. In return, more tourist business is expected; high levels of demand are particularly expected on public holidays and during the school vacations. However, leisure-sector demand comes at short notice. Last year, one extra day of Oktoberfest was in October, this time around there is an additional day in September. The InterAirport trade show, held every two years, is missing this time. This means that hoteliers’ predictions are now more restrained. A 1% increase in occupancy is thought likely, although room rates are expected to fall by as much as 4%, leading to a 3% fall in RevPar. Perhaps the World Nutrition Forum (15th-18.10.2014) can lift the overall performance somewhat in the short term.
November means three full business weeks for Munich hoteliers. Forecasts are correspondingly enthusiastic. Occupancy is expected to increase by 4% compared to last year and room rates by as much as 10%, thus leading to a 14% RevPar increase. The electronica trade fair (11 to 14 November 2014), which is accompanied by strong room rates, will contribute greatly to this positive trend. This year too, room rates are well above those obtained during the 2013 “Productronica” event. The first weekend of Advent 2014 falls in November, and hoteliers are expecting good leisure-sector demand.

Forecasts for December in Munich are still cautious. A slight increase in occupancy of 0.8% is expected, but a fall in room rates by almost 2% is also forecast. This means that RevPAR will decline by 0.7%. December provides three full business weeks, which could still ensure some high-rate trade. However, one can assume that prices will be lowered slightly in order to attract a large number of tourists to the city. The individual bookings only come at short notice; it remains to be seen whether there will still be any room for improvement or not.
In focus

USALI – the 11th edition is coming soon!
An anti-ageing treatment for a 90-year-old

Back in 1925, as the managers of the Hotel Association of New York City commissioned specialists to develop a standardized chart of accounts for hotels that not only recorded the most important key indicators, but also allowed regional, temporal and operational comparisons, nobody could have suspected that a tradition had been born. Since then, generations of hotel managers, controllers and accountants have been working with “USALI” the Uniform System of Accounts for the Lodging Industry. This evergreen defines every item in a hotel’s income statement and records it in a structured standardized accounting form. Right from the start, one major benefit of USALI has been its standardized chart of accounts that outputs the results from the divisions – a standard tool for cost accounting, benchmarking, and management reporting.

The rules have been adapted repeatedly to existing conditions and to the needs of the industry. For a long time now, hotels between Alaska and Australia, Zurich and Zagreb have been using this nearly 90-year-old standard work, which is so stably and flexibly structured that it has kept up with every development that has arisen from the Internet and globalization. USALI has proved itself as a management tool that depicts the individual profit centres in the hotel together with their results, while simultaneously establishing a solid foundation for benchmarking. The current edition of USALI dates from 2006; the eleventh addition to the series will appear on 1 January 2015.

Where are we heading?

The overall impression: The eleventh edition reflects the progress of global interconnection in the hotel industry. The amendments affect all sections and subdivisions of the hotel industry. The experience and requirements of such major hotel companies as Marriott and Starwood, as well as internationally active consulting companies have been taken into account. In all, around 50 large and small changes have been made. Despite this, the basic structure has been preserved; the most noteworthy points lie in the details.

We will now present examples of some of the changes with the aim of encouraging involvement with the latest USALI at the earliest opportunity.
In detail:

Globalization and standardization – more than just key words:

As it originated in the USA, its structure has always been determined from an American perspective. This means that USALI constantly needs to be adapted to national accounting standards. In the age of global hotel groups, it is much easier to implement local characteristics with the 11th Edition. Thus, it permits a more effective comparison of hotels in Hawaii with ones in the South of France. The operational key indicators have been standardized more than ever before.

Peer pressure

There is a continuing trend in the industry towards outsourcing, centralizing and creating clusters of disciplines. The new edition provides greater clarity in terms of cluster costs, so that every division of the hotel is given its own “Cluster Service” cost account. Here, all non-personnel costs are charged and the costs are borne by a number of hotels as cluster costs. Result: benchmarks are standardized and therefore comparable.

Room rules

The basic key indicator of the ADR (average room rate) is the number of rooms sold, not the number of rooms occupied. Rooms let without charging any room rate (as part of a promotion or contract) are also included in the rooms sold. “Complimentary” rooms are not included. This means there is no back door open that permits resourceful attempts to influence the benchmarks.
Symmetry in the resort

There is greater transparency in terms of resort fees. The quite common practice of assigning such transactions (e.g. for all inclusive packages) to room sales, is now no longer possible. Now, many a RevPar figure will tell a different story.

Back together again: food & beverages

The 11th Edition dispense with the antiquated terminology of “Cover Charges”. It introduces a new “Customers Served” category, regardless of whether the guest ordered food or not. Even though, at first glance, this is only a small amendment, the effect is likely to have a major impact. This starts with operational standards and the collection of data in the point-of-sale system and, last but not least, ends with completely different key indicators in reporting.

Wage costs

The changes in relation to the biggest cost factor in the hospitality – wage costs – were overdue. In addition to renaming “Payroll Cost” as “Labor Cost”, USALI 11 consistently thwarts cunning attempts to squeeze staff costs through outsourcing, while at the same time increasing other expenses. The entire workforce – including the outsourced services – is now depicted as “Labor Cost”.

Another new feature is the division of labor costs into “Management” and “Non-Management”, which enables a quick look at the wage cost ratio of workers and managers.

Comprehensive information on the 11th edition of USALI can be found on the website of the American Hotel & Lodging Educational Institute: https://www.ahlei.org/USALI
Conclusion

For hotels that are still reluctant to change their reporting to USALI, the eleventh edition should represent an opportunity to finally get around to doing so. Only in this way can they contribute to the global networking of the industry. The new edition standardizes key operating figures more than ever before, and sets out clear points to discourage divergent interpretations. The standard work shows its keen sensitivity for the needs of the present, making it a compelling decision-making tool for all levels of management, as well as for hotels of all sizes, i.e. from hotels that are part of a chain to small, privately run holiday hotels.

By means of this evolutionary adaptation, USALI is ensuring that it remains the basis of assessment for owners, banks, and investors. At the same time, it is the best foundation upon which one can set up and link the industry’s advanced software. The USALI indicators are also the ultimate tool for optimized target group-specific controlling and the long-term planning processes used by the industry specialists at Fairmas in their planning and controlling software. They therefore represent a look back to the past – and forwards into the future.

The USALI amendments come into force on 1 January 2015. This means that it is time to get familiar with the new USALI now, so that next year’s reporting can be up-to-date.
Fairmas Gesellschaft für Marktanalysen mbH specializes in market analyses and the development of planning and controlling software for the hotel industry. The company offers its international clientele a hotel benchmarking platform, as well as various software applications for the fields of budgeting, forecasting, controlling, management reporting and work process optimization.

As a strategic management consultancy, Solutions Dot WG develops individual and customized strategies and solutions for companies in the hotel, catering and tourism, and provides support in implementing plans. Solutions dot also manages independent project implementation, is active in support management and interim management, as well as in the total quality management (TQM) sector.

The Fairmas Hotel Report is published by:

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