

THE OVERVIEW

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Welcome to HOSPACE 2017



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Welcome to THE OVERVIEW

Welcome to HOSPACE 2017, this year in a new home, but with all its old sense of purpose as the sector faces a wealth of challenges, from Brexit to increased costs thanks to the falling pound, to staffing.

Answering some of these questions will be last year's acclaimed HOSPACE Brexit panelists: Martine Ainsworth-Wells, Head of Destination Engagement, ETOA, Jeremy Robinson, Partner, Watson Farley Williams; and Mark Essex, Director, public policy, KPMG.

A year down the line, Brexit negotiations are barely underway but the consequences are being seen in the number of 'staff wanted' signs appearing in the windows of pub and restaurants, as the war for talent heats up. Hotel companies such as Park Plaza Hotels have reported strengthening performance in London while acknowledging that staffing was becoming an issue. How long before the lack of staff starts to impact on service and performance slips as a result? At the budget end of the market staffing is less relevant, but costs in a tight margin model are pressured.

So all eyes will be on not only the Brexit panel, but the education offering as we look at how to attract the right staff. And, in the workshops, which company can help drive efficiency and perhaps remove the need for staff at all.

The conference will also be addressing the ever-present issue of how to work effectively with the OTAs - surely we can all just be friends? - and how to protect yourself from cyber crime. If it's enough to potentially pick a US president, it's worth looking at your systems.

And, as the volatile clash between fact and fiction continues, we would like to apologise to Kathy Bridge, who passed the financial management course, stage one. We listed her as Katy, but the hard work should be credited to Kathy.



Katherine Doggrell

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HOSPACE2017 is almost here!

We could not be more excited to be holding our annual conference in central London for the first time, and at such a superb venue.

The team at The Royal Lancaster has been fantastic, right from our first prospective visit to the hotel over a year ago. I have no doubt that they will help us deliver the best HOSPACE yet!

The hotel's dynamic General Manager Sally Beck is an inspiration to her team, to the UK hotel industry, and ourselves at HOSPA. Our delegates are in for a treat when renowned hotel journalist Andrew Sangster interviews her on stage at HOSPACE2017. Her infectious enthusiasm will no doubt rub off on our audience.

The conference programme contains something for everyone. Whilst I am tempted to wax lyrical about all the sessions ranging from expert panels discussing Brexit and cyber threats to the highly topical workshops covering everything from 'Artificial Intelligence in Travel', to 'Why RevPar doesn't tell you the whole story' - it's probably best that you look for yourselves on pages 19 and 20.

I am especially indebted to raconteur Peter Hancock, Chief Executive of Pride of Britain Hotels. As in previous years, our illustrious HOSPACE2017 host will be keeping the day's proceedings strictly on schedule with his usual charm and delight. Indeed, he does this so professionally and wittily that we don't even realise we are being 'managed' by him! In the

evening, he transforms into yet another of his many talents: the role of toastmaster for our Gala Awards Dinner. A very big 'thank you' to you, Peter.

A key part of the HOSPACE Gala Dinner is the presentation of our 'Inspirational Leaders Awards' 2017. Who is going to win these prestigious hospitality finance, revenue management and IT accolades? The tension is building. This year we are joined by ex-England Rugby Union and Harlequins captain Nick Easter, who will be helping Peter Hancock announce and hand out the awards, in addition to being our guest speaker.

If you haven't already booked your ticket, there is still time! Whilst you can turn up on the day and pay, it is £25 cheaper for you to do it in advance. To book your place, visit: www.hospace.net

If you get time during the day - between the busy schedule, the networking and the evening partying - please take time to introduce yourself to the HOSPA team. They have all put extraordinary effort into making HOSPACE a success and I am sure they would appreciate putting faces to the myriad of email names and telephone voices!

I cannot wait for 2 November. See you at the Royal Lancaster London!



Chris Denison Smith
Director, FM Recruitment

How to get the best results from your greatest asset

You need to recruit a new senior member to your team, but what approach should you take? Do you have the capabilities in house to manage the recruitment process, or do you need to reach out to a specialist hospitality recruiter?

In order to answer this question, it's important to understand what an external recruiter will be able to add to your recruitment process. Who are they, what do they do, and how can they help you succeed?

Well, to answer these questions, let's first take a close look at your business.

Take a moment to think about your key business objectives. What results are you looking for? What specific goals does your organisation have? How will you measure your success? What are the milestones you need to achieve in the next 6 months, 12 months, 18 months?

Now factor in the environment your business operates in. How competitive is it? What are the challenges you face? Are there key threats to your business? What are the opportunities, and are you poised to make the most of them?

Like most successful organisations, you probably know exactly where you want to take your business, and you probably have a fair idea how you will get there. But there is one key factor which will determine how successful you are. And it is the same for almost every business in the world. In fact, because you are in the hospitality industry, this one factor is even more important to your business than to most. If you get it right, you are almost guaranteed to succeed.

So what is it?

Quite simply, it's "people". The quality of the people you bring into your organisation - from senior management to your frontline staff - will determine how successful you are. Good people will keep your business running. Great people will help you to be profitable and grow. Brilliant people will ensure that you exceed your business objectives.

It may have become a business cliché, but people are your biggest asset. This is not a fancy new management theory or a cleverly constructed idea. It is a business fact. Provided your business strategy is sound, if you have the right people on your team, you will be successful.

But the best people are very hard to find, right? Absolutely. That's why sometimes you need to get highly experienced specialists on the case to help you.

Specialist hospitality recruiters are working on multiple assignments, searching for and consistently sourcing

"impact players" who will make a significant difference to their clients' businesses.

By impact players, we mean people with specialist skills, sought after abilities, excellent experience and track records. We mean people who can help you achieve your business goals faster. We mean people who in previous roles have often achieved what you are looking to achieve with your business.

Achieving your business goals

Using a company that knows how to locate and recruit impact players will help you to achieve your business goals.

How will your people help with your key business objectives? As you know, business goals can vary greatly even between direct competitors. So let's look at the five most common business goals which successful companies strive to reach.

Firstly, there's growth. In the highly competitive hospitality industry, growth is a key objective for most organisations. By recruiting impact players, you will achieve significant growth for your business. These professionals will make a dramatic, immediate and measurable impact on your company's growth. You really should be thinking of the results that impact players can achieve for you if growth is high on your list of business objectives.

However, you might be more focussed on the second key area - reducing costs. Even though you might expect external recruitment partners to add to your costs, often the reality couldn't be further from the truth. A professional recruiter will not only be able to show you how to recruit impact players for your business, but how to reduce key recruitment and people related costs at the same time. So you get the double benefit of finding impact players for your business and driving cost efficiencies at the same time.

While growth and cost reduction are two key drivers for many organisations in this industry, a third which is becoming increasingly important is brand building. If your company is focussed on building a successful brand, imagine how important your next significant hire is to achieving that recognition in the market. Hiring an impact player will help you achieve huge inroads to raising the profile of your organisation and building your brand.

The fourth key objective is that of increasing sales. By not hiring high achieving talent, companies can miss the

opportunity to have a huge positive effect on sales. If you are able to quantify previous successes of your prospective hires and convert this to your business, you will see a significant increase in your sales figures, alongside improved customer satisfaction ratings.

And if growing the business, reducing costs, building your brand or increasing sales are not on your list, you are highly likely to be focussed on the fifth key objective which perhaps happens all too often - "finding someone quickly".

Sometimes you just need to find the right person for a key role - but you have very little time to get them in place. So you need to move quickly and you can't afford to make mistakes or take too long to recruit. This is where a specialist recruiter can get you great results without compromising on the quality of your hire. They will know where to look for the right people, they have the specialists and resources to research the industry for the perfect match and their search professionals are able to focus on your assignment fast.

So whatever your specific objectives might be, the people on your team are going to be critical and the methods that you choose in order to recruit those people will be important.

So how do you decide whether to manage the recruitment process yourself, or whether to reach out to a specialist recruiter for their assistance?

- Do your research.
- Ask potential companies for specific examples of results that they have achieved for their clients.
- Ask to see client testimonials which show the impact they've been able to have.
- Don't just be led by fees, but think about the overall cost savings and benefits that you could achieve for your business.
- Specialist recruiters should be open to discuss potential assignments with you and offer advice throughout the process.

Once you've made these decisions, you're ready to achieve more for your business through hiring great people.

Chris Denison Smith is a regular contributor to HOSPA, and a Director at FM Recruitment, a business which has focussed for over 30 years exclusively on accounting and financial management in the hospitality sector. Serving clients and candidates throughout the UK and International markets, we source talented people for Finance, IT, Procurement, Asset Management, Professional Consultancy and Analysts. www.fmrecruitment.co.uk



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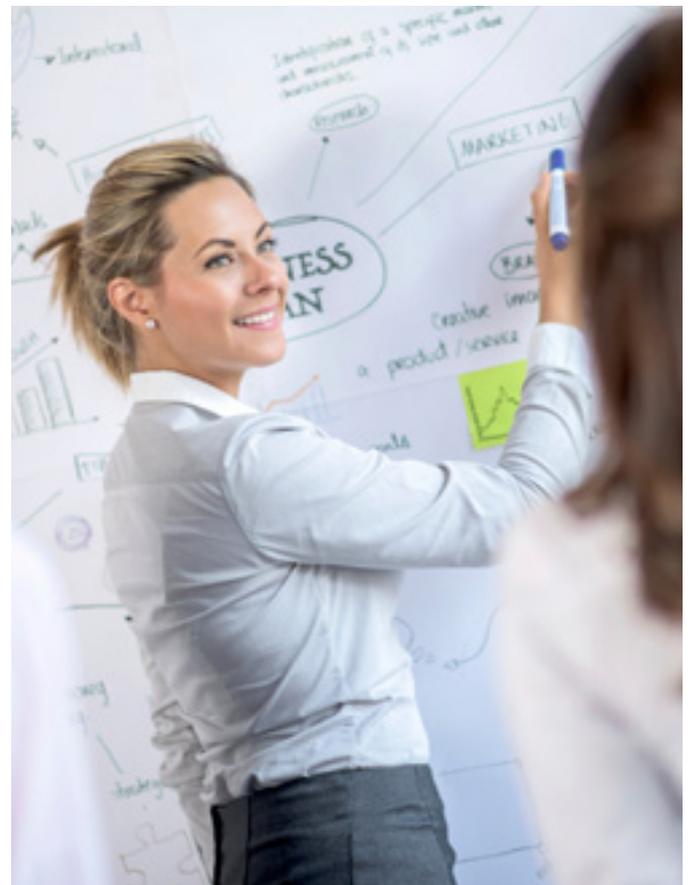
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Pankaj Khanna Value Centre General Manager, Thistle City Barbican

Pankaj was an award winner in 2017 having achieved the highest grade on Stage 2 of the Hospa Revenue Management Programme on the September 2015 programme which he completed in February 2016.

As Value Centre General Manager of the Thistle City Barbican, Pankaj is responsible for revenue as well as the costs and payroll aspect of the business.

Pankaj's career in hospitality began with a Diploma in Hotel & Tourism Management from the Indian Institute of Hotel Management, India and was followed up with a Master's from the International Business School in Tourism & Hospitality, the Institute Vatel in Nimes, France.

After finishing his studies, Pankaj moved to the UK and gained more than 10 years' experience working at different roles in revenue departments at city centre and airport hotels, from Reservations Agent to Revenue Manager. He was headhunted for the role of Value Centre General Manager (VCGM) at GLH Thistle London Heathrow terminal 5, and has since been promoted to VCGM at Thistle City Barbican as a result of his success within the role.

Pankaj started the Revenue Management course in 2015 in order to test his knowledge on the subject. He tells us:

"The detailed knowledge I got from the course on not only the Room Revenue side of the business but also on how important it is to maintain your costs if you wish achieve the optimal profit will serve me well in future. I was unaware of the term GOPPAR & positive flow through the two very vital aspects if you wish to run a successful business."

With regards to the future, Pankaj aspires to become a General Manager of a full feature hotel and to apply his newly learnt knowledge of best practice and revenue tactics to drive revenue performance.

Studied in three Stages, the HOSPA programmes in Financial Management or Revenue Management cost £820 + VAT per Stage and enrolments are being accepted now for the March 2018 programmes.

Contact education@hospa.org or visit the website at www.hospa.org/education

Meet the Professional Development Team

Calling all heads of Financial and Revenue Management divisions - the Professional Development Team are available to meet with you and your team members, cluster controllers and revenue executives to provide information about the HOSPA professional development programmes. Enrolment for March 2018 begins now! We can visit you and present at your next team meeting. Please email education@hospa.org.

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By popular demand, we welcome last year's acclaimed Brexit panel to HOSPACE2017

By HOSPACE2017 on 2 November at the Royal Lancaster London, we should know a lot more about the Government's Brexit negotiations and what the UK hospitality industry needs from them.

Who better to update us and discuss the issues and implications for our industry than John Guthrie, Employment Policy Advisor at the British Hospitality Association (BHA), and last year's acclaimed HOSPACE Brexit panelists: Martine Ainsworth-Wells, Head of Destination Engagement, ETOA (European Tour Operators Association); Jeremy Robinson, Partner, Watson Farley Williams; and Mark Essex, Director, Public Policy, KPMG.

They will once again be imparting their wisdom on the vitally important subject: 'The consequences of leaving the EU for the Hospitality industry'. Keeping them in order and providing the probing questions will be panel chairman Robert Barnard, Partner at BDO, responsible for BDO's hotel/hospitality consultancy.

"We are delighted to welcome back the excellent Brexit panel, who proved so popular with our delegates at HOSPACE2016," says HOSPA Chief Executive Jane Pendlebury. "This year, we are especially pleased that John Guthrie will be providing a special introduction to the Brexit discussion. As an industry, we owe a great debt to the BHA for its excellent work in looking after our interests and lobbying the Government on our behalf."

For his part, Guthrie states: "The BHA has spearheaded the industry's efforts to persuade the Government that a 'cliff-edge' scenario - where 'freedom of movement' ends and no successor system put in its place - would be catastrophic for Britain's hospitality industry.

"The BHA commissioned KPMG to research this issue and their conclusion was that, in such a scenario, the industry would need to recruit around an additional 60,000 employees. At a time of very low unemployment and a declining number of new entrants to the labour market, this is unrealistic. We have been campaigning for a post-Brexit immigration system that continues to allow for the recruitment of service workers, while building in a gradual year-by-year increase in the recruitment of UK workers as we promote the sector as a career of choice."

The BHA stance on Brexit is endorsed by the panelists. Martine Ainsworth-Wells comments: "ETOA is aware of the considerable challenges and opportunities that the inbound and intra-European tourism industry will face as the UK exits the EU. These include: employment of EU nationals in the UK's tourism industry; border control; visas and facilitation; aviation regulation; customs union; EU funding for UK tourism initiatives; motor vehicle and driving licence regulations; air passenger duty; the Package Travel Directive; state aid and the Tour Operators Margin Scheme.

"It is vital that we attract the right home-grown talent, both front and back-of-house, to work across all sectors of the industry. This is particularly relevant now that the UK has suddenly stopped looking like a good career move if you are European. Clearly, it is essential for the UK Government to acknowledge the positive role that Europeans play within the industry and retain the ability for EU nationals to work within the UK tourism industry. This point sits parallel with the freedom of movement of

workers, enabling tourism businesses to move and relocate staff, at short notice, to where they are needed for customer support.

"Both subjects need to be viewed in the context of emerging competition to the UK from Eastern Europe, as a base to conduct pan-European business. Operational centres, for instance, are being set up in Romania - which has a plethora of anglophone, poly-lingual graduates - at significantly lower cost. Being based in Bucharest, rather than London, now looks a wise strategic move for a tourism business.

"Similarly, if the inbound tourism industry is to grow, it is crucial that the UK remains part of the Single Aviation Market. Airlines are already considering moving their HQs from the UK to other EU member states. They are doing this to maintain access to the Single Aviation Market, as well as the EU-US Open Skies Agreement. The current ease of travel and movement across EU member nations for leisure or business travel needs to be maintained."

Jeremy Robinson concurs. "I agree with Martine and Ryan Air's Michael O'Leary that having an aviation deal between the UK and the EU is essential. Moreover, it needs to happen in good time to avoid disruption or discontinuity in UK-EU air services when Brexit finally become a reality.

"The primary issue for the hospitality industry regarding Brexit is migration and visa issues. If visa restrictions mean a reduction in EEA (European Economic Area) nationals visiting the UK, this will of course reduce revenue in the hospitality industry - regardless of the favourable currency climate for EEA visitors to this country. It is vital that the industry presses for Britain to remain open.

"Given the current UK-EU negotiations wrangling, there's not too much more to be said on The EU Withdrawal Bill, currently going through Parliament, which will be crucial to the continuity of current laws after Brexit. Equally, there is not much more yet to be said on tariffs, though plainly a free trade deal will be essential."

For his part, Mark Essex believes that with Brexit, "there's a lot a hospitality business can do for itself, rather than its first thought being 'how can we maintain the status quo in a world voting for change?'. Our KPMG survey of EU nationals in the UK tells us that 43% are considering, or actively planning, to leave. So, don't wait for the Government to agree a Brexit deal. Instead, look at possible solutions - such as automation, flexible working, and innovative reward packages. What can you do to win the competition for recruiting talent?"

To book for this unmissable panel discussion and HOSPACE2017, to be held at our exciting new central London venue - the Royal Lancaster London: Email: bookings@hospa.org; or Telephone: Charlotte Pratt, HOSPA Membership and Events Manager, on 020 3418 8196. For regularly updated information on HOSPACE2017, visit: www.hospace.net.

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Securing yourself

High profile cyber attacks during 2017 have finally brought IT into the public consciousness, and rightly so. Barely a day goes by without another attack on behemoths like the NHS, but cyber security isn't just a concern for the big brands.

In 2015, 74% of SMEs suffered a data breach (up by 14% from 2014¹), and in 2017 hotels are nearing the top of the list of targets for cyber criminals. This is due to the wide array of disparate systems in any one hotel and the high net wealth of their clientele. Hotels represent rich pickings, which is why it's shocking to learn that only 15% of hospitality executives consider cybersecurity a priority².

The good news is there are some simple actions a business can take to make it much more secure. While it's true that a businesses' cyber security requires continuous monitoring and investment if it is to avoid the financial and reputational damage an attack could cause, a proactive approach to cyber security really can make a difference. Here are three steps to robust cyber security.

1. Get administrative control of your cyber security

Most security breaches are the result of human error or ignorance, which is why educating your employees is the single most important thing to do keep your business secure.

Encourage a best-practice environment whereby employees log out of terminals after they've finished their work and report suspicious behaviour.

Help employees to discern between phishing emails and genuine communications by sharing the common tell-tale signs, such as:

- Misleading domain name (people who launch phishing scams often depend on their victims not knowing how the DNS naming structure for domains works)
- Poor grammar and spelling
- Slightly doctored or inferior company logo or email template
- Requests for personal information
- An email alerting you to a billing anomaly that asks you to click for further information

You should aim to implement company-wide security policies and standards and - crucially - ensure people follow them! Standards might include instituting change or configuration controls (to monitor access to machines or email addresses), and doing background checks on contractors and employees.

2. Get technical control of your cyber security

Once your staff are well educated and your processes are robust, cyber criminals will still seek to find technical

vulnerabilities in your network. Understanding what your business' vulnerabilities are will help you to address them:

- Use a spam filter to safely quarantine suspected spam, viruses and phishing emails
- Test your systems for uninspected "back doors"
- Monitor and patch vulnerabilities (always test the patches before applying them)
- Segregate at-risk computers or software from critical data and services

Once that's done, secure your perimeter:

- Install a firewall (we like Sonicwall) and plan for regular updates
- Use cable locks to prevent the unauthorised removal of ethernet cables, patch cords, IP phone cables, and other components from sensitive ports that could destabilise network connections
- Control and monitor access to your comms room
- Use lock screen time outs for PCs, laptops and other devices
- Place publicly accessible systems on isolated networks
- Back-up and securely store your data
- Keep at least two copies of your data; in addition to the original location you should have an on-site and a secure off-site back up, a third physical back up is also recommended
- Maintain a constant, automated backup schedule
- Encrypt your backups with good tools and strong passwords, and keep those passwords safe

3. Demonstrate compliance

Once you've achieved both administrative and technical control, you are well on the way to achieving best practice.

Best practice is important not just for your business' security but to comply with stringent data protection standards like ISO 27001, PCI DSS, or the incoming General Data Protection Regulations (GDPR); and of course, to reassure your customers.

Still unsure how to secure your business? Start thinking about cyber security in the same way you do health and safety or food hygiene. In other words, go "above and beyond" to demonstrate due diligence in all areas. Just as a reputable restaurant should aspire to a 5 star food hygiene rating, a business should seek to achieve the highest data and cyber security standards. The alternative could be disastrous for both your revenue and your reputation.

For the chance to win a free IT security assessment or dinner for two at The Shard, visit Cardonet IT Support & Consultancy at HOSPACE 2017, stand S12.

¹<https://www.gov.uk/government/news/government-urges-business-to-take-action-as-cost-of-cyber-security-breaches-doubles>

²<http://www.computerweekly.com/news/450423488/Cyber-security-not-a-priority-for-most-sectors-study-finds>

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Business leaders front up to challenges in UK eating and drinking out market



Mounting costs and Brexit dampen market confidence, but new businesses in particular remain optimistic about their own prospects in the out-of-home sector.

Two thirds of senior executives in the eating and drinking out sector remain upbeat about prospects for their business, while acknowledging significant challenges in the market, the latest Business Leaders' Confidence Survey from CGA reveals.

The exclusive poll found that 66% of respondents were positive about prospects for their own company over the next 12 months - the same proportion as in CGA's last confidence survey in May 2017. In addition, three quarters (76%) of leaders told the survey that their business' performance had been in line with, or above, expectations so far in 2017.

However, this is in contrast to their optimism about the general trading environment - which has slipped since the start of this year. Asked about their confidence in the out-of-home market as a whole, only a third (34%) of leaders said they were optimistic about prospects for the next 12 months - down from 43% in May.

The survey, full results of which are available by request from CGA, highlighted widespread concerns about threats to the market including spiralling input costs and Brexit. Businesses are facing something of a perfect storm of challenges, the survey confirmed. More than three quarters of leaders said their business has been affected by increases in food costs (81%), and nearly as many (70%) said they had passed these increased costs on to consumers via menu price rises in the last quarter. High numbers of business leaders said they had been hit by increased business rates (78%), increased staff costs (70%) and the impact of terrorism (45%).

Falling confidence also reflected uncertainty about Brexit and its subsequent triple impact on consumer confidence, import costs and availability of European workers. Nearly three quarters (71%) of leaders said the decision to leave the EU had already had a negative impact on their business, and there was widespread alarm that the most severe consequences of Brexit were still to be felt.

The poll flagged up concerns about possible market saturation, as well as the public's likelihood to continue to go out to eat and drink.

Separate research from CGA's suite of services has shown a 46% increase in managed restaurants in Britain in the last five

years, but like for like sales growth of only 1.3% in the last 12 months. Restaurant openings have been driven by new and fast-growing concepts in particular, and the Business Leaders' Confidence Survey shows that optimism is much higher among leaders of these fledgling operators than those of established big brands. One respondent commented: "There is still plenty of room for growth in the market for concepts that provide exceptional value for money and consistency."

CGA vice president Peter Martin said:

"Our latest Business Leaders' Confidence Survey is a fascinating snapshot of a sector that, in general, is determined to ride out the stiff headwinds it faces. Food, property and staff costs are rising, Brexit negotiations are causing havoc with exchange rates, imports and staffing, and consumer confidence remains patchy.

"Before the Brexit referendum confidence in the market was sky high. It plummeted straight after the vote, and although confidence in both leaders' own businesses and to a lesser extent the general market have recovered, they are not back to early 2016 levels. The worrying aspect is the gap between market and company optimism and the effect this uncertainty might have on decision-making, especially around investment and growth," Martin added.

"The good news in our findings is that two thirds of business leaders are upbeat about their own prospects, which is a welcome corrective to the doom and gloom, and a reminder of the intrinsic dynamism and ambition of large parts of Britain's eating and drinking out industry."

CGA's Business Leaders' Confidence Survey is based on a poll of 160 chief executives, managing directors, chairmen and other senior directors and management in the out of home eating and drinking sectors, ranging from big company bosses to entrepreneurial start-ups.

CGA's expert and comprehensive analysis of the survey, including a host of crucial insights for operators and suppliers across the sector, is available now.

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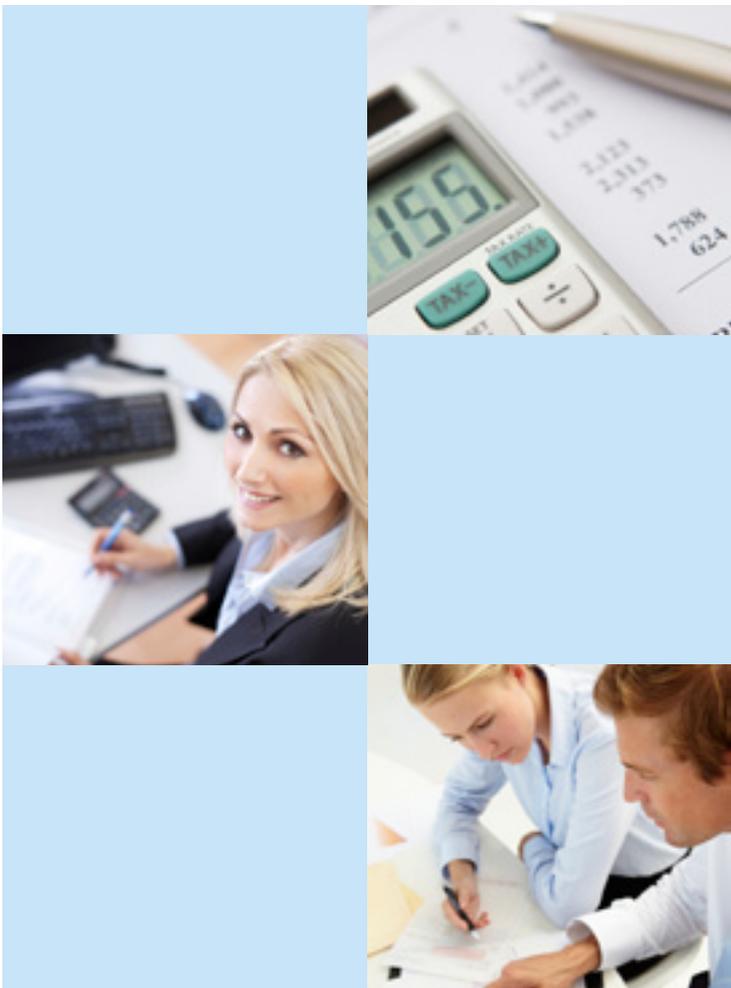


Nick Easter at HOSPACE17

Former England number eight and Harlequins captain Nick Easter is to be the guest speaker at the HOSPACE 2017 Gala Awards Dinner on 2 November at the Royal Lancaster London, W2 2TY.

In addition to being guest speaker, Easter will assist in presenting the prestigious annual HOSPA Inspirational Leaders in Hospitality Awards 2017 for Finance, Revenue Management and IT.

Easter, currently Harlequins (Quins) defence coach, won 54 England caps (captaining his country twice) and played 281 times for Quins, scoring 53 tries. He took part in three Rugby Union World Cups, including the 2007 final against South Africa in Paris.



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8:30	Registration & Exhibition Opening		
9:00	Conference Opening	Chris Upton Chairman, Chairman HOSPA, Jane Pendlebury CEO HOSPA, and Peter Hancock Chief Executive, Pride of Britain Hotels	
9:10	Evidence Based HR - Friend or Foe? What Came First - People or Data? Moderator: Panel:	Stephen Bevan – Head of HR Research Development Institute of Employment and Honorary Professor at Lancaster University Dr Judie Gannon – Senior Lecturer, Oxford Brookes University; Ann Whelan - Vice President Human Resources - Europe – Jumeirah; Emma Jayne – Director, Human Resources, The Savoy; Laura Wigley – Global Talent & Learning Director, The Dorchester Collection	
9:55	HOSPA 300	NEC - Kees van Donk Dishwashers & Coffee Machines	
10:00	The Consequences of Leaving the EU to the Hospitality Industry Introduction from John Guthrie – Employment Policy Advisor, British Hospitality Association (BHA) Moderator: Panel:	Robert Barnard – Partner, BDO Martine Ainsworth Wells – Head of Destination Engagement, ETOA; Jeremy Robinson – Partner, Watson Farley Williams; Mark Essex – Director, Public Policy, KPMG	
10:45	HOSPA 300	SKY with Firmdale Hotels a story from Andy Kydd and Mark Rupert Read	
10:50	Career Investment Scholarship Presentations		
10:55	Refreshments Break		Sponsored by 
11:25	Workshop & Technical Update Breakout Session 1		Sponsored by 
12:00	Workshop & Technical Update Breakout Session 2		Sponsored by 
12:30	Networking Buffet Lunch		Sponsored by 
14:00	HOSPA 300	Infor - Calum McIndoe A.I. in Hospitality – a very brief introduction	
14:05	Do You Know Who is Watching You? The Cyber Threat Introduction from Clive Grethe – Head of Centre of Excellence Cloud, Atos Moderator: Panel:	Ted Horner – Managing Director, EH&A David Derbyshire – Director IT Service Delivery, Hilton; Michael Heyward – Managing Director, Heyward Hospitality Solutions; David Nicolson – Vice President Finance, Jumeirah	
14:45	Springboard - Anne Pierce		
14:50	50 Years Apart Andrew Sangster, the Editorial Editor of Hotel Analyst, interviews Sally Beck, the General Manager of the Royal Lancaster Hotel & James Millar, a retired hotelier from the Royal Lancaster.		Sponsored by 
15:35	Refreshments Break		Sponsored by 
16:05	The ever-evolving dynamics of the OTAs Moderator: Panel:	Ally Northfield – Director, Revenue by Design Steve Lowy – Chairman, Hotel Marketing Association; Manish Kapoor – Senior Associate, Hamilton Partners; Carol Dodds – Vice President of Commercial for the UK, Interstate Hotels & Resorts	
17:10	Andrew Evans, Keystep Presentation Peter Russell, HOTS Presentation Simon Auld, Euronet Presentation		
17:25	Small Business Presentations		
17:35	Conference Closing Remarks		
18:30	Pre Dinner Drinks Reception		Sponsored by 
19:30	Gala Dinner with Inspirational Leader of the Year Awards		Sponsored by   

Please find below the current programme for HOSPACE 2017 Workshops and Technical Updates taking place on **Thursday 2nd November 2017**.

Session 1 11:25

Avvio

The AI Revolution in Travel

Join industry leader, **Frank Reeves**, as he reveals what artificial intelligence means for you, your guest experience & how you can incorporate it to transform your business

BEECH 1

Just Park

Dynamic Pricing: a fully flexible future?

Mike Terrell - Senior Data Scientist

BEECH 2

IT Community

Entrepreneur Presentations

Criton Apps | Swayy | Bizimply | Facility for Hotels

BEECH 3

HR Workshop

Jumeirah & The Savoy

How we use Soft 'qualitative' data

Ann Whelan - Vice President Human Resources - Europe, Jumeirah
Emma Jayne - Director Human Resources, The Savoy

CEDAR 1

RoomNet TV

Beyond Hotel TV

This session will examine how technology has evolved in the guest room, how guests consume content, learn about or consume hotel services and interact with hotel staff. **Darren King** - CEO RoomNet TV

OAK 1 & 2

Eproductive

Lies, damn lies and Brexit statistics - an analysis of hotel employment trends from 2015-2017. By **Professor Andrew Lockwood** of the University of Surrey and **Professor Chris Cows**, CEO of Eproductive Ltd.

OAK 3

HFTP

GDPR—A major in-dustry issue in 2018.

An HFTP Update on what you can learn from the HFTP Data Protection Officer Task Force. Presented By: **Alvaro Hidalgo** - Chair of HFTP Data Protection Officer Task Force
Carl Weldon, COO Europe - HFTP

CHESTNUT

Session 2 12:00

Noetic

Why RevPAR doesn't tell you the whole story

RevPAR is not dead. But for the great revenue managers, it's only part of the equation **Stephen Barr** - Managing Partner

BEECH 1

WMT

Tronc, Service Charge and the Minimum Wage - latest developments and how they affect you.

Peter Davies - Partner, Head of Hospitality Services at WMT

BEECH 2

Cardonet

Protecting Double-Tree Hilton's revenue and your reputation

Cardonet explains how they keep Cheltenham Double-Tree cyber safe with tips to apply to your business
Louise Kavanagh - Head of Marketing

BEECH 3

HR Workshop

The Dorchester Collection

Letting the numbers guide the story: Using our organisational data to challenge assumptions and the status quo

Laura Wigley - Dorchester Collection
Paula Zylia - Head of People Systems for Dorchester Collection

CEDAR 1

Procure Wizard

System Overload:

Why have 10 systems when one complete solution will do the job?

Anthony Eccles - Sales Director

OAK 1 & 2

Pitmans

Paying the Price: Advice on the legality of paying employees.

During this workshop we'll discuss what employers should be doing to stay on the right side of the law when it comes to employment pay, from gender gap pay reporting to minimum wages and also processing data in line with GDPR.

Jonathan Gray - Employment Partner

OAK 3

Wi-Q

Monetising Mobile & Digital Engagement.

Graham Cornhill founder & CEO of wi-Q Technologies will explore the hidden profits and operational savings technology can deliver to the hospitality industry.

CHESTNUT

Tough September trading hits restaurant, pub and bar groups

Britain’s managed pubs, bars and restaurants saw like-for-like sales decline 0.9% in September as the public appeared to pull back on spending on eating and drinking out, latest figures from the Coffer Peach Business Tracker reveal.

Key findings:

- Like-for-likes sales down 0.9% nationally, compared to last September
- London restaurants worst hit with collective like-for-likes down 3.2%

Restaurants in London were worst hit, suffering a 3.2% fall in collective like-for-like sales compared to September last year. Across the sector, trading was generally better outside the M25, down just 0.7%, compared to a fall of 1.6% in the capital.

“The negative September numbers follow on from generally flat trading across the summer - August was ahead just 0.2%, with London again feeling the pinch more - and will do little to help already fragile business confidence among operators,” said Peter Martin, vice president of CGA, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

CGA’s latest Business Confidence Survey, published earlier this month, showed that while 66% of bosses in the sector were optimistic about prospects for their own company, only a third (34%) were upbeat about prospects for the market as a whole, down from 43% in May.

“Rising costs around property, tax, people and raw materials have increased pressure on margins already this year in what is an ever competitive market. Faltering sales will only add to sector concerns,” added Martin.

“Interestingly, these weaker eating-out numbers come in a month when retail sales grew, fuelled in part by higher food prices in supermarkets, which may have helped dampened out-of-home eating.

“We have also seen the British Tourism Authority announce record numbers of foreign visitors and an increase in ‘staycations’. However, these do not seem to have helped London, where domestic tourism appears to be down,” Martin observed.

“Both pubs and restaurants had a tough September, but it is worth noting that pubs and bars in London traded relatively better, down just 0.5%, while restaurants away from the capital actually saw like-for-likes grow marginally last month, up 0.2%.”

Total sales growth in September among the 38 companies in the Tracker cohort was 2.6%, compared to the same month last year, reflecting the continuing if much more subdued effect of new openings. Underlying like-for-like growth for the sector, for the 12 months to the end of September, was running at 1.2%, with total sales over the 12 months up 4.1%.

“The one positive point is that consumers are still going out to eat and drink, and although sales are sluggish and hard won at least they are not suffering the way other parts of the economy are, such as car sales,” Martin added.

Trevor Watson, executive director at Davis Coffer Lyons, said: “These figure show that the industry is under cumulative pressure not just from the headwinds of increased costs, but also from weakening consumer confidence. The property market for good sites is proving to be resilient at present, however, there is no doubt that the months ahead will be a testing time for weaker operators particularly those in high cost locations. We expect to see an increase in availability of sites generally during the autumn.”

Paul Newman, head of leisure and hospitality at RSM, added: “There’s no getting away from the fact that September has been a fairly dismal month for casual dining operators, especially in the capital. These sales numbers continue to be underpinned by the growing influence of food delivery and fierce discounting between brands. Operators will hope that a focus on premiumisation over the festive period will help to claw back some of this lost margin.”

The Coffer Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 38 operating groups, and is recognised as the established industry benchmark.

Pub and restaurant group sales performance for last 12 months

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
LFLs	-1.0%	1.1%	1.1%	1.9%	1.7%	-0.5%	4.4%	-0.4%	0.6%	0.6%	0.2%	-0.9%
Total	1.9%	4.1%	4.4%	4.4%	4.7%	2.1%	7.4%	2.4%	3.7%	3.7%	3.5%	2.6%

Source: Coffer Peach Business Tracker

Leisure helps UK hotel profit

Despite a slowing in demand from the commercial segment, the continued year-on-year growth in top and bottom line performance at hotels in the UK was fuelled by the individual and group leisure segments this month, according to the latest worldwide poll of full-service hotels from HotStats.

As the summer holidays began in earnest, strong demand levels enabled hotels in the UK to leverage average room rate to achieve a 3.1% increase, to £112.89, which was more than sufficient to offset the 0.6 percentage point decline in room occupancy to 82.1%.

As a result of the movement in volume and price, a 2.3% year-on-year increase in RevPAR was recorded at hotels in the UK, to £92.64. This positioned RevPAR levels for the month of August firmly above the year-to-date average of £88.54.

For hotels in the UK, demand from the leisure segment this month comprised 36.6% of the total, compared to 30.3% for the 12 months to August 2017, with year-on-year rate growth recorded in both the individual leisure (+3.8%) and group leisure (+3.5%) segments.

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

August 2017 v August 2016

RevPAR: +2.3% to £92.64
TrevPAR: +2.0% to £134.17
Payroll: + 0.3 pts to 28.4%
GOPPAR: +1.1% to £50.33

In addition to the growth in Rooms Revenue, a 0.8% year-on-year uplift in Food and Beverage revenue, on a per available room basis, contributed to the 2.0% increase in TrevPAR, to £134.17. And in spite of the 0.3 percentage point increase in payroll, to 28.4% of total revenue, hotels in the UK recorded a 1.1% increase in GOPPAR to £50.33 in August.

"In addition to a revival in the appetite for Staycations, which has been somewhat forced by the crash in the value of Sterling after Brexit, hard work from Visit Britain means the 'Destination UK' tourism proposition is stronger than ever, fuelling visitor demand from overseas.

Furthermore, the ability of hoteliers to effectively manage demand has helped to offset the effect of the summer time decline in the stalwart commercial segment.

These factors, amongst others, have helped to ensure that the days when August was a month best forgotten by hotel owners and operators in the UK are long gone," said Pablo Alonso, CEO of HotStats.

Despite the strong overall performance, it was a mixed month for tourism destinations across the UK.

Profit & Loss Key Performance Indicators - Brighton (in GBP)

August 2017 v August 2016

RevPAR: -3.4% to £93.37
TrevPAR: -3.3% to £125.86
Payroll: +0.0 pts to 25.4%
GOPPAR: +9.2% to £48.84

After consecutive years of growth in profit per room in 2015 (+3.8%) and 2016 (+4.4%), hotels in Brighton have struggled to maintain their upward trajectory in 2017 with year-on-year GOPPAR levels falling by 8.3% for year-to-date, to £41.08. Despite the 0.1 percentage point decline, room occupancy levels at hotels in Brighton remained punchy in August, at 84.7%. However, achieved average room rate fell away, by 3.3% to £110.18, which contributed to the 3.4% RevPAR drop to £93.37.

In spite of the decline, August remains a strong month for hotels in Brighton, with RevPAR recorded at more than 20% above the rolling 12-month average, at £76.39. This is not only due to its strong profile as a tourism destination, but also to the 300,000 strong Pride festival, which takes place this month each year.

In contrast to the performance in Brighton, the Fringe Festival once again helped hotels in Edinburgh hit the highs as RevPAR soared to a staggering £184.24 in August, an 11.7% year-on-year increase.

The vigorous uplift in RevPAR was fuelled by a 1.4-percentage point increase in occupancy to an almost inconceivable 94.5%, with achieved average room rate increasing by almost £20 compared to the same period in 2016, to £195.04.

"It's not hard to see why Edinburgh remains firmly at the top of the target list for hotel developers, brands and investors. The demand associated with the Edinburgh Festival Fringe alone provides a significant boost to annual hotel performance and is an event which is unmatched elsewhere," added Pablo.

The strength of Rooms Revenue at hotels in the Scottish capital this month meant that the contribution from Non-Rooms Revenue dwindled to just 19.6% of Total Revenue.

The 10.4% increase in TrevPAR, in addition to a 1.1 percentage point saving in payroll, to 17.5% of total revenue, helped Edinburgh hotels record a 13.6% year-on-year increase in GOPPAR in August, to £129.31. This is equivalent to a truly remarkable profit conversion of 56.4% of total revenue.

Profit & Loss Key Performance Indicators - Edinburgh (in GBP)

August 2017 v August 2016

RevPAR: +11.7% to £184.24
TrevPAR: +10.4% to £229.16
Payroll: - 1.1 pts to 17.5%
GOPPAR: +13.6% to £129.31

Members' Events

20th November

HMA & HOSPA Joint Event

Time

5:30pm to 8:30pm

Location

Kensington Crowne Plaza Hotel

Events Details

Revenue management and marketing dynamics of managing the unexpected. In this session, we will take a close look at how we adapt marketing and revenue management techniques in response to unexpected local and global events. From unforeseen natural disasters such as the devastating hurricanes sweeping the Caribbean and US, terrorist activity in Europe and the Middle East, and US travel bans; to positive, planned activities such as the Olympic Games and other sporting fixtures, all have one thing in common: their impact on the travel and hospitality industries. Addressing the influence these activities have on a company's brand, marketing and revenue, a series of guest speakers will take a deep dive into the subjects that matter. How do you plan? How do you respond? What data is available post event to support new forecasting and demand? Come join colleagues at HOSPA and HMA to find out how to manage the unexpected.

FREE for all HOSPA Members to attend and only £10 for Non-Members. To Register for this event, please send the below details to hospa@hospa.org with: HOSPA Members Meeting - 20th November in the subject line.

- Full Name:
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Should you not be able to attend, please give us 24hours notice at hospa@hospa.org If sufficient notice is not received then we will raise an administrative charge of £10 plus VAT per person.

25th January

HOSPA Student Awards Ceremony

Location

London Hilton on Park Lane

Events Details

At the Annual HOSPA Student Awards Ceremony we celebrate the achievements of all our highest achieving learners on the Revenue Management and Financial Management programmes in 2017.

The event includes the presentation of certificates and the announcement of the 'Learner of the Year' in Revenue Management and Financial Management as well as discussion and networking plus a delicious Afternoon Tea and Champagne.

For more details contact education@hospa.org

13th February

Opportunity 2018

Location

Radisson Blu Portman, 22 Portman Square, Marylebone, London W1H 7BG

Event Details

Following on from the success of last year's event, 'Seize Opportunity in Disruption', we are delighted to announce Revenue by Design's Opportunity 2018 Conference 'Revenue Management 3.0- Where Next?'- a one day forum examining the revenue management role today. In this period of immense change, where does the future of the role lie? Profit Engineer, Data Scientist or Inventory Manager?

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