





The state government is spearheading programs to build interest in WA as a preferred leisure destination within Australia and overseas.



Peter Kermode & Matt Mckenzie peter.kermode@businessnews.com.au

OURISM Minister Paul Papalia offers a rueful smile as he recalls the last time the Australian Tourism Exchange, Australia's biggest travel and tourism business-to-business event, came to Perth.

The year was 2012, and 1,500 seller delegates from more than 500 Australian tourism

wholesalers and retailers, 700 buyer delegates from 30 different countries, and associated international, national and trade media, struggled to find hotel rooms at reasonable prices and a cappuccino for less than \$4.50.

The event returns to Perth next year, but with the mining construction boom well and truly over, and more than 3,000 rooms added to the Perth market since 2012, the tourism sector is facing different issues.

When Mr Papalia assumed the tourism portfolio in March 2017, he inherited a market where corporate travel had fallen off, but the leisure market that had been squeezed out had not returned.

The WA tourism sector no longer has a capacity problem; it has a marketing problem.

However, Mr Papalia is working hard to ensure Australian Tourism Exchange delegates arriving in Perth next year are met with a vibrant and confident sector.

"Ahead of the last election we released a plan for jobs, which, as an essential component of it, had elevating tourism as a way to diversify the economy and mitigating against our vulnerability of the cyclical nature of the commodities sector," Mr Papalia said.

"We committed \$85 million a year (over the forward estimates) to destination marketing and events, which are the two things that essentially drive demand from people outside the state."

It also made the funding model more flexible for Tourism WA to give the agency the ability to shift money around to where it was most needed.

Mr Papalia said that, upon taking office, it became apparent a new strategy was required.

"We asked Tourism WA to go and work with industry, including

the peak industry bodies Australian Hotels Association and Tourism Council WA, to develop a two-year action plan," Mr Papalia told Business News.

"An action plan with a priority to fill this immediate need to start getting people coming to WA."

Tourism WA launched the action plan in March and Mr Papalia is pleased with the traction it has received.

Key appointments have also been made, with Rebecca Brown named director general of the Department of Jobs, Tourism, Science and Innovation, Brodie Carr appointed managing director of Tourism WA, and Andrew Oldfield director partnerships at Tourism WA.

The McGowan government rolled Tourism WA into the Department of Jobs, Tourism, Science and Innovation last year. Shadow tourism minister Libby Mettam said it was disappointing to see tourism become part of a mega department, rather than having a dedicated director general.

Her preferred model is similar to that employed in Victoria, where the tourism office is a separate entity, with the premier as sole shareholder, enabling the body to make investment decisions without government interference or dealing with the bureaucracy.

"We know when it comes to tourism, the best way to sell this state is to be at arm's length from government," Ms Mettam told Business News.

"Perhaps the most effective tourism body in the country is Events Victoria, which is a corporatised model that receives some government funding but is outside the bureaucracy.

"We're having the opposite of that here in WA at the moment, and



We want to dispel the legacy reputation we have for being expensive and lower quality

- Paul Papalia

the problem with that is that we're seeing the politicisation of events.

"We're seeing the portfolio, or the budget for tourism, overseen effectively by five different ministers and we're not seeing any leadership within tourism from a bureaucrat with a specific background in tourism."

The industry has cautiously welcomed the appointments of Mr Carr and Mr Oldfield, with Tourism Council of WA chief executive Evan Hall hoping for a period of stability.



**OPPORTUNITY:** Paul Papalia says the Tokyo-Perth air route is the biggest unmet direct flight route to Australia.

"Over the last seven years we have had seven different heads of marketing at Tourism WA," Mr Hall said.

"In the last 12 months, there have been five different CEOs and managing directors."

With both Tourism WA

appointees boasting experience in marketing, Mr Hall said the state government had recognised the immediate priority was in promoting WA as a destination.

"First and foremost the government has to be in the market to help us sell our product," he said.

"Customers choose destinations first and hotels second, so you have to sell as a group and doing that is absolutely a commercial role."

The action plan developed by Tourism WA is the mechanism to promote the state.

"The two-year action plan was developed by Tourism WA in full collaboration with industry, implementing what industry believes we need to do to grow tourism dramatically," Mr Papalia said.

Continued on next page



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#### Selling WA to the world

From previous page

"My view is it is working, and there is a return, and we will get a greater return over time."

#### International flights

To drive international demand, the plan focuses on increasing the number of international flights, including those to and from China, Japan and India.

"In every other jurisdiction in Australia other than ours, China is the number one or two source of visitors," Mr Papalia said.

"We have one direct flight from China (by China Southern Airlines), five times a week. Melbourne has 14 flights per day."

The government, in conjunction with Tourism WA and Perth Airport, is working towards China Southern increasing to seven flights per week, and for China Eastern to launch a direct flight to and from Shanghai.

Further, it is speaking with major Japanese airlines JAL and ANA regarding proposals for direct flights to Perth Airport.

Qantas stopped flying from Perth to Tokyo in 2011.

When Qantas introduced a Tokyo to Brisbane flight, it resulted in 110,000 passengers using the service in its first year.

Mr Papalia said the Perth to Tokyo market already had more than 120,000 passengers with no direct flights. "Tokyo-Perth is an incredibly attractive route. It is the biggest unmet direct flight route to Australia anywhere," he said.

"It also has a high-yield business market that helps support the return for the airlines. Both airlines acknowledge this but their concerns are around pilot shortage and access to airports and the like.

"It's looking favourable and we continue to work with them. Tourism WA calculates we may get a 40 per cent uplift in the leisure market, and I think that may be conservative."

A direct flight would also open opportunities for time-sensitive, high-value and low-volume produce (such as seafood) to be freighted.

The third key market is India, which government representatives visited three weeks ago.

"India is the biggest, fastest-growing aviation market in the world," Mr Papalia said.

"Last year, 50 million Indians flew domestically and 10 million internationally. The domestic market is growing at 23 per cent and I am told the international market is growing faster than

"The same factors we have going for us in China and Japan, we have going for us in India. The existing leisure market from India has grown each year for the past three years on

average more than 16 per cent, and that is with no advertising."

The state government has established a specialist tourism role in its Mumbai trade office and Tourism WA has committed marketing money ahead of, hopefully, the launch of a direct flight.

For Indian airlines, Perth has a geographical advantage over Sydney and Melbourne in that it could be serviced with one plane, rather than the two required to service the eastern states market.

#### **Domestic tourists**

The state government is leading tactical campaigns running on the eastern seaboard to entice interstate tourists, many of whom perceive Perth as an over-priced mining town with poor-quality accommodation.

"Our average hotel price is now more affordable than both Sydney and Melbourne, and we are more affordable than the national average" Mr Papalia said.

"We are also higher quality. We want to dispel the legacy reputation we have for being expensive and lower quality."

Optus Stadium is being used as one centrepiece of campaigns, with packages and tickets being marketed with the AFL. There are 1,000 seats per game at the stadium dedicated for interstate visitors during the home-andaway season as well as around 10,000 general admission tickets available.

## 2012 PREVIOUS AUSTRALIAN TOURISM EXCHANGE IN PERTH

Mr Hall said the stadium had been the greatest tourism success for WA since it opened.

"We've probably brought in an extra 30,000 to 40,000 people that wouldn't have otherwise come." he said.

"Those visitors then go back and you get the word of mouth, 'we had a great time, let's do it once a year'.

"That word of mouth is a really big deal. People hear it's a great time, but it takes a fair bit of word of mouth to change the perception that we are an expensive mining town."

With Qantas, the government has promoted Perth as a stopover point for Australians heading to the UK on the direct Perth to London flight, and for international visitors who plan to head east after arriving in Perth.

Extending those stopovers to several days by offering regional flights and other packages has been a success.

"As part of that campaign, if you are flying from London, you

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- Libby Mettam

can get a \$69 return flight to Broome or Exmouth," Mr Papalia said

"In the past 12 months, Broome had a 19 per cent increase in arrivals."

#### Cruise control

A third area of focus of the action plan is the cruise sector, which Mr Papalia said was in need of a boost when he became minister, with a major player threatening to quit the state.

"I got a letter from Carnival (Cruise Lines) saying they were going to withdraw from Fremantle," he said.

"That would have smashed the industry, which had been growing every year for five years"

Carnival re-committed to the WA market after the government moved to allocate money to refurbishments at Geraldton and Fremantle terminals, committed to dredge Broome Harbour, and to undertake associated work on port facilities, which will enable cruise liners to sail into port regardless of tide levels.

"It's (Broome) the most sought after port in the country and we will make it a marquee port. We are focused on boosting tourism into Broome and the Kimberley and this is central to that," Mr Papalia said.

Mr Papalia said that as a result of the government's investment in the cruise sector, there would be a 100 per cent increase in the number of cruise days, passengers and port visits across WA in 2019.

■NiQ SEARCH Tourism WA



TOURISM

Perth hotel projects – estimated completion date and size

Name of Hotel	Number of rooms	Location	Cost \$m	Status	Expected completion
DoubleTree by Hilton	206	Northbridge	30	<b>Under Construction</b>	Oct - 18
<b>NV Apartments and Hotel</b>	431	Perth CBD	200	<b>Under Construction</b>	2019
Ibis Styles	252	Perth CBD	22	<b>Under Construction</b>	2019
DoubleTree by Hilton	229	Perth Waterfront	142	<b>Under Construction</b>	2019
Ritz-Carlton	204	Perth Waterfront	350	<b>Under Construction</b>	Mid - 2019
Park Regis by Staywell	168	Subiaco	95	<b>Under Construction</b>	2019
Quest on Mends St.	90	South Perth	25	<b>Under Construction</b>	2019
Mantra Hay St. Hotel	250	Perth CBD	48	<b>Under Construction</b>	Q4 - 2019
Dorsett	263	Perth CBD	158	Committed	2020
Hampton Inn	146	Cockburn Central	40	Committed	2020
The Leadlight	132	Northbridge	14	Committed	2020
Wyndham Lux	120	Rivervale	40	Committed	2020
Iconic Scarborough	119	Scarborough	450	Committed	2020
EQ West	190	Perth Waterfront	500	Committed	N/A
DoubleTree by Hilton	150	Fremantle	70	Committed	N/A
Capital Square	120	Perth CBD	350	Committed	N/A
Sheraton by Starwood	80	Perth Waterfront	110	Committed	N/A



**BUILD:** A further 3,300 rooms are under construction.

## Room choice here to stay

Barnett government incentives to boost hotel stay options is bearing fruit.

#### **Peter Kermode**

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PERTH'S hotel capacity has increased by about 30 per cent since 2012 and *Business News* has identified a further 3,150 rooms that are either under construction or committed, as the city's hotel sector is transformed.

According to figures from the  $% \left\{ 1\right\} =\left\{ 1$ 

strategy, modelling commissioned by Tourism WA said Perth would need an additional 1,900 hotel rooms by 2020 to keep occupancy at viable and sustainable levels.

The sector is on track to surpass that requirement by at least 2,900 rooms.

The next major hotel opening is expected to be the four-star

DoubleTree hotel, apartment and retail project in Fremantle.

A Park Regis hotel in Subiaco is expected to open around the middle of next year as part of the SubiXO development at 500 Hay Street.

Singapore-based Dradgin is developing the office, cinema and hotel complex, and has appointed Doric Group to complete the construction after a dispute with original builder Cooper & Oxley.

Singapore-based developer Fragrance Group has appointed Probuild to carry out the design and construct contract for NV Apartments on Murray Street, a development that comprises a 28-level hotel of 431 rooms and a 33-level tower of about 400 residential apartments.

Also expected to open next year is the Mantra Hay Street Hotel, a 27-level, 250-room hotel being built by Jaxon.

Tourism Council of WA chief executive Evan hall said policy measures introduced in 2011 by the Barnett government were the catalyst for major investment and helped trigger the flow of money into hotel developments.

"We had a good policy from the then state government in 2011, and since then we have had a lot of private investment," he said.

"That has resulted in more rooms, better quality rooms, and better value rooms for visitors."

In October 2011, the Barnett government announced a series of incentives to encourage hotel development and investment in Western Australia, and particularly within the Perth CBD, to help counter what was then a severe shortage of hotel rooms.

Incentives included the release of Crown land for hotel development, the granting of longer-term Crown leases for short-stay accommodation developments, discounts on Crown land being used for hotel developments, and flexible plot ratio bonuses.

The Westin Perth was the first hotel developed under the Barnett government's incentives, on the old FESA House and Perth Chest Clinic sites bounded by Hay, Murray and Irwin streets.

The state government released the land for hotel development in May 2012 and it was purchased by BGC for approximately \$8 million.

The Westin development was followed by two more hotel projects facilitated by the release of government-owned land – the Far East Capital developments at Elizabeth Quay (where a 204-room Ritz-Carlton is being constructed), and the 263-room Dorsett Hotel within the Perth City Link precinct.

The Ritz-Carlton is scheduled to open at EQ next year, with the Dorsett aiming to open in 2020.

## We had a good policy from the then state government in 2011, and since then we have had a lot of private investment - Evan Hall

Australian Hotels Association, more than 3,000 rooms in hotels and service apartments have been added to Perth's supply since 2012.

There are eight hotels currently under construction in the CBD, Northbridge, South Perth and Subiaco totalling approximately 1,850 rooms.

When the Barnett government released its 2012 tourism

DoubleTree by Hilton in Northbridge, which will have 206 rooms over 17 levels. The hotel is currently accepting reservations for guests wanting to stay from January 31 2019.

Malaysian company SKS Group is developing the DoubleTree by Hilton, in addition to Perth Waterfront DoubleTree at Elizabeth Quay and a mixed-use C

COMPANIES MENTIONED:

BGC, Dradgin, Cooper & Oxley, Doric Group, Far East Capital, SKS Group, Fragrance Group, Jaxon





There are 117 results from our index of 95,972 articles, 9,456 companies and 33,490 people



#### Peter Kermode & Matt Mckenzie

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TWO major student housing projects set for completion early next year are indicative of private operators' enthusiasm for opportunities in Perth, amid expectations international student numbers in Perth will grow.

In the first quarter of 2018, Western Australia experienced a 13 per cent decline in international student commencements, compared with the previous two years. In contrast, rival states South Australia and Tasmania had a 9 per cent and 28 per cent increase, respectively.

The recent state government announcement of a new Graduate Skilled Migration List to help attract international post-graduate students has been welcomed by the education sector, which had been affected by the government removing Perth from the regional sponsored migration scheme.

Campus Perth, a DevWest Group joint development with Gaw Capital and its hospitality arm GCP Hospitality, is due for completion in time for students

## 13%

## FIRST QUARTER 2018 DECLINE IN INTERNATIONAL STUDENT COMMENCEMENTS (WA, COMPARED WITH THE PREVIOUS TWO YEARS)

to move in ahead of the 2019 academic year.

Located on Stirling Street on the fringe of Northbridge, it will have more than 700 beds over 11 floors, and plenty of communal space to designed to enable students to balance academic pursuits with social life and wellness.

Co-working spaces with the latest technology will allow collaboration and private meeting rooms, while Campus Perth will also feature a fitness club and a rooftop barbeque area.

Its rival development on the other side of Stirling Street, The Boulevard, is a joint venture between developer Stirling Capital and global student accommodation manager GSA.

It will house 571 beds in self-contained studios and shared apartments over 23 levels, and also feature communal study areas, a gym, library and a rooftop event space.

Both ventures are marketing to prospective students with a

promise of creating a safe and exciting community, with close and easy access to Northbridge, the CBD and, of course, their

GCP has more than 7,500 rooms under its management across four brands – Hotels G, Residence, The Strand and its student accommodation brand, Campus.

GCP chief operations officer Tony Chisholm said Campus Perth had already received more than 2,000 inquiries from prospective students, and he was confident the accommodation would be full ahead of first term next year.

"This time next year we will potentially have 1,000 students running around Campus Perth," he said

"Being an international student in that environment allows them to get into a group and enjoy the city. Everything they need is right on their doorstop, they don't even need to get on a train." GCP was working with Perth's universities, StudyPerth, the Australian Hotels Association and other groups to coordinate marketing to key overseas markets, Mr Chisholm said.

Two further accommodation projects targeting international students have been announced, but are yet to proceed.

In May last year, the Metropolitan Redevelopment Authority announced Cedar Pacific had been selected to develop a 550-bed facility as part of the City Link precinct.

Another project has been approved on the corner of Wellington and Pier streets in the CBD, by developer Blue Sky Private Real Estate and operator Atira Student Living. It will cater for more than 700 students commencing 2020.

Shadow tourism minister Libby Mettam has been critical of the government for removing Perth from the regional sponsored migration scheme, which she says is dissuading prospective international students from enrolling in Perth.

"The decision by the McGowan government to remove incentives for international students to stay here, the changes to the state skills list, and the removal of Perth from the regional sponsored migration scheme, have had a big impact on diverting people from Perth to the competing states of South Australia and Tasmania," Ms Mettam said.

"While most international students often don't go on for further employment, the decision to actually come to a state is based very much on what opportunities are there."

A survey undertaken by Study Perth found 62 per cent of prospective international students would choose a university with a high graduate employment rate over high satisfaction ratings.

"The removal of the potential to migrate to WA, while it's not often something that's fulfilled by these students, it's effectively taking away another incentive to study here," Ms Mettam told Business News.

Tourism Minister Paul Papalia highlighted extensive marketing in China and India to attract international students to Perth, as well as the ongoing work by government to get direct flights operating from India to Perth, and to win additional flights from China

"We've launched a portal inside the firewall in China, which will market to parents and students selling WA as a destination," Mr Papalia said.

"The universities are all working together under our leadership, for the first time, to sell the state as a destination and then they can choose their preferred institution.

"That will work but I think the biggest single thing we can do is get new flights from those direct markets in China and India.

"At the moment we are just marketing WA but it is more of a challenge if you don't have a flight to get on and go straight to Perth."

■NiQ SEARCH DevWest Group



**TOURISM FEATURE** 

### Walk tours an experience, not a destination

Perth walking tours aim to provide experiences for locals and tourists, not just sightseeing.

#### Peter Kermode

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WHEN Ryan Zaknich started his Perth walking tours business Two Feet & a Heartbeat 11 years ago, one of his featured routes incorporated stops at each of the city's three new small bars.

Out of loyalty, and a sense of history, he still includes Andaluz, Helvetica and Holmes & Co (formerly Tiger Tiger) in the Eat Drink Walk Perth-Bar tours, but the choice of additional small bars to visit runs at more than

It is a small reflection of how the Perth CBD has matured and changed from the time Lonely Planet labelled the city 'Dullsville'.

As Perth has grown, Mr Zaknich has expanded his range of tours to cater for people interested in Perth's and Fremantle's history, food, culture, coffee and drink even Perth's crime underbelly.

The business employs 10 staff. Other groups, including City of Perth and Oh Hey WA, have entered the market and also offer a range of walking tours of Perth's sites. Organisations such as Historic Heart of Perth and Activate Perth are working on initiatives to highlight the culture of Perth's eastern end, offering walks featuring museums, architecture, art

Mr Zaknich said he started the business because he wanted to activate - with people and movement - sites in Perth.

"We had this beautiful canvas of Perth, particularly at night, but people were not using it and weren't out enjoying it and interacting with it," he said.

As Perth has changed, so has his mix of clientele over the years. Although Mr Zaknich originally thought he would be marketing

to international tourists, it was initially locals that made up the majority of his customers, and still contribute up to half his numbers today.

The mix has changed over the years, however, with broader representation of interstate and international tourists looking to book a local experience.

For Evan Hall, chief executive of Tourism Council of WA the ability for Perth and Western Australia to offer actual experiences. rather than simply places to go. was essential for their future as desirable destinations.

He said both sides of government had invested in major tourism infrastructure - Perth Arena, Optus Stadium, Elizabeth Quay - but had fallen down in matching marketing budgets of other states and in facilitating private enterprises to create experiences and events.

"We haven't created any new experiences of any substance or scale for decades, at a time when leisure tourism has moved away from site seeing and into experiencing things," Mr Hall said.

"All of our brochures - go to Cottesloe, go to Fremantle, go to the Swan River, go to Kings Park none of them are bookable.

"All of these places are in the public domain and they don't market themselves. We have places to go but not much to do."

Using the example of MONA in Tasmania, which resulted in a 20 per cent increase in tourism for the state despite Tasmania having no international flights, and the Harbour Bridge climb in Sydney, Mr Hall said WA lacked any offering or event that people would instantly recognise as a classic WA experience.

"Customers see the picture of the Sydney Harbour Bridge



Photo: Gabriel Oliveira

We had this beautiful canvas of Perth, particularly at night, but people were not using it and weren't out enjoying it and interacting with it - Ryan Zaknich

climb and they can book it, and are then converted to a tourist," Mr Hall said.

"What if you did love the picture of Cottesloe Beach? What do you book? How do you get there?"

Mr Hall said local councils

and the state government had to play their part in encouraging investment in tourist experiences, rather than allowing obstacles and objections. He said the Perth public would support new tourism experiences being created,

particularly in and around the Swan River.

"We need to allow private investment in new commercial experiences," Mr Hall said.

"It's about creating demand, and nothing creates demand like creating experiences that people want to do.

"There is no lack of creative Western Australians who have the national tourism experience as well as the money who would like to create new things to do in Perth.

"We know from opinion polling that these things are supported strongly by the people of Perth, but they don't get through the approval process.'





### Q businessnews.com.au/List/hotels\_resorts



Aloft Perth is one of four hotels operated by Marriott International in Perth. Photo: Attila Csaszar

Rank	Change from previous year	Company name	Senior executive and title	Year est. in WA	Star Rating	Total staff in WA	Total Number of Rooms	No. of Business Con- vention Rooms	Hotel or resort operator
1	_	Crown Towers Perth	Mr Andrew Cairns Executive General Manager, Crown Perth Hotels	2016	6	5,600*	500		Crown Hotels
2	_	Pan Pacific Perth	Mr Rob Weeden General Manager	1973	5	338	486	18	Pan Pacific Hotels Group
3	_	Crown Metropol Perth	Mr Andrew Cairns Executive General Manager, Crown Perth Hotels	2003	5	5,600*	395		Crown Hotels
4	ncw	The Westin Perth	Mr Peter Brampton General Manager	2018	5	200	368	9	Marriott International
5	Ψ	Hyatt Regency Perth	Mr Sholto Smith General Manager	1988	5	429	367	15	Hyatt Hotels
6	<b>V</b>	Duxton Hotel Perth	Mr Bruce Doig General Manager	1996	5	182	306	8	Duxton Hotels International
7	Ψ	Parmelia Hilton Perth	Mr David Constantine General Manager	1968	5		284	10	Hilton Hotels and Resorts
8	Ψ	InterContinental Perth City Centre	Mr Adam McDonald General Manager	2017	5		240	4	Intercontinental Hotels & Resorts
9	Ψ	Fraser Suites Perth	Ms Alexis Hvalgaard Hotel Manager	2012	5	90	236	5	
10	ncw	QT Hotel	Mr Jason Cooley General Manager	2018	5		184	6	QT Hotels & Resorts
11	Ψ	Pullman Bunker Bay Resort	Mr Leighton Yates General Manager	2004	5	91	150	6	Accor Hotels
12	Ψ	Peppers Kings Square Hotel	Mr Denny Keane General Manager	2016	5		120	1	Mantra Group



#### **HOTELS & RESORTS** businessnews.com.au/List/hotels\_resorts



QT Hotel on Murray St is Perth's newest 5-star hotel. Photo: Gabriel Oliveira

Rank	Change from previous year	Company name	Senior executive and title	Year est. in WA	Star Rating	Total staff in WA	Total Number of Rooms	No. of Business Con- vention Rooms	Hotel or resort operator
13	<b>4</b>	COMO The Treasury	Ms Anneke Brown General Manager	2015	5		48		COMO Hotels and Resorts
14	<b>4</b>	Aqua Resort	Mr Andrew Hopkins Managing Director and Owner	2010	5		41	1	Aqua Resort Management
15	<b>4</b>	Rendezvous Hotel Perth Scarborough	Mr Matthew Richardson Area Hotel General Manager	1987	4.5	200	337	24	TFE Hotels
16	<b>4</b>	Esplanade Hotel Fremantle - by Rydges	Mr Brad Hatfield General Manager	1896	4.5		300	15	Rydges Hotels and Resorts
17	Ψ	Crown Promenade Perth	Mr Andrew Cairns Executive General Manager, Crown Perth Hotels	2005	4.5	5,600*	291		Crown Hotels
18	Ψ	Novotel Perth Langley	Ms Kylie Mead Sales and Marketing Manager	1987	4.5	140	256	5	AccorHotels
19	<b>4</b>	Mercure Hotel Perth	Mr Amay Acharya Hotel Manager	1994	4.5	137	239	7	Accor Hotels
20	Ψ	Cable Beach Club Resort & Spa	Ms Carol McCracken National Manager, Business Developent	1988	4.5		225	5	Hawaiian Group
21	Ψ	Aloft Perth	Mr Stephen Morahan General Manager	2017	4.5	95	224	7	Marriott International

RANKED BY STAR RATING, THEN BY TOTAL ROOM IN WA

RANKED BY STAR RATING, THEN BY TOTAL
\*5,600 is the number of Crown's total staff in WA





# SPECIAL REPORT

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