

# THE OVERVIEW

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APRIL ISSUE 2020

## Government steps up for sector

Options for businesses  
and employees **P5**

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Catching the coach:  
motivating others **P6**

Being loyal: why it's not  
just for the big boys **P12**



# Welcome to THE OVERVIEW

**A**s you read this, you will be in your homes, on your sofas, or at your desks. You are not in an office, or in a pub or in a restaurant. We trust you're all keeping safe.

The UK government finally closed all but the most essential businesses on 20 March, bringing to an end a period of freefall, in which trading collapsed and millions of jobs were put at risk. Times were, to say the very least, tense. In the event Chancellor Rishi Sunak promised government grants to cover 80% of salaries up to £2,500 a month.

Sunak said: "For the first time in our history, the government is going to step in and help to pay people's wages. Any employer in the country - small or large, charitable or non-profit - will be eligible for the scheme."

Under the scheme, employers will be able to contact HMRC for a grant to cover most of the wages of people who are not working but are furloughed and kept on payroll, with wages backdated to 1 March. The scheme will be open initially for at least three months and extended for longer if necessary.

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up to £25,000 will be made available for business premises. VAT payments for next quarter were also deferred, giving businesses a £30bn boost.

Sunak added: "We expect the first grants to be paid within weeks - and we're aiming to get it done before the end of April."

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"Today marks the start of the UK's economic fightback - an unparalleled joint effort by enterprise and government to help our country emerge from this crisis with the minimum possible damage. An important day for our country."

The success of the plan will rely on the speed of its delivery, as we now move into the next phase of the outbreak. The hope is that, although many businesses will be closed, they will not be closed down and will be ready to respond to what will surely be screams of pent-up demand when the all clear is sounded.

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Cloud-based hospitality software for hotels, groups, apartments and pub chains



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# A port in a storm

HOSPA CEO Jane Pendlebury offers some routes to information in the current crisis.

I hope you are all keeping well, although I already know not all of you are. Get well soon to those who have been hit by COVID-19 and the rest of you – keep washing hands, and stay safe!

The immediate HOSPA team remain healthy and active, although one of our on-line tutors has been taken ill and we wish her well. We have been sharing a lot of advice and opinions from other hoteliers and hospitality businesses on the HOSPA blog. The blogs go out of date so quickly, but you may be interested to have a read via [www.hospa.org/blog](http://www.hospa.org/blog)

We have also created a new page

on the HOSPA website dedicated to hospitality people offering their services to others in this time of crisis. The generosity and kindness of others is crucial at a time like this. Please see <https://www.hospa.org/crisis-support>

You probably know that Hospitality Action and others have been fundraising and increasing support to struggling personnel within our industry.

These are such strange and baffling times for all of us, both on a business and personal level. More people than ever are listening to the news and our Government. Whatever your politics, I think we have to admire the tireless hard work the ministers

and their expert advisors are undertaking. I certainly don't envy them.

I'm hoping that many businesses will be able to take advantage of the financial support currently being made available to maintain as many of their employees as possible. I do worry where all the funding is coming from but these are, of course, exceptional circumstances.

With hotels closing – some apparently with little regard either for in-house guests or employees – we welcome the positive news of those that are housing NHS staff and other key workers. Booking.com has recommended the relaxing of refund restrictions and cancellation charges. Meanwhile AirBnB has delayed its floatation plans amid this pandemic.

Finally, all the HOSPA members should have received an email from us asking you to login to the membership system and check your profile details. We are aiming to get the social pages up and running too – as fast as we can – so that we can exchange information in an active yet controlled environment. Please do logon and contact [hospa@hospa.org](mailto:hospa@hospa.org) if you need any support.

## Jane Pendlebury

HOSPA CEO

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# Celebrating with our top learners!

This month we are delighted to feature the winner of the HOSPA 2019 “Learner of the Year for Financial Management” - Sarunas Spakovas, who is currently Management Accountant at The Sloane Club. Sarunas was presented with his award at the HOSPA Annual Awards Ceremony in January.

Quintessentially British with a history spanning centuries, The Sloane Club is a Private Members Club in London’s most exclusive neighbourhood. Fine dining, luxurious Drawing Rooms, homely bedrooms, a private roof terrace, an indulgent Spa and the highest standards await.

Number 52 Lower Sloane Street started life as part of a handsome late Victorian development on an old 18th Century site in Chelsea known as Hans Town. The buildings, with their red-brick gables and fine detailing, were in the style dubbed ‘Pont Street Dutch’ and were enviably near the many fashionable milliners, mercers and glovemakers lining Sloane Square.

The Service Women’s Club was founded for serving and former lady officers of the Armed Forces in World War II, before becoming The Helena Club for ladies, established in the early 1960s by a lady-in-waiting to Princess Marie Louise. Gentlemen were admitted during the following decade and by 1976 it became The Sloane Club as we know it.

Sarunas was originally studying Hotel Management in The Netherlands and then had the opportunity to complete an internship in London. He enjoyed the experience and decided to stay on in the UK.

Sarunas tells us:

“I hope that the knowledge gained at the course will help me progress my career and deepen my understanding of the finance world. I hope to become a Finance Specialist and to achieve



understanding of even the most difficult built company schemes. I aim to accumulate knowledge and apply it to help other people. I do believe that quality finance function has a deep understanding of operational side of the business. Finance should never be the law of the land and should always aim to cooperate with all other departments and find flexible and agile solutions for company’s problems. This is what aim is for my future. To be a manager of

such finance function which delivers statutory reports to shareholders in timely manner alongside delivery of support to operations team”.

The latest intake to our Financial Management programmes started on the 9th March. For more information on how to enrol for the September 2020 intake email [education@hospa.org](mailto:education@hospa.org) or visit <https://www.hospa.org/finance-revenue-programmes>

Next month we will be featuring another of our winners from the 2019 programmes.

# Outbreak update

The sector is now largely closed for business, but there are still options for employees and wider community engagement.

**T**he hospitality sector in the UK welcomed the support package outlined by chancellor Rishi Sunak, which will see government grants cover 80% of salaries up to £2,500 a month. The success of the plan will rely on the speed of its delivery as the government shut down all pubs, restaurants and leisure centres.

Sunak said: "For the first time in our history, the government is going to step in and help to pay people's wages. Any employer in the country – small or large, charitable or non-profit - will be eligible for the scheme."

Under the scheme, employers will be able to contact HMRC for a grant to cover most of the wages of people who are not working but are furloughed and kept on payroll, with wages backdated to 1 March. The scheme will be open initially for at least three months and extended for longer if necessary.

All business rates are to be abolished for the hospitality sector, and grants of up to £25,000 will be made available for business premises. VAT payments for next quarter were also deferred, giving businesses a £30bn boost.

Sunak added: "We expect the first grants to be paid within weeks – and we're aiming to get it done before the end of April."

UKHospitality CEO Kate Nicholls said: "This generous package will support our fantastic staff, is very welcome and additionally gives hope to those who have been laid off. This may have saved up to 1 million jobs, but we need it as soon as possible to ensure we can continue to trade.

"While VAT deferrals preserve some cash, we still face rent payments next week before the support is due to arrive. Banks and landlords need to do more to help us bridge the gap towards this generous government support. Damage is being done now, so we need help now."

Dame Carolyn Fairbairn, CBI Director-

General, said: "This is a landmark package of measures for business, people and jobs. The Chancellor's offer of substantial payroll support, fast access to cash and tax deferral will support the livelihoods of millions. Firms and employees will respond with relief and determination.

"Today marks the start of the UK's economic fightback - an unparalleled joint effort by enterprise and government to help our country emerge from this crisis with the minimum possible damage. An important day for our country."

While pubs and restaurants have been investigating takeaway options, matters were less clear for hotels. HOSPA CEO Jane Pendlebury said: "For those that have in house guests, food should be delivered to rooms and non-residents must not be allowed to gather in public areas but are permitted to purchase takeaways. Current guests should consider leaving your premises

"On the furloughing of staff, any staff that were on your payroll at the end of February but are now being temporarily laid off will receive 80% (up to £2,500 per month). This is unlikely to come to fruition until April and it appears that the mechanics aren't yet fully defined. A good option is to contact the ACAS hotline to ask as to who would qualify for the grants. Some contracts may not allow for furloughing and many hotels have casual staff/zero hours contracts. Anecdotal

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feedback from hoteliers suggests that taking an average of hours worked over the last few weeks/months would be a good starting point for casual workers.

"There are also lots of deferment of tax payments and rates. I am assuming HOSPA members are all well aware of those, but if not, please do get in touch and we will endeavour to point you in the right direction."

Ciaran Bird, divisional president, CBRE Advisory Services, CEO, UK & Ireland, said that the group had been working with the NHS "to satisfy immediate need for additional premises and parking facilities. We are seeking to identify suitable properties within close proximity to an NHS or private hospital which could be occupied by the NHS for the duration of the COVID-19 pandemic.

"The greatest needs at the current time are car parking to enable NHS staff to access hospitals quickly, overnight beds for staff and storage facilities within a 15-minute walk of an NHS hospital."

CBRE has created a working group to co-ordinate this effort and the company has asked those in the sector whether they have unoccupied or vacant property which might be suitable for occupation by the NHS. Those with opportunities were asked to contact [NHS@cbre.com](mailto:NHS@cbre.com)

Of those hotels to have come forward already, Best Western Great Britain has offered 15,000 beds and more than 1,000 meeting rooms to NHS staff, care workers, families, low-risk patients and over 70-year-olds.

Andrew Denton, head of hotel services, Best Western Great Britain, said: "We would urge the wider hospitality industry to join our cause too. We are serious about helping reduce the number of deaths. 20,000 is too many. If our rooms and our support can be part of the solution that brings that figure down, then we will have done our job."

There is an opportunity for the sector to give back, and it is rising to the occasion.



# Catching the coach

Marianna Alfa of Blossom Hospitality talks about what inspires her to motivate others.

## What was the vision behind creating your company?

Mentoring was part of my leadership style for nearly 20 years while working in the hospitality industry. Learning coaching techniques while obtaining my Corporate/ Executive Coaching Diploma was eye opening for me on many levels. It made me reflect on my own approach to lead people, on the specific past experiences when my leadership made a difference and when I was most successful. I kept asking myself: 'Knowing what I know now, what would I do differently to be a better leader, to build more productive teams, to create healthier and happier work environments for others?'

I have always been given the objective to build, revamp, create or open hotels or restaurants and having learned what worked and didn't work well made me become an expert in creating or evaluating sets of standards, systems and procedures that are tailored to each organization's needs for successful functioning and growth. As coach, I ask the right questions that inspire others to come up with best solutions for themselves and the company they work for and this approach delivers the true empowerment and ownership. I also realized that the higher up the career ladder people climb, the lonelier they are and the less agenda-free and objective people they have around to talk to. They stand on the pedestal of perfection being judged but who is there to support them or to give them the confidence or a chance to reflect on their decisions?

## What specific skills and experiences from your career in hospitality have helped you to form your business vision?

I worked for global companies with strong visions that transferred into powerful mission statements, and also for the companies who tried to be them. Being part of different cultures and leadership ladders and observing value systems of



Individuals benefit from my sessions as they boost their motivation, gain clarity, embrace the conflict they might be dealing with, go through changes with ease, they turn their ideas into actions, build trust and strategies and solutions that produce productivity and their work or personal life.

those I reported to and those reporting to me helped me to build my own resilience and core understanding of what internal systems & procedures brought the best outcomes. I must say, I only realized what the power of recognition, thinking environment space, trust, respect as well as positivity and motivation truly meant after I was involved with companies that completely lacked those because I witnessed how it changed the individual or the collective outcomes.

My ability to connect with all levels of leadership and management since I myself once held their roles, to understand their frustrations and to relate to the challenges they are facing helps me to build strong rapport with my clients. Over the years I learned that everything is possible if one wants to believe in it and work for it and this naturally positive attitude of mine motivates others.

## What inspired you?

The main responsibility of true leaders is to create an exciting but safe adventure for their teams, worthy of them devoting their lives to but unfortunately that is not the case in most of the companies these days. Many of today's cultures lack trust, continuous learning and development road maps that help retain talent and unlock people's potential. Companies complain about lack of communication and seek greater internal collaboration that would increase the overall productivity. Results of recent studies show lack of engagement and work-life balance that causes mental health issues, stress disorders and high turnover due to lack of commitment. The actual statistics are very concerning – 63% of people don't trust their leaders, 42% don't have a single friend at work, 80% are severely stressed at work and half of those people are seeking help to deal with it, just to mention a few. I felt that through my career in the hospitality industry I absorbed and learned from

many different situations. Being able to recognize what led to the positive or negative outcomes pushed me to make a decision to pass that wisdom to those who need it most and who need it right now. Instead of judging, I simply want to support and help and facilitate the steps forward towards the better.

#### **What does your business deliver?**

I help leaders to create conditions for a high performing culture by coaching them to be able to lead with confidence and trust using the coaching style rather than the command and control approach. Leaders learn how to get the best out of themselves and their teams by building the awareness, responsibility and consequently their self-belief. I connect the dots in each organization after a careful feedback review and provide series of coaching sessions to leaders along with the individually tailored mentoring and advice on tactics and tools that enhance learning and bring efficiencies into daily work life. I facilitate building of the standards, systems and procedures that deliver consistency and those become part of the culture of the company or a specific team within a company. Individuals benefit from my sessions as they boost their motivation, gain clarity, embrace the conflict they might be dealing with, go through changes with ease, they turn their ideas into actions, build trust and strategies and solutions that produce productivity and their work or personal life.

#### **When did you start thinking of leaving the world of food and beverage?**

One will never fully leave it, it's in me forever, but at some point I felt that despite of building concepts and running busy operations I am not making a difference to this world and not contributing enough to society we live in. Food and beverage and hospitality world in general has been my passion since I entered the industry but at some point I started feeling that 'feeding people' wasn't big enough purpose for me. Selecting the right concept and menus and providing strategies to generate revenue seemed all of a sudden too shallow although that particular expertise was my source of confidence and provided me with a respectful title and a solid steady income. I started paying attention to signs, such as

receiving positive notes from numerous former employees about how my conversation with them changed their life to better, from industry friends who kept joking about hiring me as their mentor and from former leaders who once reported to me who kept seeking my advice. It made me think that maybe it's not about the journey I choose and chase, but about the journey I am destined to be on. When I attended my first coaching class I knew instantly that it's time to draft my new road map and fulfill that potential in me. I knew that it's not the answers that enlighten people's minds, but the questions.

#### **How did coaching come into the game?**

I spoke to a former colleague in NYC who told me that coaching was introduced as tool with their management and helped tremendously. At that time, I wasn't even sure what coaching actually was exactly. Shortly after I did my googling homework I was registered for a free coaching academy weekend class. Some sort of a higher power wanted me there knowing I belong there. I registered for the executive coaching program diploma the day after. Learning the techniques and completing my first 60 coaching sessions with strangers that were my practice clients

**Trusting the process and yourself through the journey at all times is not easy. So my advice is, expect that there will always be good days and bad days, but whatever the day brings, get out there and connect with people. Learn from others and share your story and be genuine and true to yourself. If you're passionate about what you do, you'll find the right words and the right people and opportunities will enter your life.**

were the most valuable moments of my life and when one of them insisted on paying me one day, I knew that this was the right direction for me, my new purpose in life.

#### **What were the challenges of setting up your own business and what expertise did you seek?**

First of all, I never wanted to have my own business as I always loved my job security and my steady paycheck. So the first challenge was that I was clueless when it comes to knowing the basics. Thankfully my circle of friends connected me with everyone I needed to know to get it going from an accountancy advice, website building, branding and copywriting to marketing and networking. Another challenge, was the fact that I lived months with no income and all the fees for the set up had to be paid up front which is something others might plan for. I didn't as I never thought I'd go that direction, so my savings account was in a shock. I wouldn't say setting up the business itself as entity was as challenging; it was just uncomfortable because it was not something I was well versed in.

#### **What is the biggest advice?**

The difficult part for a person like me was to accept that I need to take small steps, one at a time and not rush anything. I have always been a go getter and learning to be patient is still my top task on daily basis. Trusting the process and yourself through the journey at all times is not easy. So my advice is, expect that there will always be good days and bad days, but whatever the day brings, get out there and connect with people. Learn from others and share your story and be genuine and true to yourself. If you're passionate about what you do, you'll find the right words and the right people and opportunities will enter your life. There were meetings with people I was randomly introduced to at which I talked about what I do and at times I realized I was tearing up a bit when describing my passion for coaching. That's how much I love it and believe in it. As the Persian poet Rumi says: 'Out beyond ideas of wrong doing and right doing there is a field. I will meet you there.'

Blossom Hospitality  
www.blossomhospitality.com

# Targeting the bleisure market

Patrick Landman tells you how to spot this blossoming segment.

**B**leisure has become a booming customer segment for hotels. “Bleisure” is a portmanteau of the words business and leisure, and refers to corporate travellers which also add leisure activities into their stay. It is also known as “bizcation” or “workcation”. The typical question that guests are asked, “Are you traveling for business or leisure?” will likely soon require the third option of bleisure. Discover how to attract bleisure guests to your hotel in this brief 5-step guide for hotel operation, revenue management, and hotel marketing professionals.

## What type of guest profiles cover bleisure travelers?

Bleisure travelers usually hold executive and management positions in the corporate sector, in companies ranging from SMEs to multinationals. However, with the rise of remote and freelance work, and the increasing popularity of becoming a “digital nomad” and working in coworking offices, bleisure also extends to this profile. Depending on your target guest persona, you can tailor your offering to each type of bleisure profile.

These may include the high-income corporate executive, from 35 to 60 years old, male or female; the digital nomad with varying degrees of disposable income, from 25 to 40 years old, male or female; and the startup founder with considerable spending power, from 35 to 50 years old, usually male but increasingly female.

Crucially, these roles are populated more and more by the millennial generation, and also now, Generation Z. These are generations that are more digital-savvy and take more business trips, averaging 7.4 per year (Matadornetwork, 2019). And with greater work-leisure flexibility offered by

companies, in response to demands from millennials and generation Z, it is much easier for professionals to travel than in previous years.

Added to this the rise in budget travel and the ease of working remotely, as usually with a laptop, smartphone, and good internet access, bleisure guests are fully equipped and ready for work wherever they are.

## What does the growth of bleisure mean for hotels?

According to research by Expedia Group Media Solutions (2018), 60% of corporate guests prolong their stays to add leisure activities on top of their professional obligations, whereas 57% of bleisure travellers spend the same or more as on a regular vacation trip.

Proactive hotels have been catering to the ballooning bleisure market already, aware of its increasing importance. Crucially, a lot of bleisure guests are high-income customers, and typically travel and spend on a corporate credit card for work-related expenses. For leisure activities, they typically have high disposable income, so all in all, they are guests of extreme importance for hotels eager to maximise revenues.

## How to attract bleisure travelers for your hotel: a 5-step practical tip plan

### 1. Offer short-stay bleisure packages

50% of business trips that last two to three nights are most likely to turn into bleisure trips (Expedia research). Therefore, you can make your hotel stand out from competitors by offering special short-stay packages that appeal to the flying visit bleisure traveler and include deals and feature highlights.

You can also aim to attract bleisure guests to stay extra nights with incremental discounts, such as 10% off for an extra night, and 20% for two extra nights.

### 2. Focus on the most important business traveler services

Guests who travel for business tend to look for a number of features in the ideal hotel. These include high speed and free internet, co-working space, meeting room availability, lots of power outlets, proximity to important business centers, and ease of travel.

You can enhance your offering too though by including add-on service like clothes ironing on-site, room service, including both dinner and breakfast, and on-site fitness suite use. And more often, bleisure travellers want fast, easy check-in and check-out capabilities. Hotels are responding to this demand with apps that do exactly this, as well as for managing bookings in a personalised way.

### 3. Include enticing leisure services

This can include features aimed at relaxation and entertainment. For instance, a bleisure package offer could include all-stay spa access, a range of professional massage options, and in-demand holistic therapy practices, such as reiki and acupuncture. Your hotel can also offer popular fitness classes, including yoga and pilates. Entertainment options might include an on-site cinema or movie room, after-work cocktails, or live music.

You can also develop agreements with local entertainment and tourism businesses. This could include tour guides, cultural experiences, visits to local landmarks and offers with possible discounts for local activities, like deep-sea diving, mountain climbing, or guided hikes.



#### 4. Aim for a hyper-personalised experience

What appeals to one bleisure traveler may not appeal to another. In fact, 86% (Kahuna, 2019) of hotel guests say that personalisation helps them to make their decision when choosing a hotel (Booking.com). But you can make your hotel even more appealing by taking personalisation hyper. Hyper-personalisation refers to the harnessing of guest preference data at a granular level to offer the most tailored hotel experience that they could hope for. You can incorporate this type of service by using different types of data.

This includes basic information, such as preferred contact methods, purpose of travel and so forth. You can also gather personal profile data, such as preferred language, age group and gender. Then you are in a position to really get to know your guest before they arrive.

You can contact them through their preferred method of communication to ask for specific preferences, such as food and drink, taxi reservation requests, room service requests, specific room preferences, and so forth. Hotels are increasingly using chatbots and pre-check-in surveys to glean such information.

#### 5. Encourage repeat stays

By using technology that enables you to offer a personalised service, you can also understand what services and products business leisure travellers used and enjoyed. This allows you to identify cross-selling opportunities, and also to see what they may have missed out on but would have enjoyed. You can then use this information to include in a repeat-stay package offer.

Moreover, you can tempt your bleisure guests with exclusive loyalty rewards for returning customers, such as discounts, freebies, off-peak special prices. You can also offer incentives for colleague referrals, including discounts off future stays.

When developing a strategy for how to attract bleisure guests to your hotel, taking a comprehensive viewpoint by not only aiming to get bleisure guests through the door but to turn them into loyal, repeat customers who sing your hotel's praises to their business colleagues will

help you to maximise your success in the short, medium and long term.

### Becoming a bleisure-centric hotel: the final word

Bleisure is still a relatively nascent trend in the hotel sector. Given how much it is growing, this is wonderful news for hotels that are interested in appealing to this group. The sky is truly the limit for bleisure, with business travel estimated to grow to \$1.6 trillion by 2020 according to the latest BTI outlook of Global Business Travel Association's (GBTA research), and the continuing blurring of the lines between business and leisure in general. Now is the time for your hotel to jump on this booming trend and position it as your city's bleisure hotel of choice by following those five steps for your hotel operation, revenue management and marketing team.

Patrick Landman is the CEO & CO-Founder of Xotels. Xotels is a boutique hotel management company founded in 2006 that runs an international portfolio of independent properties, counting over 80 hotels and resorts, spanning four continents and 14 countries.



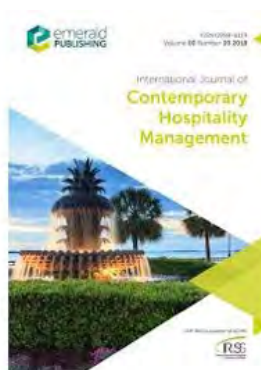


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# A VIP Experience for Every Guest

Hotel guests are becoming ever-more demanding and providing a seamless, digital-driven service is a great way to set yourself apart.

## The Hospitality Challenge

Lack of adequate connectivity when traveling can be annoying and inconvenient - for a hotel it can also mean the loss of a customer. Today's traveler expects the digital experience to match that of home and work. Hoteliers who look for scalable growth and consistent brand exposure need to meet these expectations while ensuring data security and privacy. Using Aruba solutions that support simplified network management and automation of back-of-house operations, hosts can attract, delight and retain guests by providing analytics-driven just-in-time experiences for measurable ROI.

## Why Choose Aruba

Named the market leader in WLAN by IDC, Gartner and Forrester, Aruba:

- Has an architecture that adapts and scales, without a rip and replace approach or vendor lock-in
- Features end-to-end security designed for mobility and IoT
- Software-defined since the beginning with role and device-based access policy controls, and policy enforcement firewall (PEF), unique to Aruba.
- Dynamic Segmentation is an easier way to centrally and consistently manage security policies across wired/wireless

Hoteliers who look for scalable growth and consistent brand exposure need to meet these expectations while ensuring data security and privacy.

and LAN/WAN networks, keeping traffic for users and devices segmented.

- Delivers the next generation network that can serve as an IoT platform, reducing the need for extra networks, lowering costs and simplifying IT operations
- Embodies the company's core mission of Customer first, Customer last in everything we do

## The Aruba Solution

- Offers high-speed, gigabit Wi-Fi across your entire property, from the hotel room to the pool, beach and conference environments
- Understands in real-time where customer connect, where they are going and what they are doing with presence and location data so that you can engage your customers while keeping them happy and secure
- Provides insights to hotel operations, management and marketing to better support emerging guest interactions as well as digital operations and housekeeping requirements
- Differentiates access and segment traffic for back of house, IoT and guests
- Delivers improved visibility to the network across all properties – managed or franchised – for ensuring quality-of-service, auditing and compliance
- Simplifies network management with 24/7 reliability for properties with limited IT staff (zero-touch provisioning, automated processes, and AI-driven insights to stay ahead of issues)

## Aruba Hospitality Solutions

- Aruba location-ready access points with integrated BLE and Zigbee, include

required features and flexibility for IoT applications (building automation, keyless entry, etc.), delivering the digital network guests rely on.

- Aruba switches feature high density HPE Smart Rate multi-gigabit Ethernet technology supporting Wi-Fi 6 and PoE+ for APs and IoT devices.
- Aruba's Software-Defined Branch (SD-Branch) solution enables you to manage hundreds of locations, combining wireless, wired and WAN infrastructure to maximize network performance and minimize operational costs.
- Aruba Central is a cloud-based solution that delivers a single pane of glass for end-to-end network management and monitoring for wired, wireless and WAN infrastructure.
- Aruba Meridian and family of beacons, tags and mobile applications work with our location-ready APs to turn environments into venues that drive digital and personalized experiences.

### Contact our team to learn more:

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# Guest Loyalty Programmes for All – Not Just the Big Boys

In a recent sit down with Agilysys – a global provider of hospitality technology – James Slatter, EMEA Managing Director, breaks down the trends shaping hospitality loyalty programmes and how these programmes can place independents, boutiques and small chains at a competitive advantage.

**What defines guest loyalty? How have these programmes evolved to become what we see today?**

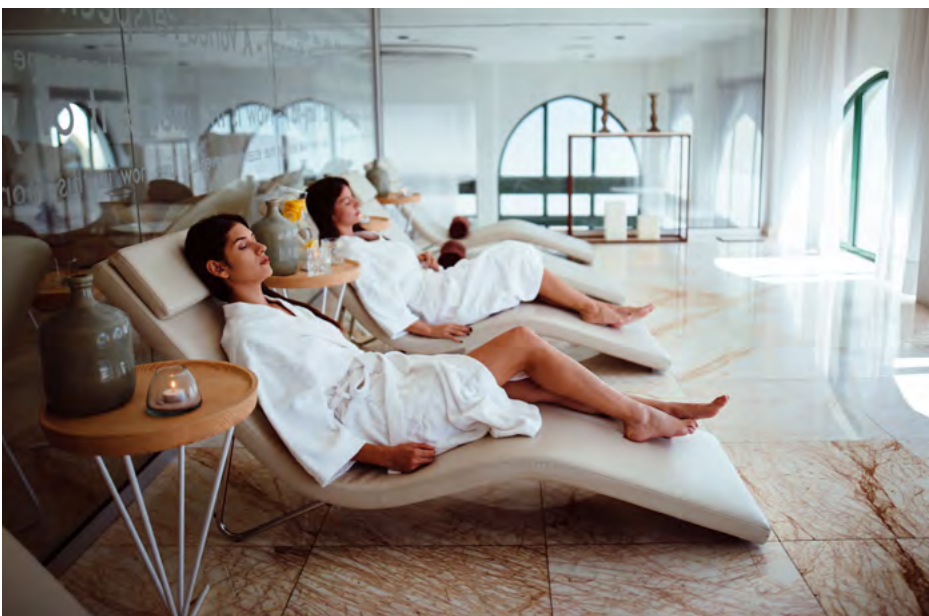
With origins starting around the mid-1980s, and quite possibly borrowing from the airline industry’s introduction of frequent flier programmes at the time, hotel guest loyalty plans were once only used by the Holiday Inns and the Marriotts of the world. Things have changed a lot since then. Guest rewards are pervasive (at least among the large chains); having grown to become an expected perk of many travellers. Over the last five years, loyalty has evolved to be

less about being acknowledged for a single transaction and more about rewarding all guests with specialised attention and customised offers. Today, it is a well-known fact that hotels attract business with loyalty programmes that are designed to keep guests coming back.

**Over the past several years, we have seen a push toward enhanced guest experiences. Do loyalty programmes still play a critical role?**

Absolutely. Hotels should encourage all guests to become a reward or loyalty

programme member – not just those that stay most often. Once becoming a member, those guests help hotels better understand and cater to their preferences, which forms an instant connection to the property regardless of the frequency of the guest’s visits. With the advent of social media, where consumers rely on reviews and recommendations more than almost anywhere else, each guest presents the potential to become your next brand advocate. It’s essential to leverage the value of loyalty programmes and their influence on brand awareness.



**What about profitability? Do loyalty programmes create valuable business for hotels and resorts?**

Understanding the individual guest is what brings value to your property. This knowledge is an integral part of the profitability equation, and loyalty programmes help by tracking total guest spend (i.e. their value). Loyalty plan members may generate consistent room demand which supports occupancy rates and RevPAR. However, a guest who stays frequently yet doesn’t spend anything else whilst in the hotel may bring in less overall value than a guest who stays less often but spends extra on hotel activities like spa or golf, as well as frequenting the hotel bars and restaurants. Another consideration when understanding the



importance of each guest is to identify who books directly. Those who book directly contribute differently to the bottom line than those who book through an OTA, which can cost your property up to 25 per cent in commission fees. Not all guests are of equal value, and loyalty programmes allow operators better visibility to their relative profitability.

#### How do independent and boutique properties capitalise on loyalty programmes to compete with the 'big boys' who have been offering guests rewards for years, or even decades?

The agility of boutiques and independents places them in the unique position of coming up to speed and possibly surpassing the 'big boys' in relatively short order. There is a reason why experiences offered at boutique-type locations are highly sought after and considered trendy by guests of all demographics. Not only do they provide a more intimate, casual and personable atmosphere, but they

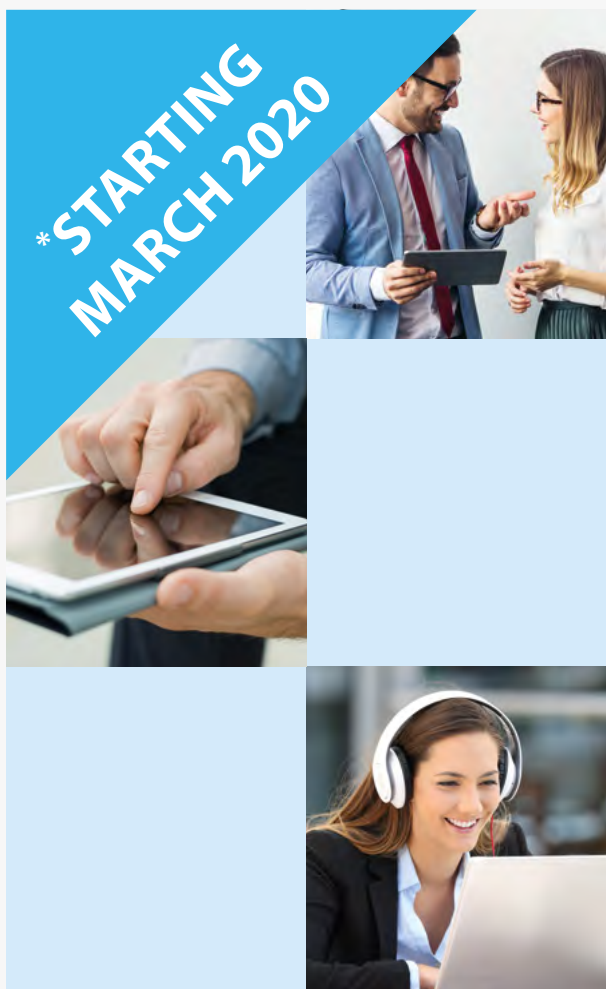
also have enhancements, amenities and specialised services that the big chains often do not. Boutique and independent locations are in a position to promote specialty packages, and to offer loyalty redemptions that have longer expirations – or perhaps no expiration at all.

One way to keep it exciting is to change the redemption offers regularly. For example, redemption offers might include an interactive demonstration with the chef preparing the property's signature dish, an upcoming pizza-making event, a complimentary round of golf or a bottle of gin from the local distillery. The key is to extend rewards that appeal to the diversity of your guest population, change offers on a consistent basis, and be sure to make it redeemable during the next stay – possibly with no expiration. Offering these rewards do not have to be an administrative burden either. They can be supported through your PMS and POS systems for automatic redemption with little, if any, need for staff to determine what guests have earned.

#### Where do you see the future of guest loyalty and reward programmes?

Over the next 3-5 years, rewards themselves will become far more sophisticated; even more effective at captivating and retaining guests. Nimble boutiques, independents and small chains are well-positioned to take up loyalty programmes as a tool to gauge the value of their guests and to continue delivering against their changing expectations.

The single most influential factor in the evolution of hospitality technology is the guest. Agilysys, an industry leader for more than 40 years, is dedicated to next-generation technology innovation for hospitality professionals. Our integrated PMS and POS core solutions are designed to support all aspects of the guest journey. This includes loyalty programmes for properties of all sizes, with a built-in offers module, to cross-promote among the hotel, its restaurants and retail outlets.



**\*STARTING  
MARCH 2020**

# HOSPA

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## Study with us on our flexible online programmes in Hospitality Finance

The HOSPA Financial Management and Accounting programme is the only online course of its kind providing finance managers in hotels, restaurants and leisure with an industry specific in-depth [programme of study](#).

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# 4 Steps to Enhancing Hotel Housekeeping & Guest Satisfaction in a Downturn

For hoteliers, the health and well-being of guests and staff are key. In the wake of rising COVID-19 concerns, Amadeus shares some additional precautionary measures hotels can take, both now and in the future.

## Step 1: Assess your Current Plan of Action and Cleaning Regime

Hospitality professionals pride themselves on high attention to detail and proper sanitation throughout the property to prevent the spread of germs and viruses is no exception. Thorough planning and execution across all departments will not only maximise efficiency, but will ensure a united, connected culture during times of crisis. Leaders should assemble their team to walk the property, assess areas of concern and create an action plan for improvement. During times of lower than typical occupancy or demand, operations teams can use that opportunity to upgrade

the property's surroundings without major delays or disruptions in service. When it comes to reprioritising the property's needs and staff time, establish standard operating procedures (SOPs) that allow team members across departments to flag potential hazards, improve cleaning regimens, track maintenance issues and utilise inspection checklists to make sure nothing gets missed.

## Step 2: Consider Increasing Hotel Deep Cleaning Efforts

To do so, think about the following:

- Determine a plan of action for deep-cleaning hotel guest rooms, meeting

spaces, restaurants, the fitness center and other public areas.

- Good hotel hygiene protocols, such as implementing hand sanitiser stations and frequent cleaning of high-touch areas are also important to protect from infection.
- Get the Front Desk, Housekeeping, and Engineering teams together to schedule the right action plan to avoid disruption to operations and room readiness.
- Educate teams about standard operating procedures and best practices for each of their departments so they are fully aware of what they need to do, and make sure they know how and where to flag any areas of concern

This is also a good opportunity to take a second look at your hotel housekeeping check-lists to identify any additional precautionary steps that may need to take place. Clearly document cleaning processes for different areas in the hotel.

## Step 3: Consider Putting a Pause on Cleaning Opt-Out Programs

Whether for green efforts, loyalty initiatives or bottom-line saving efforts, cleaning opt-out programs have been on the rise. However, as



you reconfigure your property’s SOPs and ad-just cleaning measures, you may also want to assess the new health risk of compromising protective efforts in a time of crisis. During times of unpredictability, it is important to maximize the efficiency of staff hours to reduce labor costs and make sure resources are being allocated in the best possible way.

In addition to dirtier rooms, there can be other downsides to opting-out of daily hotel room cleaning. For example, having a roving team of room attendants provides several significant benefits that may otherwise go overlooked. Did you know that housekeepers are often first to discover maintenance and security issues? It pays to have someone checking on a hotel room every day.

Lastly, hotel room cleanliness is one of the most common complaints from guests on travel review sites, so the need for a well-organised cleaning

process is an absolute must for every hotel. With health concerns more prevalent, guests may be on high alert when it comes to meeting their cleanliness standards.

### Step 4: Open Lines of Communication

As is the case with any good crisis plan, keeping staff informed and addressing employee concerns can make a world of difference in the overall hotel guest experience. The need for increased flexibility with travel planning right now also calls for connecting with the guest even before arrival. A good way of doing this is by sharing additional updates of what you’re doing to keep your property safe from germs.

Upon arrival, from the moment a guest enters the hotel lobby, your staff sets the tone for what’s to come. A confident, pleasant encounter with front of house will

immediately put the traveller at ease. Your hotel serves as a home away from home and having an open line of communication will create a sense of connection from minute one.

It’s also important for hotel management to be able to react quickly. Hotels are naturally fast-paced environments and having the ability to swiftly identify, communicate and act on areas of concern can be instrumental in case of an emergency.

During uncertain times, the need for efficient processes and best practice guidelines are an absolute must for every hotel. If your hotel is experiencing a downturn, use the time as an opportunity to better your property, staff and procedures. This will ultimately enhance the guest experience, improve brand reputation, enhance cleaning measures and inspire exceptional stays time and time again. Because after all, it’s all in the details.

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Professional Development

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# Coronavirus hits confidence

Confidence among the bosses of Britain's pub and restaurant groups has been fractured by the double whammy of coronavirus and the Government's new immigration policy, according to a poll conducted by CGA.

It found that 85% of senior executives across the out-of-home food and drink market said they were now "concerned" about the threat of coronavirus to their business, with 58% of leaders "very concerned".

The snap survey revealed that the majority are expecting a hit on sales, with 42% suggesting it will have an "extremely negative" impact and 51% saying it will be "quite negative". In addition, over half (51%) predict it will have an "extremely negative" impact on their profitability, with a further 44% suggesting it will be relatively negative.

A separate poll by CGA of consumers found that so far the public may not be quite as concerned, with 57% of consumers predicting that they will eat and drink out as much over the next three months as they currently do.

However, concerns among pub, bar and restaurant operators about the outbreak, and also the Government's announcement of tougher immigration rules, which has left a mere 1 in 5 leaders confident in their capabilities to recruit, train and retrain a workforce, has seen overall business confidence take a tumble.

At the start of the month, CGA's annual Business Leaders' Survey, conducted in partnership with hospitality technology specialist Fourth, showed sector optimism at a four year high. This latest poll shows that in just a matter of weeks it has fallen to the lowest point since immediately after the EU referendum, with just 16% of bosses now optimistic about the market over the next 12 months, down from 60%. Optimism around their own



businesses' prospects has also plummeted, with just 29% optimistic, a fall from 83% in early February.

In terms of what eating and drinking out businesses are doing to minimise the

However, concerns among pub, bar and restaurant operators about the outbreak, and also the Government's announcement of tougher immigration rules, which has left a mere 1 in 5 leaders confident in their capabilities to recruit, train and retrain a workforce, has seen overall business confidence take a tumble.

coronavirus risk, the main actions are:

- Producing staff guidelines to encourage hygienic practices (83%)
- Increasing availability of hand sanitisers on-site (65%)
- Producing staff guidelines in case of isolation cases (64%)
- Minimising cashflow risks (61%)
- Producing staff guidelines on how to self-isolate (60%)
- Producing staff guidelines for travel and health (56%)
- Developing a plan to minimise impact of potential site closures (48%)

When it comes to paying staff who self-isolate, just under half of leaders (47%) definitively say that they will do this, while 45% have not made a decision as yet, with just 8% suggesting that they will not pay staff who self-isolate due to the virus.

# Closures slow to lowest rate since early 2018

Britain's supply of restaurants, pubs, bars and other licensed premises fell by 1.8% in the 12 months to December 2019—the lowest rate of year-on-year decline for nearly two years.

That is the headline finding from the latest Market Growth Monitor from CGA and AlixPartners, the definitive survey of openings and closures in the out-of-home sector. It shows Britain had a total of 116,203 licensed premises at December 2019, which represents an average net closure rate of six sites a day over the last 12 months—but the pace of closures has now dropped to the lowest point since Market Growth Monitor data for March 2018.

The exclusive report indicates a 2.0% fall in Britain's total pub and bar numbers, with food-led sites holding up better than community and drink-led locals, which have seen 4,297 net closures since December 2014. Meanwhile, there was a 1.6% drop in total restaurants—but group restaurants (managed sites of operators with more than one location) actually increased by 1.8% in the year to December—the second successive quarter of growth. This was powered in particular by small to medium-sized group restaurant and openings in Britain's big regional cities, with Birmingham, Bristol, Edinburgh, Glasgow, Liverpool and Manchester all in net growth year-on-year.

"While the licensed sector continues to contract, our latest Market Growth Monitor also shows reasons to be optimistic about prospects for 2020," said Karl Chessell, business unit director for food and retail at CGA. "We are still seeing unsustainable pubs close,

but collectively the rate of net number of pub, bar and restaurants closing is slowing. Last year was not easy for some big restaurant brands, but smaller and medium sized brands are bringing new concepts to the market and successfully scaling up. All our research shows that consumers are still eager to go out to eat and drink, and they've never had it better for choice."

AlixPartners' managing director Graeme Smith said: "Overall, the eating and drinking out market remains dynamic and attractive to investors, with this very much in evidence across last year where pubs and experiential businesses took up the slack in investment activity from the more subdued restaurant sector.

"Reduced political uncertainty, more positive recent trading results and encouraging returns when investing in sites, provide a platform for increased M&A and investment activity in 2020 across both wet-led and food-led concepts. However, investors will be looking carefully at what the impact on trading will be from the recent coronavirus outbreak."

The Market Growth Monitor provides many more insights into openings and closures across the licensed sector. The latest edition includes in-depth analysis of trends in the country's seaside towns, which saw a collective drop of 5.8% in the 12 months to December—more than three times the British average. Downward movement has been steepest in Blackpool, where 10.8% of licensed

premises have shut in the last year. Other large towns including Scarborough, Great Yarmouth, Torquay and Newquay have also been in sustained decline.

But the Market Growth Monitor outlines much more positive trends in many pockets of the country, especially big cities. Recent hot spots for growth have included Manchester and Liverpool, which have both increased their number of licensed premises by around 20% in the last five years. The report highlights the importance of locally and regionally focused businesses in these cities, including multi-site groups like the New World Trading Company, Arc Inspirations, Mission Mars and the Graffiti Spirits Group.

Graeme Smith added: "This edition highlights a regional success story in the return to sustained growth of managed restaurant groups (versus single site independents), driven by innovative local operators in major cities across the UK. What sets many of these businesses apart is their experience and deep understanding of what works for different customer groups in their local area."

"The contrast between Britain's big cities and seaside towns couldn't be starker," said Karl Chessell. "Resorts where restaurants, pubs and bars once thrived have suffered serious hardships, with independents particularly hard hit. But the night-time economy in many of our regional hubs continues to flourish, with consumers drawn by some distinctive and vibrant operators who know their cities inside out."



# Britain sees the need for more delivered food and drink

With Britain in lock-down, hot food delivery services from restaurants and takeaways are set to have an increasingly important role in keeping the nation fed.

The public's appetite for delivered food has been growing. In the week prior to the Prime Ministerial order for the public to stay at home, research from CGA showed that just over half (53%) of the public are either currently using, or planning to use, delivery as an alternative during the current crisis, with 13% getting delivery from a restaurant or takeaway either for the first time, or more often than usual, in the last two weeks.

The survey showed a clear opportunity for delivered drinks too, with a third (32%) of the public looking for opportunities to have both food and drink delivered.

In contrast, click'n'collect from restaurants and takeaway has yet to be as popular as delivery, with just a third (36%) of people saying they have used or would use such a service.

"With major fast food and sandwich chains like McDonald's, Greggs, Pret and Burger King now closing, local operators who are able to keep their kitchens open for delivery could play a vital role in taking the strain off of the supermarkets," suggested Peter Martin, vice president of CGA, the out-of-home sector's leading research and insight provider, which conducted the snap consumer poll.

The survey showed the biggest demand for delivery is among those who usually eat out at least weekly, among the under 35s, parents and those living in city centres.

Of those who have already increased their use of delivery, 60% are under

35, 50% are parents and 38% are city dwellers. The findings also highlight a pent up demand in suburbia. Nearly half (48%) of all those who are planning to increase delivery in the next few weeks live in suburban locations.

Even in rural areas where delivery provision is thin, there is a predicted surge in demand, with the same proportion of consumers planning to increase frequency (22%) as in city centres.

Looking to the future, 72% of those that had either upped the use of delivery or had used it for the first time in the last two weeks suggested that they were likely to continue this behaviour, regardless of COVID-19.

The main reasons people aren't using delivery are around cost and trust, and the fact that many want to cook for themselves. Overall, 39% mentioned the expense, 21% wanted to minimise contact with other people, 16% said they didn't trust the places preparing the food and 12% didn't want to interact with delivery drivers. The survey showed

that consumers were also looking for assurances about quality and 39% thought that only items that travelled well should be available for delivery.

"Communicating your commitment to exemplary food hygiene principles and product quality is crucial to bolstering consumer confidence," commented Jamie Campbell, chief operating officer at CPL Learning. "For many operators takeaway and delivery services will be entirely new to them. They are having to quickly adapt their operations to meet this demand, so considerations and processes need to be put in place that they don't risk damaging their business reputation or more importantly, people's health."

When it comes to adding drink to the delivery order, 32% said offering drinks from pubs, bars and restaurants for delivery was appealing, rising to 48% of those that regularly go out for a drink.

Just Eat is the nation's most popular delivery brand, with 52% saying they had used or planned to use the platform, twice as many as any competitor.

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# Pub and restaurant sales fall 71% in last week of trading

Like-for-like sales in Britain's managed pub, bar and restaurant groups plummeted 71% in the week that the Government ordered all licensed premises to close down because of the COVID-19 crisis.

**E**xclusive weekly figures from the Coffe Peach Business Tracker showed like-for-like trading in restaurant chains down 75%, with managed pubs down 67% and bars, which are more dependent on weekend business, tumbling 88%.

"Many pubs and restaurants, especially away from London, had stayed open even with dwindling trade after Prime Minister Boris Johnson's warning at the start of the week for people to avoid going out. The closure

order on Friday obviously then killed all business overnight," said Phil Tate, Group Chief Executive of CGA, the business insight consultancy that produces the Tracker, in partnership with The Coffe Group and RSM.

"It was pretty clear that more and more businesses would have shut up shop anyway even without the closure and then lockdown orders, as CGA's snap consumer poll showed that more and more of the public were going to give up on even attempting to go out," he added.

The current nationwide lockdown

means that only pubs and restaurants providing takeaway or a delivery services will continue to operate, and from next week CGA plans to begin tracking those sales.

CGA's consumer polling has already shown that the public's appetite for delivered food and drink from restaurants and takeaways has grown significantly during the current emergency.

The Coffe Peach Tracker collects and analyses performance data from 57 operating groups, which between them operate 10,000 sites.



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# ‘Rough start’ for UK hotels

UK hotels got off to a rough 2020 start, registering a year-over-year drop in profit, which, to the dismay of hotel owners and operators, was illustrative of 2019, as well. For full-year 2019, UK hotels recorded a 0.2% decline in GOPPAR over the year prior.

**G**OPPAR decreased 2.4% YOY in January, as hoteliers in the UK were unable to dispel the profit-per-room contraction trend that dominated most of 2019.

The “wait and see” attitude in travelers from Mainland Europe, coupled with the increased competition brought about by the expansion of the hotel room supply in the market, are two of the main factors behind these results.

Occupancy in January remained at 64.8%, exactly the same as the same time a year prior. Hoteliers in the UK managed to command higher rates, though, and average room rate recorded a 1.5% uptick that drove the 1.4% YOY climb in RevPAR. Non-rooms revenue per available room was also slightly up, by 0.5%, mainly due to a 0.3% YOY increment in the F&B department. In all, TRevPAR recorded a 1.1% increase compared to January 2019.

However, labour costs exhibited a higher growth rate than revenue, thus eroding flow through. Led by payroll increases in Rooms (up 3.6% YOY) and F&B (up 3.8% YOY), total labour costs expanded by 2.7%. Overheads, on the other hand, recorded a more moderate increase, by 0.8%, including a 4.5% decrease in utility expenses. As a result, profit conversion in the UK was recorded at 24.1% of total revenue, a 0.8-percentage-point drop from the previous year.

Conversely, hoteliers in Newcastle proved themselves as flex masters in January, showing that hotel management goes well beyond revenue generation. Not only did they achieve 18.6% YOY profit per-available-room growth, but they did so despite a sharp contraction in the top-line metrics.

With decreases in both occupancy

(down 2.8 percentage points YOY) and average rate (down 1.0% YOY), RevPAR slumped by 5.2% compared to January 2019. Other departments shared in this downward trend. In F&B, revenue per available room was slashed by 10.2% YOY, leading the 8.6% YOY fall in non-rooms revenue. TRevPAR plummeted as a result, placing 6.2% below the previous year.

Nonetheless, Newcastle hoteliers were able to flex costs across all operated and undistributed departments in order to enhance their profitability. Of note, rooms and F&B labour costs were cut YOY by 7.3% and 5.9%, respectively, fueling the 10.4% YOY reduction in total labour costs. Furthermore, an 11.6% reduction in utility expenses contributed to achieving the 11.3% downswing in total overheads. Thus, profit conversion in Newcastle was recorded at 19.7% of total revenue, a 4.2-percentage-point increase from January 2019.

Glasgow has experienced fast-paced growth in hotel room supply over the past years. This heightened competition took a toll on occupancy and average rate, which, combined with increasing expenses, has negatively impacted profitability. Specifically, in January, the Scottish city recorded a 12.5% reduction in profit per available room compared to the same month of the previous year, marking the second consecutive double-digit contraction in this metric.

Occupancy achieved a small increase of 0.3 percentage points YOY in the month, at the expense of a 1.8% YOY slump in average rate. As a consequence, RevPAR placed 1.3% below the same month of the previous year. Nevertheless, hoteliers in Glasgow were able to capture a greater

portion of their guests’ expenditures through other departments. Thus, non-rooms revenue climbed by 1.6% YOY, particularly through a 1.8% increase in F&B

## Profit & Loss Key Performance Indicators – Total UK (in GBP)

KPI

**January 2020 v January 2019**

RevPAR: +1.4% to £68.66

TRevPAR: +1.1% to £103.98

Payroll: +2.7% to £36.97

GOPPAR: -2.4% to £25.01

## Profit & Loss Key Performance Indicators – Newcastle (in GBP)

KPI

**January 2020 v January 2019**

RevPAR: -5.2% to £37.71

TRevPAR: -6.2% to £53.88

Payroll: -10.4% to £17.56

GOPPAR: +18.6% to £10.59

## Profit & Loss Key Performance Indicators – Glasgow (in GBP)

KPI

**January 2020 v January 2019**

RevPAR: -1.3% to £42.57

TRevPAR: -0.2% to £70.16

Payroll: +2.5% to £28.17

GOPPAR: -12.5% to £7.12

revenue per available room. This helped compensate the Rooms department's receding top-line, leading to a narrow 0.2% downturn in TRevPAR.

Even though the change in total

revenue was relatively small, expenditures exhibited a greater fluctuation, further eroding profits. Increased payroll in Rooms (up 1.9% YOY) and F&B (up 3.1% YOY) led the 2.5% interannual expansion of total

labour costs. Furthermore, overheads also rose by 1.3% YOY. At 10.2%, profit conversion of total revenue in Glasgow was 1.4 percentage points lower than that of January 2019.

## EVENTS

# Upcoming Events

## CORONAVIRUS UPDATE

Due to the coronavirus outbreak HOSPA events in May and June have been postponed, along with BDO's Hotel Britain event on 2nd April. We are still expecting to run Innovations In Technology - Hosted by HOSPA and HMA - on 15th September and we still expect HOSPACE on 19th November to run as normal. Stay safe until we meet again and in the meantime, keep up to date on events affecting the sector with our blog.



### Finance Update

**BDO offices, 55 Baker Street, Marylebone, London, W1U 7EU**  
8.30 - 10.30am

BDO Finance Update, Breakfast Seminar

Join the HOSPA finance community for a breakfast seminar with BDO at their offices - 55 Baker Street.

BDO will update you on current topical accounting issues under UK GAAP and IFRS. As well as covering the latest developments in tax including corporate taxes, VAT and recent employment tax issues.



### Innovations In Technology

**Central London**  
6.30 - 8.30pm

HOSPA and the HMA associations are delighted to host a joint members Networking event themed Innovations in Technology. The event will take place in Central London. Further details to follow.



### Annual Hotel Conference

#### Manchester Central Convention Complex

The Annual Hotel Conference is a conference for hoteliers; individual, boutique, branded and consortium hotel owners, operators and managers segment of the industry. It is a must-attend for all those involved in this, the largest sector of the hotel industry. Joining hoteliers at the event are developers, architects, consultants, marketing and social media experts, investors, bankers, advisors and government agencies who all gather to learn, network and do business in a forum which deals with the issues of the day.



### The Independent Hotel Show

#### Olympia London

A firm fixture in the calendar of independent hoteliers and industry professionals alike, the show presents a curated collection of over 350 innovative product and service providers from across the hotel supply chain. Together with expert insight from a Seminar Programme and multiple networking opportunities, the Independent Hotel Show is designed to satisfy the demands of hoteliers committed to improving their business.



### HOSPACE 2020

#### Royal Lancaster London

Our one-day annual international conference and gala dinner hosted by HOSPA.

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## HOSPA Partners

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## HOSPA Charity Partners

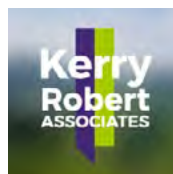
  
THE Springboard  
CHARITY

 Room to Reward

  
ONLY A PAVEMENT AWAY

  
Hospitality Action

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# Save the date...

# HOSPSPACE

Conference & Exhibition

## Hospitality Conference & Technology Exhibition

Thursday 19th November  
Royal Lancaster London

### Who should attend this event?

- ✓ Senior Hospitality Business Directors
- ✓ Hospitality IT Professionals
- ✓ Financial Controllers and Accountants
- ✓ Revenue and Distribution Managers
- ✓ General and Commercial Managers
- ✓ Young aspiring employees wanting to develop their skills & meet with industry specialists

BROUGHT TO YOU BY

# HOSPA

The Hospitality Professionals Association

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