



Horwath HTL

CELEBRATING 21 YEARS IN INDONESIA



IN COLLABORATION WITH:



MINISTRY OF TOURISM
REPUBLIC OF INDONESIA



21st edition
2019 Indonesia Hotel Industry
Survey of Operations

2018 Financial Year

TABLE OF CONTENTS

MARKET AND SURVEY INTRODUCTION	1
SUMMARY OF RESULTS	7
TABLE 1.1 SUMMARY OF RESULTS	7
TABLE 1.2 SUMMARY OF RESULTS BY AVERAGE ROOM RATES	7
TABLE 1.3 SUMMARY OF RESULTS: BY OPERATION	9
TABLE 1.4 SUMMARY OF RESULTS: BALI & BANDUNG/OTHER WEST JAVA	10
TABLE 1.5 SUMMARY OF RESULTS: JAKARTA & YOGYAKARTA	11
TABLE 1.6 SUMMARY OF RESULTS: OTHERS	13
DEPARTMENTAL REVENUES & EXPENSES	13
TABLE 2.1 DEPARTMENTAL REVENUES & EXPENSES	14
TABLE 2.2 DEPARTMENTAL REVENUES & EXPENSES BY AVERAGE ROOM RATES	16
TABLE 2.3 DEPARTMENTAL REVENUES & EXPENSES BY OPERATION	18
TABLE 2.4 DEPARTMENTAL REVENUES & EXPENSES BALI	20
TABLE 2.5 DEPARTMENTAL REVENUES & EXPENSES JAKARTA	21
TABLE 2.6 DEPARTMENTAL REVENUES & EXPENSES BANDUNG/OTHER WEST JAVA & YOGYAKARTA	22
TABLE 2.7 DEPARTMENTAL REVENUES & EXPENSES BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	23
TABLE 2.8 DEPARTMENTAL REVENUES & EXPENSES BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	24
DEPARTMENTAL EXPENSES	24
TABLE 3.1 DEPARTMENTAL EXPENSES BY AVERAGE ROOM RATE & OPERATION	25
TABLE 3.2 DEPARTMENTAL EXPENSES BALI & BANDUNG/OTHER WEST JAVA	27
TABLE 3.3 DEPARTMENTAL EXPENSES JAKARTA & YOGYAKARTA	29
TABLE 3.4 DEPARTMENTAL EXPENSES BODETABEK, SURABAYA/MALANG, NUSA TENGGARA/LOMBOK, SEMARANG/CENTRAL JAVA, SOLO	31
TABLE 3.5 DEPARTMENTAL EXPENSES BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	33
UNDISTRIBUTED EXPENSES	34
TABLE 4.1 UNDISTRIBUTED EXPENSES BY AVERAGE ROOM RATE & OPERATION	35
TABLE 4.2 UNDISTRIBUTED EXPENSES BALI & BANDUNG/OTHER WEST JAVA	37
TABLE 4.3 UNDISTRIBUTED EXPENSES JAKARTA & YOGYAKARTA	39
TABLE 4.4 UNDISTRIBUTED EXPENSES BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	41
TABLE 4.5 UNDISTRIBUTED EXPENSES BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	43
BUSINESS MIX	44
TABLE 5.1 BUSINESS MIX PROFILE BY AVERAGE RATE & OPERATION	45
TABLE 5.2 BUSINESS MIX PROFILE BALI & BANDUNG/OTHER WEST JAVA	47
TABLE 5.3 BUSINESS MIX PROFILE JAKARTA & YOGYAKARTA	49
TABLE 5.4 BUSINESS MIX PROFILE BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	51
TABLE 5.5 BUSINESS MIX PROFILE BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	53
RESERVATION & SALES STATISTICS	54
TABLE 6.1 RESERVATION AND SALES STATISTICS BY ARR & OPERATION	54
TABLE 6.2 RESERVATION AND SALES STATISTICS BALI & BANDUNG/OTHER WEST JAVA	56
TABLE 6.3 RESERVATION AND SALES STATISTICS JAKARTA & YOGYAKARTA	57
TABLE 6.4 RESERVATION AND SALES STATISTICS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	58
TABLE 6.5 RESERVATION AND SALES STATISTICS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	59

NATIONALITY PROFILE	59
TABLE 7.1 NATIONALITY PROFILE BY AVERAGE ROOM RATE & OPERATION	60
TABLE 7.2 NATIONALITY PROFILE BALI & BANDUNG/OTHER WEST JAVA	62
TABLE 7.3 NATIONALITY PROFILE JAKARTA & YOGYAKARTA	63
TABLE 7.4 NATIONALITY PROFILE BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	66
TABLE 7.5 NATIONALITY PROFILE BATAM,BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL,	68
ROOMS STATISTICS	69
TABLE 8.1 ROOMS STATISTICS BY AVERAGE ROOM RATE & OPERATION	70
TABLE 8.2 ROOMS STATISTICS BALI & BANDUNG/OTHER WEST JAVA	72
TABLE 8.3 ROOMS STATISTICS JAKARTA & YOGYAKARTA	74
TABLE 8.4 ROOMS STATISTICS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	76
TABLE 8.5 ROOMS STATISTICS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL,	78
FOOD & BEVERAGE STATISTICS	78
TABLE 9.1 FOOD & BEVERAGE STATISTICS PAR BY ARR & OPERATION	80
TABLE 9.2 FOOD & BEVERAGE STATISTICS PAR BALI & BANDUNG/OTHER WEST JAVA	82
TABLE 9.3 FOOD & BEVERAGE STATISTICS PAR JAKARTA & YOGYAKARTA	83
TABLE 9.4 FOOD & BEVERAGE STATISTICS PAR OTHERS	84
TABLE 9.5 FOOD & BEVERAGE STATISTICS POR BY ARR & OPERATION	86
TABLE 9.6 FOOD & BEVERAGE STATISTICS POR BALI & BANDUNG/OTHER WEST JAVA	87
TABLE 9.7 FOOD & BEVERAGE STATISTICS POR JAKARTA & YOGYAKARTA	88
TABLE 9.8 FOOD & BEVERAGE STATISTICS POR OTHERS	89
TABLE 9.9 FOOD & BEVERAGE STATISTICS % REVENUE BY ARR & OPERATION	91
TABLE 9.10 FOOD & BEVERAGE STATISTICS % REVENUE BALI & BANDUNG/OTHER WEST JAVA	92
TABLE 9.11 FOOD & BEVERAGE STATISTICS % REVENUE JAKARTA & YOGYAKARTA	93
TABLE 9.12 FOOD & BEVERAGE STATISTICS % REVENUE OTHERS	94
TABLE 9.13 F&B STATISTICS OTHERS BY ARR & OPERATION	96
TABLE 9.14 F&B STATISTICS OTHERS BALI & BANDUNG/OTHER WEST JAVA	98
TABLE 9.15 F&B STATISTICS OTHERS JAKARTA & YOGYAKARTA	99
TABLE 9.16 F&B STATISTICS OTHERS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	100
TABLE 9.17 F&B STATISTICS OTHERS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL,	101
SPA STATISTICS	101
TABLE 10.1 SPA STATISTICS BY AVERAGE ROOM RATE & OPERATION	102
TABLE 10.2 SPA STATISTICS BALI & BANDUNG/OTHER WEST JAVA	103
TABLE 10.3 SPA STATISTICS JAKARTA & YOGYAKARTA	104
TABLE 10.4 SPA STATISTICS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	105
TABLE 10.5 SPA STATISTICS BATAM/BITAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, SUMATERA/BEBEL	106
LABOUR STATISTICS	106
TABLE 11.1 LABOUR STATISTICS BY AVERAGE ROOM RATE & OPERATIONS	107
TABLE 11.2 LABOUR STATISTICS BALI & BANDUNG/OTHER WEST JAVA	108
TABLE 11.3 LABOUR STATISTICS JAKARTA & YOGYAKARTA	109
TABLE 11.4 LABOUR STATISTICS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	110
TABLE 11.5 LABOUR STATISTICS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	111
PRODUCTIVITY ANALYSIS	111
TABLE 12.1 LABOUR & PRODUCTIVITY STATISTICS BY ARR & OPERATION	112
TABLE 12.2 LABOUR & PRODUCTIVITY STATISTICS BALI & BANDUNG/OTHER WEST JAVA	114
TABLE 12.3 LABOUR & PRODUCTIVITY STATISTICS JAKARTA & YOGYAKARTA	116
TABLE 12.4 LABOUR & PRODUCTIVITY STATISTICS BODETABEK, SURABAYA & MALANG, SEMARANG & CENTRAL JAVA, SOLO	118
TABLE 12.5 LABOUR & PRODUCTIVITY STATISTICS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER SUMATERA/BABEL	120

ENERGY STATISTICS	121
TABLE 13.1 ENERGY STATISTICS BY AVERAGE ROOM RATE & OPERATION	122
TABLE 13.2 ENERGY STATISTICS BALI & BANDUNG/OTHER WEST JAVA	124
TABLE 13.3 ENERGY STATISTICS JAKARTA & YOGYAKARTA	126
TABLE 13.4 ENERGY STATISTICS BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	128
TABLE 13.5 ENERGY STATISTICS BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER OTHER SUMATERA/BABEL	130
GREEN PRACTICES	131
TABLE 14.1 GREEN PRACTICES BY AVERAGE ROOM RATE & OPERATION	14731
TABLE 14.2 GREEN PRACTICES BALI & BANDUNG/OTHER WEST JAVA	14834
TABLE 14.3 GREEN PRACTICES JAKARTA & YOGYAKARTA	137
TABLE 14.4 GREEN PRACTICES BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	1500
TABLE 14.5 GREEN PRACTICES BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER OTHER SUMATERA/BABEL	15143
FORECAST	146
TABLE 15.1 FORECAST BY AVERAGE ROOM RATE & OPERATION	147
TABLE 15.2 FORECAST BALI & BANDUNG/OTHER WEST JAVA	148
TABLE 15.3 FORECAST JAKARTA & YOGYAKARTA	149
TABLE 15.4 FORECAST BODETABEK, SURABAYA/MALANG, EAST INDONESIA, SEMARANG/CENTRAL JAVA, SOLO	150
TABLE 15.5 FORECAST BATAM/BINTAN, MAKASSAR, MANADO, KALIMANTAN, MEDAN, OTHER OTHER SUMATERA/BABEL	151
EXPLANATION OF TERMS & BASES USED	152
ABOUT HORWATH HTL – ASIA PACIFIC	153

FOREWORD BY INDONESIA HOTEL & RESTAURANT ASSOCIATION



My dear fellow Indonesian Hoteliers,

Thank you for your continued participation and support of the Indonesia Hotel Industry Survey of Operations, now marking 21 successful years in publication.

In 2018, Indonesia hosted several international events, namely the 2018 Asian Games, 2018 Asian Para Games and IMF. These have in turn brought in a record high number of foreign arrivals and generated growth in the industry. The information exchanged through this year's Indonesia Hotel Industry survey should benefit you and will hopefully assist you to formulate more effective business strategies.

On behalf of the team at PHRI, I thank you again and look forward to a growing number of participants next year for the publications 22nd anniversary.

Yours sincerely,

A handwritten signature in black ink, consisting of a series of loops and curves, representing the name of the signatory.

Ir. Hariyadi B. Sukamdani, MM
Chairperson
Indonesian Hotel & Restaurant Association (PHRI)

FOREWORD BY HORWATH HTL – ASIA PACIFIC

Dear Industry partners,



In 2019, we proudly present the 21st Indonesia Hotel Industry Survey of Operations partnered with Indonesian Hotel and Restaurant Association and the Ministry of Tourism in conjunction with celebrating our 21 years in Indonesia.

We would like to express our sincere gratitude to our 335 hotelier friends that participated in IHI 2019. Not only does it serve as a guide for hospitality operations and management, it also serves as a powerful benchmarking tool for asset management and investment strategy.

We see demand being propelled in major cities such as Jakarta, Palembang and Bali as hosts of international events and this has boosted overall hotel performance. However, Indonesia is still dealing with unpredictable environmental influences and challenges and hoteliers should watch out for these variables during strategy planning.

We aspire to improve our annual analysis and we look forward to your thoughts, questions, and feedback on how we can better tailor information to the needs of the hospitality industry.

Thank you for all the support for IHI 2019.

A handwritten signature in black ink, appearing to read 'Robert Hecker', with a long, sweeping underline.

Robert Hecker
Managing Director, Pacific Asia
Horwath HTL

FOREWORD BY HORWATH HTL – INDONESIA



Dear Hoteliers,

It has been a great pleasure to work collaboratively again with Indonesian hoteliers, the BHA and JHA as well as with the PHRI and the Ministry of Tourism to create this report.

Thank you for the continued support of our long-term board members and welcome to our new Honorary Board members, Batiqa Hotels and Nara Hotels International.

In this 2019 report, we have a lower number of respondents from Lombok as the hotel market is recovering from a devastating year and properties remain under renovation. We have thus merged the Lombok market to East Indonesia, along with Nusa Tenggara, Papua and Maluku.

We have made some changes to the rate categories as well, so take in care in your comparisons with previous versions of this report.

I encourage you to read to the end, the energy and green practices numbers are very helpful and show some good trends across Indonesia.

If you have any questions or would like to discuss anything in the report, please do not hesitate to contact us here in Jakarta.

Happy reading.

A handwritten signature in black ink that reads "M. Gebbie".

Matt Gebbie
Director, Pacific Asia (Indonesia)
Horwath HTL

ANNUAL STUDY HONORARY ADVISORY BOARD

Patrick Basset
Chief Operating Officer
Upper Southeast & Northeast
Asia



David R. Good
Vice President, Operations



Garth Simmons
Chief Operating Officer
Malaysia, Indonesia, Singapore &
South Asia



Andhy Irawan
Founder & Chief Executive
Officer

Simon McGrath
Chief Operating Officer Pacific
Region



Ivan Malik
President Director
Hotels & Resorts



Suphaje Suthumpun
Group Chief Executive Officer



Charles Brookfield
Chairman



Norman Arundel
Director – Hotels & Resorts
Operations



Erastus Radjimin
Chief Executive Officer



Arthur Kiong
Chief Executive Officer



Sebastian Goldmann
Group Director of Operations,
Hospitality & Leisure Division



Rainer Stampfer
President, Hotel Operations
Asia Pacific



Eddy See Hock Lye
Group Managing Director



Choe Peng Sum
Chief Executive Officer



Matthew Lim
Director of Operations



Christophe Glass
Chief Projects & Legal Officer



Gregory Ernoult
Chief Executive Officer



Alan Watts
President, Asia Pacific





Tom Smith
Senior Vice President of
Operations Asia Pacific, Limited



Dillip Rajakarier
Chief Executive Officer Minor
Hotel Group
Chief Operating Officer Minor
International Pcl

Clarence Tan
Managing Director for South
East Asia and Korea



Leanne Harwood
Managing Director for
Australasia and Japan



Francis Dehnhardt
Managing Director

Pascal Gauvin
Managing Director for India,
Middle East and Africa



Kosmian Pudjiadi
Commissioner



Darren Edmonstone
Chief Executive Officer



Michael Hensler
Chief Operating Officer Asia



Dean Schreiber
Managing Director



Andrew Jessop
Senior Vice President
Development Worldwide



Kenji Uda
Managing Executive Officer



Paul Hugentobler
Group Director of Operations



Douglas Martell
President and Chief Executive
Officer



Craig S. Smith
President & Managing Director
Asia Pacific



Lothar Nessmann
Chief Executive Officer



Tan Kim Seng
Chief Operating Officer



Mohd K Rafin
Chief Corporate Officer





Tijjanto Soerjanto
President Director



Andre Scholl
Chief Executive Officer



Budi Tirtawisata
Group Chief Executive Officer



Gavin M. Faul
Chairman & President



Stuart Bolwell
General Manager



Marc Steinmeyer
President Director



Katerina Giannouka
President, Asia Pacific



Alexander Jovanovic
Director – Development
Hotels & Resorts



Florent Pierre Humeau
Director of Operations -
Indonesia



Dr. Jennifer Cronin
President



Neil Jacobs
Chief Executive Office



Joon Aun OOI
President and Managing Director
South East Asia and Pacific Rim

Supported by:



Bali Hotel Association



**Jakarta Hotel
Association**

Market and Survey Introduction

TOURISM MARKET

The volume of foreign arrivals to Indonesia broke new ground in 2018 at more than 15 million, up 12% YOY. Growth in arrivals from Timor Leste was the highest at 83% YOY, solely attributed to overland traffic between Timor Leste and East Nusa Tenggara. The traditional Singaporean and Malaysian markets, much of which arrived at ports such as Batam and Bintan also increased by 18% and 13% YOY.

No new markets emerged in the top 5 source markets in 2018, Singapore wrestled back the top spot from China, now leading the pack at 2.5 million annual arrivals.

In line with the strong arrival growth, tourism receipts grew 13% YOY in 2018 to USD 17 billion. The rupiah exchange rate was volatile throughout the year slipping 7% YOY averaging IDR 14,317 = USD 1.

HOTEL MARKET

The BPS recorded 101 million room nights available in star-rated hotels in 2018 up 17% YOY. Bali had the biggest increase of more than 19,000 rooms registered. Not surprisingly, it also remains the country's top room night producers, generating more than 17% of the country's total RND, followed by West Java and Jakarta with 15 and 14%.

According to the BPS, the 2018 occupancy rate across Indonesia was stable at 57% (1% point up YOY). The provinces generating the country's most leisure tourists and MICE related arrivals such as DKI Jakarta, Bali, West Java, DI Yogyakarta, and South Sumatra recorded higher than average occupancy levels in 2018.

SURVEY ACCURACY NOTES

The benchmark data presented in this survey of operations for the hotel industry offers users a baseline reference by and large on the operational performance of hotels in each category. With great emphasis on presenting accurate benchmarks, the following fundamentals on the results presented should be noted.

Exchange Rate: Please note that all financial and performance data that we received in local currency (Rupiah / IDR) are being converted into USD using a full year (1 January – 31 December) average exchange rate from the Indonesia Central Bank (www.bi.go.id) of **IDR 14,317**

Service Charges: All respective departmental revenues, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) are **exclusive** of Service Charges.

Previous Year Comparisons: The derivation methods of the previous year's data (presented in the Summary of Results), has been retroactively adjusted to be consistent with the current year's practice. On this note, the 2017 performance figures shown in this current 2019 study (financial year 2018) might not be identical to the 2018 (financial year 2017) study.

Line Items: Vertical totals and averages of departmental revenues & expenses, undistributed expenses, rooms statistics, F&B statistics, spa statistics and Labour statistics may not add up as each average indicator is based on the hotels that contribute data for each specific line item.

REVENUE AND EXPENSE DISTRIBUTION

● EBITDA
 ● Fixed Charges
 ● Undistributed
 ● Other Depts
 ● Food & Beverage
 ● Rooms

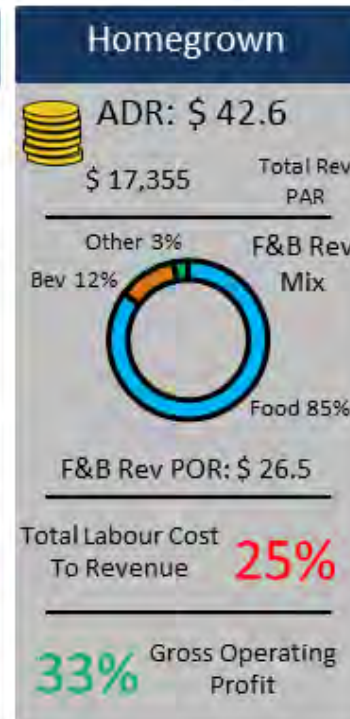
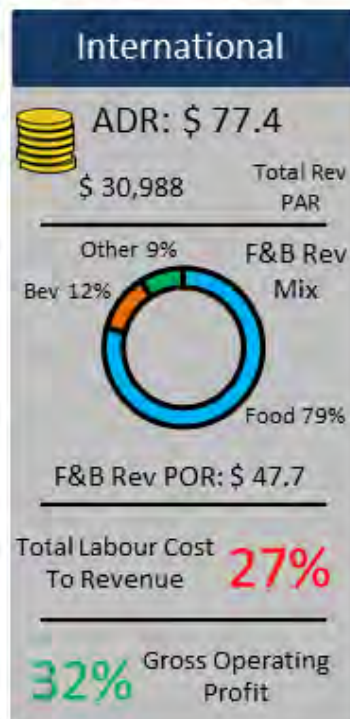
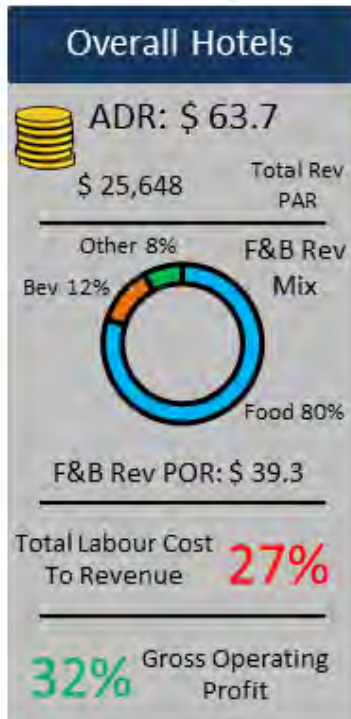
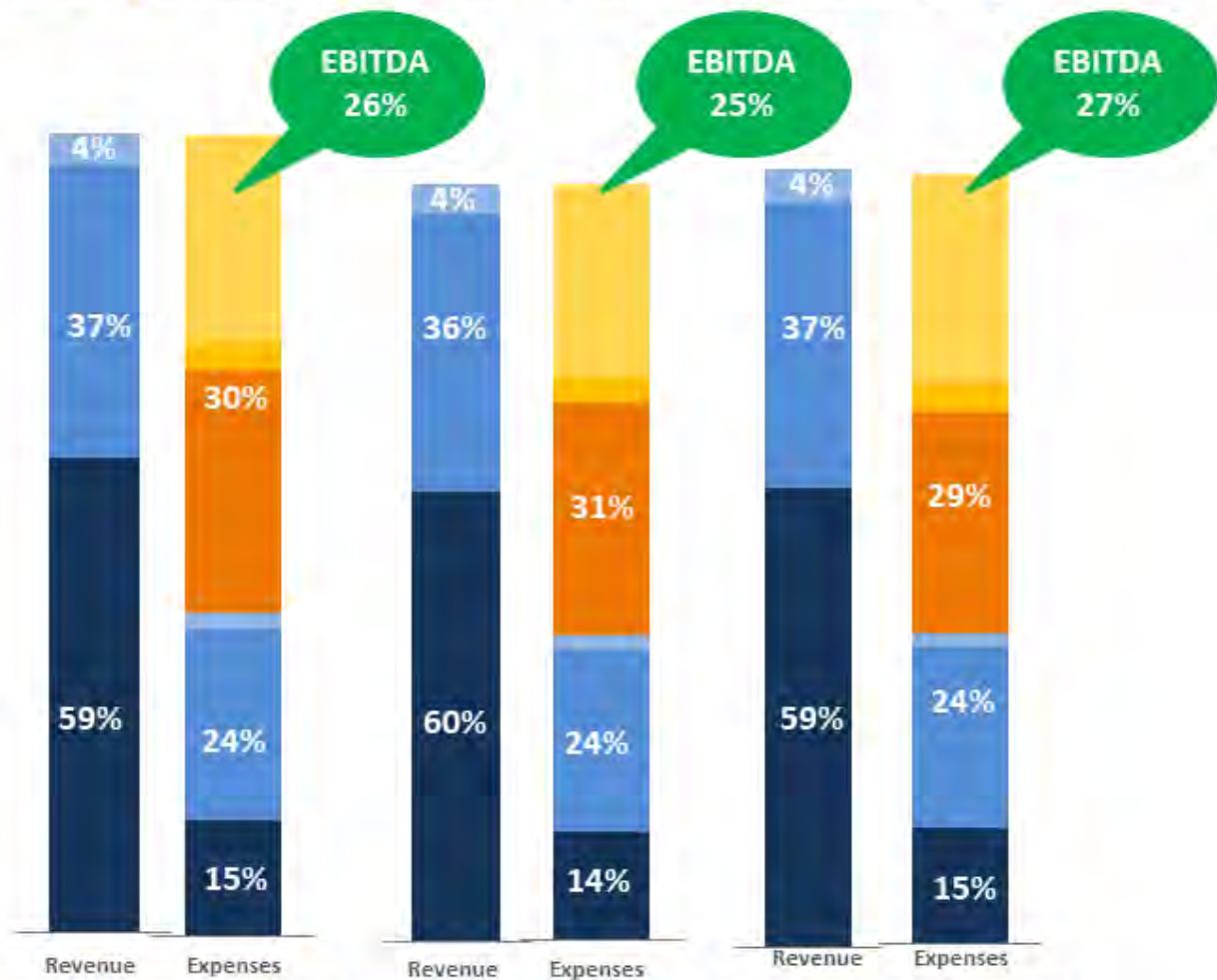


TABLE I.I SUMMARY OF RESULTS

KEY FINDINGS

- The 2018 survey compiles 335 completed questionnaires, representing a total of 62,716 available rooms per day, a 3% increase from last year's survey.
- Room occupancy of the surveyed hotels improved 1% point to 68%. On the other hand, room rates were down by 6% YOY resulting in a 4% decrease in RevPAR.
- The 13% dip in Total Revenue PAR, helped drag the GOP PAR down by 29 percent despite lower departmental expenses, and UOE (down 6%).

TABLE I.I

SUMMARY OF RESULTS	2018	2017	% Change
Total Number of Hotels	335	323	4%
Average Number of Available Rooms per Day	62,716	60,649	3%
Average Number of Occupied Rooms per Day	42,508	40,323	5%
Occupancy	68%	66%	1%
Average Number of Guests per Occupied Room	1.6	1.5	2%
Average Daily Room Rate (USD)	64	68	-6%
RevPAR (USD)	43	45	-4%
Average Rate per Guest Night (USD)	41	44	-8%
Total Revenue per Guest Night (USD)	69	75	-9%
Total Revenue per Available Room (USD)	25,648	29,548	-13%
Total Expenses per Available Room (USD)	17,439	17,955	-3%
GOP per Available Room (USD)	8,209	11,594	-29%
GOP as a Percentage of Revenues	32%	39%	-7%
Fixed Cost per Available Room (USD)	3,453	3,950	-13%
EBITDA per Available Room (USD)	4,756	7,643	-38%

Note:

Vertical totals may not add up as averages are based on respondents that contribute for each specific line items.

GOP: Gross Operating Profit

EBITDA: Earnings Before Interests, Taxes, Depreciation and Amortization