

Hotel Life Cycle

Emerging

2-3 years old (or under in its current brand or format) and operational and profit trends have not been established.

(START-UP)

Growth

Occupancy, rate, RevPAR and NOI are growing annually, at premiums to the competitive set.

(STAR)

Mature

Occupancy has flattened and rate is growing at inflation. Net Operating Income (NOI) is stable.

(CASH COW)

Declining

Occupancy, rate and RevPAR are flat or declining. Profit is erratic and trending down.

(DOG)