

THE OVERVIEW

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HOSPACE 2015 PREVIEWING THE ANGLES



Data mining - strike gold
Keystep Solutions celebrates a decade

Welcome to THE OVERVIEW

Dear members,

As Autumn approaches and it's finally possible to schedule a meeting with more than 30% of attendees actually showing up, there is much to look forward to here at HOSPA. The highlight of our calendar is of course HOSPACE, with the programme starting to fill up and topics such as the digital challenge facing the sector up for debate. For full details please visit HOSPACE.net.

For those of us who are hunkering down and preparing for the long winter, an intriguing bit of technology news has passed over the desk here at HOSPA, as Marriott International has announced that virtual reality headsets will be available in select hotels. The headsets will display Marriott's new virtual travel content platform – "VR Postcards" - with the first postcards shot in the Andes Mountains in Chile, an ice cream shop in Rwanda and in the streets of Beijing.

Matthew Carroll, vice president, Marriott Hotels, said: "Our guests want to be in inventive spaces that help foster their creativity and thinking. VRoom combines storytelling with technology, two things that are important to next generation travellers."

A way to create a whole new hotel space without paying interior designers? Imagine the savings on FF&E!

In the spirit of supporting technology, HOSPA would also like to congratulate Keystep Solutions, which is celebrating 10 years in business. The company works with more than 50 hotel chains as a partner in developing and managing technology and has a long-standing relationship with HOSPA as a patron.

As the company's Tanya Stadler says: "HOSPACE has become the must-attend event of the year for IT Hospitality Professionals. The famous gala dinner that takes place after the conference has become legendary, Keystep always have a waiting list of people ready to join our table."

The legend continues this November. See you there.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

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HOSPA

Hospitality Finance, Revenue and IT Professionals

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HOSPACE - covering the angles

HOSPA CEO Carl Weldon previews this year's HOSPACE event



The thing that strikes me when talking with people about HOSPACE is the number of angles that they come at it from. There's the learning angle – absorbing new ideas. The innovation angle - giving people a view of the latest technology and what it means for the sector. The networking angle - catching up with old friends and potential new colleagues. The fun angle - the prizes, the gala dinner, the speculation over what the entertainment will be this year - what, you mean you missed it last year?

What's on the menu at HOSPACE this year?

There will of course be the latest data updates from the industry, looking at both past and future performance: from STR, PWC and The Peach Report.

The Leaders' Panel will be chaired by the ever-popular Peter

Hancock from Pride of Britain Hotels, who will be asking the sector's senior executives what their priorities are for 2016. Who are they? watch this space..watch us on @HOSPAtweets..on Facebook..on LinkedIn. Wait for the next Overview...

There will be two HOSPA Spotlight Sessions – you may remember from last year's event that we have added two expert panels on combined topics for all our members and delegates. This year's angles are:

Spotlight Session No 1 Hospitality and the Digital Challenge

How the industry should embrace fast-changing digital issues to maximise business potential - 'getting with the programme' of becoming a more digital-based industry – how to, where to. It is not just about websites but all things digital, from Wi-Fi to Big Data and back again.



just about customers and staff – but those ‘right-angles’ in our industry of relationships with owners, brand managers, OTAs, benchmarking and the like.

We are also planning two one-to-one interviews on stage with industry leaders, who will be giving us an overview of their latest activities and how they affect the sector, as well as challenging us and giving an insight into how they are taking on the myriad challenges facing those in the hospitality business today.

And of course not to forget that there will be up to 21 technical and trend workshops in three half hour sessions – the chance for you to choose your own HOSPACE programme! Some of the presenters will be all the way from the USA courtesy of HFTP! And then, of course, it will be on to the fun. The Gala Dinner entertainment (yes it’s still a secret) and the magic – literally - of the pre-dinner drinks entertainment. Plus a special opportunity to be relaxed and chilled courtesy of Sky Business. PLUS there will be a host of excellent prizes including the inevitable Heads and Tails with Fourteen IP (see picture).

To summarise...A conference with a real commercial angle created especially for HOSPA members and their colleagues - be they hoteliers, restaurateurs, owners or operators of hospitality businesses. Anyone wishing to understand the latest issues.

Let us know what you think on @HOSPATweets

**Spotlight Session No 2
The Challenges of Effective Inward and Outward
Hospitality Management**

This will cover how to successfully juggle such diverse concerns as owners, investors, staff, guests, fraud, direct bookings versus OTAs, and funding. This will debate the angles of not

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Health Check

■ Perfect ■ Good ■ Normal ■ Bad



Jillian Malone
Director, FM Recruitment

Health check: Is it time to rethink your business model?

In the past few years, the topic of “disruption” has risen high on the boardroom agenda. We’ve seen industries transform, goliath companies fall, and disruptive start-ups enjoying parabolic growth. In the hospitality sector the OTAs have transformed distribution, and alternative accommodation models, such as Airbnb and short stay apartments, have created new competitive pressures. Change has not just become a constant in the hospitality industry – the speed of change and disruption is increasing. So it’s important that hospitality leaders are constantly thinking ahead and keeping their business as competitive as possible.

Your hotel(s) may be going from strength to strength, but are you confident that this will continue? Perhaps it’s time to do a health check on your business model.

Three key questions to ask

There are three key questions you can immediately ask. If you conduct an honest evaluation of the market and your specific operation, you might find it’s time to update your business model.

1. Are we doing enough around sustainability and CSR?

Slowly but surely sustainability has made its way into the DNA of business. It is a priority in the minds of consumers, as well as at governmental level. Sustainability strategy should not just focus on the environment but also more widely on socially responsible behaviour. Business

should consider how integrating social and environmental initiatives that fit with their business purpose can create value and build loyalty.

55% of global online consumers across 60 countries say they are willing to pay more for products and services provided by companies that are committed to positive social and environmental impact.

The Nielsen Global Survey on Corporate Social Responsibility

2. Are we getting true value from our data?

Think carefully about which data sources you are creating in your business and what this data can tell you about your business and your customer. This may mean investing in technology to make your business data more accessible, relevant and understandable to those in your business who need it most. Consider how the data your guests are sharing can be used to personalise their experience, improve your offering, and add new dimensions to your business. If real time data analysis becomes a part of your business process this can also alert you to new trends and issues as they arise so that you are able to react swiftly. All of which will impact your revenues.

3. Have we factored in the massive generational shifts?

Millennials make up a huge proportion of the market place, but just as importantly, millennial attitudes are becoming more and more prominent. At the same time people are living longer and the older generations are more active. All of this affects what they will want from their holiday, how they want to spend weekends, and where they will book accommodation. How is your business reacting to the changing generational landscape?

Ensure that everyone in your company buys in ...

If you're going to adjust your business model, you need to make sure that changes are made at every level of your business. There's no point announcing a "new approach" only to find that your front-line staff and key support people have changed nothing in their approach.

Despite each department, team and individual having their own priorities, you need to ensure that there is a common vision right across the business, and that staff are empowered to bring that vision to life.

- Ensure that the vision and business model are shared and understood – this may require special training sessions.
- Keep communicating the key messages on a regular basis.
- Ensure that your leadership teams are "living the vision" and reinforcing the business model in everything they do.
- Give staff the opportunity to feed back, make suggestions, raise questions, even disagree. An open environment will help you understand where the problems are, and fix them.
- Look out for disconnects between your business model, values and vision and your day to day operations. A great way to test this is to calibrate customer feedback (including on review sites) to see if the vision translates.

Steve Lowy, CEO & Founder, umi Digital says:

"I always try and make sure that everyone's given an opportunity, people get to really understand the business and they know what we're about, they're part of the growth. The visions and values are borne out of the staff that we've had working with us and having that open book sort of way of managing."

Ultimately, you may need to consider whether you have the right staff in place to champion and implement the business model. A change in vision or business model may require staff changes in key roles throughout the business. You may also need to recruit new "champions". For example, if technology is at the forefront do you have someone in your business who focuses on technology, dedicating themselves to bringing technology to life? Remy Merckx, VP Digital Marketing, Carlson Rezidor Hotel Group says:

"We are not digital by nature, we have to become digital in order to keep up in this business. So it's hiring new competencies, bringing people from outside of the industry. The hotel industry has been historically very close in the way they hire people... It brings a completely different vision to the hotel industry and I hope that we'll have good results in the way we are going to develop this industry moving forward."

Vision vs reality: is there a mis-match?

The proliferation of conversations across social networks is impacting all industries. In hospitality this has a real impact, as do travel forums and a plethora of review sites. Your reputation can be enhanced – or ruined – in a single day.

You must ensure that you are closely monitoring the reputation of your hotel properties – and the conversations people are having about your business. This is golden feedback which in previous decades some companies would have paid a small fortune to get their hands on.

Misha Pinkhasov, Co-author, Real Luxury: How Luxury Brands Can Create Value For The Long Term says:

"With the transparency that technology has created, communications is simply the reflection of the activity, it is not the pretty face you put on a less than pretty activity. The actions and the messages have to be completely aligned. The communication is an expression of what you do. It's not smoke and mirrors to distract from things that you don't want people to see. If you want your company to be known for 'X', 'X' has to permeate right down the value chain, and right through the hierarchy, and right, you know, horizontally and vertically, through every activity that the company undertakes."

If you monitor the reputation of your business on key platforms, you can take that instant feedback and make the required changes in real time.

Embrace the change!

There's no point in implementing change just for the sake of it, but there will be relatively few hotel businesses in the world who are not coming under some sort of pressure to change because of disruption, increased competition, and the improvements their competitors are implementing. Business models can no longer necessarily be set in stone, and you might need to be prepared to adjust – or totally rethink – the vision for your hotel business. But one thing's for sure, if you embrace the change around you and reflect that in your business, your business will only get stronger.

→ KEYSTEP'S DECADE

Celebrate good times – come on....



Keystep Solutions celebrates 10 years, and it all started at HOSPA

Entering its 10th year in business, Keystep Solutions has adopted as its theme tune, "Celebrate Good Times – Come On...!" recorded by the great R&B band 'Kool and the Gang'. The last decade has been a triumph for Keystep, who openly attribute their success to hard graft, and wise decisions to forge great relationships with their clients and industry bodies alike.

Now although Keystep has been going for 10 years, it was six years ago, when Andrew Evans, CEO of Keystep Solutions, and Carl Weldon, Chief Executive of HOSPA (formerly BAHA) met at the BAHA Conference and IT Exhibition at the Sofitel in Heathrow – courtesy of an introduction via Mark Jelley. That meeting is not recorded for posterity, but one thing is for sure; their mutually beneficial working relationship has stood the test of time.

The Early Years...

During a 20 year career as an IT Director, Andrew sampled for himself the quality of service available from IT Support companies. Seeing a gap in the market, he established an independent support company that differentiated itself by providing expert and impartial advice, delivering a higher quality service than he'd experienced as a customer. Starting out in a small office, Andrew focussed on exceptional customer service and IT solutions that many other IT companies did not promote or were unable to design. But whilst he knew the hospitality sector inside-out, making new contacts was always going to be a challenge.

'BAHA' was the cry from business associates. After realising he wasn't being insulted, Andrew set out to find out more about the industry's most widely recognised, not for profit organisation. Formed in 1969, the Association initially focussed on just Hotel Accountancy, but has evolved considerably since then, adjusting their membership and Brand (in 2011) to include the participation of three HOSPA Communities – Finance - Revenue Management - and IT. Even though budget was tight – as is for any new business – Andrew took the decision to invest in HOSPA and became a Patron. Carl's knowledge and

connections in the industry so impressed Andrew, that from that initial meet, year on year, Keystep has invested the majority of its marketing budget in HOSPA. This has included regularly supporting members and regional meetings, and of course participating at the annual conference, HOSPACE.

Indeed, it was at BAHA (the former name of HOSPACE) where Keystep generated its first opportunities, leading to the signing its first big contract. "HOSPACE has become the must attend event of the year for IT Hospitality Professionals" comments Keystep's Head of Marketing, Tanya Stadler. She continues "the famous gala dinner that takes place after the conference has become legendary, Keystep always have a waiting list of people ready to join our table".

Growing...

Almost all of Keystep's clients or prospects are members of, or have a link to HOSPA. The contacts, connections and the exposure HOSPA has given Keystep has enabled it to expand from a small IT Company providing upgrades, implementations and support of EPoS solutions, to an electronic door lock, and IT Support and helpdesk company. "You have to stop and think how far we have come in 10 years" says Andrew. "I was buying a coffee in a Starbucks in Manchester recently, and it wasn't until I had paid that I realised we had supplied the EPoS hardware – and support it! I then walked down the road and passed two hotels where we support the EPoS hardware and the Electronic Door Locks. The business has grown up, as my children have – and I am (almost) as protective of the Keystep brand as I am of my children;- but don't tell my wife!."

From a team of two, the company has expanded its workforce to 25 strong, and has recently moved into purpose built offices equipped with state of the art monitoring and diagnostic systems. A recent acquisition of NuFocus Limited, an IT organisation with vast experience of server and desktop support, has provided Keystep with the technical skills to fulfil its ambitions to expand its IT Support options,

offering a one-stop-shop for customers looking for a complete service wrap for all their IT Systems. With offices in the East Midlands, Glasgow and London, Keystep services clients across the UK, the Channel Islands and mainland Europe.

A Decade On...

For 10 years, Keystep has provided the backbone support to more than 50 hotel chains, working as their specialised partner in developing and managing technology that makes a difference to their financial success, and importantly, allowing them to focus on what they do best – enhance their customer's experience.

Andrew said: "Keystep's 10th anniversary is a tremendous milestone for the company. Over the past ten years, we've built up amazing relationships with our clients and worked on some great projects, becoming an integral part of their teams. I am immensely proud to have achieved this milestone, so to Keystep's employees, customers, and business partners - especially HOSPA, thank you for your dedication and loyalty. It has been a wonderful decade of achievement, and I look forward to the next 10 years".

Carl adds: "Keystep is a great example of how to get involved with HOSPA and the industry. As a company they provide interesting and informative information for our members and support the Association by attending our events. But also Andrew himself gets involved at a number of different levels and volunteers for areas such as speaking at HOSPA Regional events. Sponsorship for HOSPA is always important as the income and investment allows HOSPA to expand – grow and provide additional services, such as our new Membership System".

And so as Keystep celebrate their achievements and reflect on their success, it's with the knowledge they couldn't have done it without HOSPA. The mutually beneficial working partnership has enabled both organisations to grow and evolve into bigger and better versions of where they both were 10 years ago, and the tune "Celebrate Good Times – Come On" has become synonymous of that relationship.



Five Things Hotel General Managers Need to Know About Revenue Management

Charles Wang, Regional Head of Advisory Services, IDEaS – A SAS Company

It would seem that change is the only constant variable in today's global hospitality market. Between shifts in how guests research and book their accommodations, the increasing industry-wide fragmentation, and new competitors entering the private rental space – nothing is as it once was. As a result, revenue management has similarly evolved into more than just a tool to assist hotel room pricing. Today's revenue managers are key collaborators linking marketing, sales, reservations and e-commerce divisions within a property. Responsibilities now encompass more complex components such as profitability through a mix of engineering, channel strategy, contract evaluation and user-generated comments.

With the volume of changes in the revenue management field and in the consumer buying process, it is important that hotel general managers (GMs) understand the following five principles to focus their entire organisation on driving better revenue in totality:

1. Getting the Right Information

Basic revenue management starts with data collection and analysis. This data is critical for hotels to accurately forecast demand, which can influence pricing and inventory control. What kind of data should a hotel be collecting and analysing? Key

data points include: room type, additional spend, sold nights vs rate, frequency of purchase, distribution channel, day of week, length of stay, and revenue vs profit.

Manually collecting all of this data takes significant time and energy, in addition to carrying the risk of human error. Amid a flurry of flash sales, mobile marketing, and OTAs, it can be tough for revenue managers to quickly identify fluctuations in demand and react with changes that impact profit in real time. To remain competitive, many hoteliers turn to automated revenue management software to provide executives with the data they need - when they need it - in an easily consumable format.

The large amounts of data gathered from the hotel reservations, front office and sales departments makes it critical that hoteliers develop standard operating procedures to ensure all employees follow a uniform market segmentation standard, using the same rate and channel codes.

2. Forecasting

Hotels today live and die by their ability to accurately forecast demand and occupancy. A good forecast assists with room rate decisions, staff allocation, property maintenance and a range of critical hotel operations. Utilising data and analytics

through accurate forecasting is the best way to determine future marketing and pricing strategies within a time frame that drives change with a meaningful impact. Hoteliers need to ensure they have deep, detailed data that contains both historical and future information. The historical data should include the number of occupied rooms, coupled with revenue by market segment per day. Hoteliers should also include the number of rooms and revenue on the books by day (and by market segment) for a minimum of 90 days in the future. If data is collected daily, the hotel is able to establish simple booking pace forecasts by segment and day of week, which can be compared to historical data. If this is done consistently, it will allow hoteliers to quickly identify when demand picks up (or decreases) and enables them to tweak their sales and marketing strategies accordingly.

Accurate forecasts not only influence rate decisions, but they also impact displacement evaluations – an area that is not always focussed on. Why should a GM care about displacement? In any displacement scenario, hoteliers should ask themselves, “If we take this group booking, are we displacing more transient travellers that may book closer to date of arrival? Are we just taking this booking to have the business on the books?” If the latter is the case, then what is the cost and how will this impact overall hotel revenue?

3. Segmentation Mix Positioning

Understanding a hotel’s most valuable and profitable guests is critical, making this knowledge a key pillar in ongoing revenue optimisation. To build their knowledge base, hoteliers should take a holistic view of its guests from all of their interactions with the firm, not just their room spend. Transaction systems data needs to be integrated to provide a true picture of a guest’s preferred activities and their overall value, inclusive of ancillary spend. This includes online reservations, food service, spa services, guest rooms, gift shop, and more. This data will help identify profitable guests and will assist hoteliers in their segmentation mix positioning.

Every hotel has a different market segment mix. Some hoteliers have 50% of their guests coming from transient or business groups and 30% from leisure groups; however, a hotel down the same street will have the reverse mix of business. So what is the best way to assess a hotel’s market segment mix? A SWOT analysis is not a new technique – businesses use this practice routinely. But it is important to conduct and analyse the SWOT analysis at the market segment level and establish a quantified rating of different market segments.

Hoteliers should also produce graphs that help management teams visualise their past, present and future market segment mix. This allows everyone from the general manager to the sales and revenue teams to have an accurate and identical picture of market segmentation, thus helping identify which market segments should be prioritised.

4. Measuring Success

How should a hotel measure the success of its revenue management program? Commonly used room revenue key performance indicators (KPIs) include: occupancy, average daily rate (ADR) and revenue per available room (RevPAR). Revenue management principles are also increasingly being applied to revenue streams beyond just rooms. As an example, function space revenue performance can be measured by function space utilization, profit per available space/time (ProPAST) and profit per occupied space/time (ProPOST). All hotel GMs should



consult with their finance, operations and sales and marketing teams to ensure that these measurements are all in alignment. For instance, is the calculated ADR inclusive or exclusive of service rates? Finance, operations and sales and marketing teams may have different standards that make accurate evaluations challenging.

It is also important that hoteliers look not only at what is happening in their own property, but also at what is happening in the wider market. Metrics such as the market penetration index (MPI), average rate index (ARI), and revenue generation index (RGI) have become today’s standard revenue management measurements. When measuring their hotel’s success outside of their own property, it is vital that hoteliers identify the right competitor set and review this set regularly. Many hotels identify their competitors as the hotels that are closely located to them; however, discussions about the right competitive set go beyond just location. Hoteliers need to look at location, product and service, in addition to what guests are saying about these hotels. Once the right competitive set has been identified, the MPI is determined by dividing the hotel’s occupancy by the market’s occupancy. Similarly, the hotel’s ADR would be divided by the market’s ADR to identify the ARI, and the RGI would be calculated by dividing the hotel’s RevPAR by the market’s RevPAR. While it may initially sound complicated, this method delivers a more accurate picture and opportunity of measuring success.

5. Building a Revenue Management Culture

To truly maximise revenue opportunities, it is not enough for a hotel to simply employ a revenue manager, or to install revenue management software in isolation from other hotel departments. Although many GMs and senior leaders understand the importance of having a formalised revenue management process and culture in place within their organisations, there are still many who do not. Focusing on people, process and technology is how IDEaS is helping hotels build strong revenue management cultures.

As revenue management continues its evolution at the corporate and individual property levels, revenue managers must work closely with the executive suite to establish a strong revenue management culture that drives profitability across their entire organisation. To obtain the maximum revenue management benefits - and to optimise profits from all hotel revenue streams - executive buy-in across multiple departments is necessary. Sales, reservations, food and beverage and all hotel department teams need unified understanding and commitment of the hotel’s strategic revenue management program. To achieve this, revenue managers must not only accurately forecast and analyse data themselves, but must effectively communicate revenue management strategies and principles to their senior leaders.

For more information on IDEaS, visit www.ideas.com



RESULTS: EDUCATION & TRAINING PROGRAMMES, MARCH 2015

The following students, enrolled on the March 2015 programme, successfully passed the course-work assignments and examinations:

REVENUE MANAGEMENT, STAGE ONE

Andrew Bunting	Grand Central Hotel
Claudette James-Ragguette	Nonsuch Bay Resort, Antigua
Phillipa Jordan	Farncombe Estate
Pankaj Khanna*	Thistle London Heathrow Terminal 5
Suzanne Mckie	Rockliffe Hall Hotel
Hugh Murphy	Jumeirah Carlton Tower
Fearghal O'Toole	Grand Central Hotel
Lewkora Phillips	Cheval Residences Ltd

REVENUE MANAGEMENT, STAGE TWO

Zena Carter*	Farncombe Estate
Lance Keirle	Belmond Le Manoir Aux Quat'Saisons

REVENUE MANAGEMENT, STAGE THREE

Sarah Clayton	Venuebirmingham
Sally Cory	Marriott Hotels
Michael Crossan	Trallee Institute in Hospitality & Tourism
Emma Olney	Whitbread Hotels & Restaurants
Rosalyn Qemalja*	Double Tree by Hilton Nottingham Gateway

FINANCIAL MANAGEMENT, STAGE ONE

James Bland	The Hotel Collection - Redworth Hall Hotel
Kirsty Burns	Airth Castle Hotel
Pranav Dave	London Hilton on Park Lane
Helen Davis	The Hotel Collection
Alan Eaton*	Eynsham Hall Ltd

Anita Feher	Principal Hayley - Beaumont Estate
Kerrie Flitcroft	Renaissance Manchester City Centre Hotel
Laura Hyland	Jurys Inns
Rupinder Kachala	Jurys Inns
Natalia Kegeian	Radisson Blu Sochi, Russia

* Learners who achieved the highest grade on their Stage of study

FINANCIAL MANAGEMENT, STAGE ONE (CONTINUED)

Petra Koneva	Red Carnation Hotel Collection
Freeman Luk	Principal Hayley - Wotton House
Begoña Manzanero	London Hilton on Park Lane
Claire McQueen	Princes Street Suites
Cristina Montes	The St. Regis, Rome
Suraj Panapitiya	Jumeirah Zabeel Saray
Rajesh Ragam	Jumeirah Zabeel Saray
Luke Taylor	Jurys Inns
Fiona Thomson	Hilton - The Waldorf Astoria Edinburgh
Miriam Valderrey	Principal Hayley – Hotel Russell
Manoharan Veeraswamy	The Greenwich Hotel
Clemence Vermes	St Regis Saadiyat Island, Abu Dhabi
Mark Vidamour-Millson	The Hotel Collection - Imperial Hotel
Sherwin Yturralde	Principal Hayley – The Palace Hotel

FINANCIAL MANAGEMENT, STAGE TWO

Mathias Lenders	Royal Garden Hotel
Cecil Pickard	Jurys Inn Watford
Sandie Rankine	Jurys Inns
Debbie Smith	The Hotel Collection - Angel Hotel
Paulina Smolen	G&V Royal Mile
Aino Valkama	W Doha Hotel & Residences
Gethin Varghese Raju	Jumeirah Madinat
Sam Willetts*	Jurys Inns
Gemma Williams	The Grove Hotel

FINANCIAL MANAGEMENT, STAGE THREE

Rotimi Timothy Atolagbe	Peniel Apartments Abuja, Nigeria
Ivana Covic	Jumeirah Carlton Tower
Gavin Duffy	Jurys Inns
Louise Murray	The Hotel Collection - Carlton Hotel Edinburgh
Robin Stenlund	Hotel Café Royal
Eva Stranakova	Imperial Hotel, Vienna
Oksana Svidrun	Crowne Plaza Marlow
Olivier Wentzke	Mandarin Oriental Hyde Park

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Please contact education@hospa.org to see how we can help you achieve your goals, increase confidence and build your skills set.

* Learners who achieved the highest grade on their Stage of study



Using data mining and analytics to your hotel's advantage

The hospitality industry is known as a highly customer-centered business and accumulates large amounts of customer data from central reservation systems (CRS), property management system (PMS), point-of-sale (POS), and guest loyalty programme Data mining databases. Therefore, data mining application can play a huge role in the hospitality industry by assisting managers formulate marketing strategies, enhance guest experiences, increase retention and loyalty and ultimately, maximise profits.



Data mining and analytics – techniques for exploration and analysis of large quantities of data in order to discover meaningful patterns, trends and rules – helps hotels sift through massive data sets for meaningful relationships, where they can anticipate, rather than simply react to, customer needs. However, simply investing in data-mining technology may not guarantee success.

Seven guidelines influence the effective management of data-mining technology

1. Match your IT priorities with a skilled provider who can turn data into useful information.
2. Build segmentation and predictive models. A customer could potentially fit into several categories, which poses a challenge for data-mining techniques. As a consequence, finding a provider who has experience creating models in the hotel industry is a major benefit, aided by the expertise of IT and marketing managers.
3. Collect data to support the models. Inadequate data gathering and input lead to a decrease in the value of any data warehouse, in addition to diminishing the value of proposed models.
4. Select the appropriate tools for analysis and prediction such as decision trees, neural networks and genetic algorithms.
5. Demand timely output as it varies widely among data-mining packages.
6. Refine the process. Data mining involves a continuous cycle of inputs and outputs based on models that must be modified and refined as conditions change in the competitive environment.
7. Hire a well-trained staff and a knowledgeable IT manager. Productive data-mining requires two-fold proficiency among both IT managers and those who interpret the outputs.

Task categories

Once data-mining is properly managed, the tasks performed can be grouped into five categories:

1. Classification arranges customers into pre-defined segments (such as demographic and lifestyle data) that allow the size and structure of market groups to be monitored.
2. Clustering groups of customers based on database such as demographic characteristics, life-style descriptors, and actual product purchases. This function is beneficial because it aids hoteliers in understanding who their customers are.
3. Deviation detection uncovers data anomalies, such as a sudden increase in purchases by a customer. Information of this type is useful if a hotel wants to thank a customer for her/his recent increase in spending or offer a promotion in appreciation.
4. Association entails the detection of connections between records such as an increase in average length of stay after a specific advertising campaign, effectiveness or ineffectiveness of a specific promotion.
5. Forecasting predicts the future value of variables based on patterns and trends within the data such as predict the future size of market segments.

At present, there is a separation for many hoteliers between their CRM applications, their social media activity and the actual data gathered about what a customer does in the hotel. Over the next decade, an evolution is predicted such that more attention is paid to data mining, both the onsite experience and customers social media profiles in order to integrate them into CRM activity and better target marketing communications, offers and rewards.

Without data mining, valuable marketing insights about customers' characteristics and purchase patterns may remain largely untapped. Success or failure often depends not only on how well you are able to collect data but also on how well you are able to convert this data set into knowledge that will help you better manage your business.

About the author

Serge Chamelian is the managing director of e-hotelier, a hospitality services firm that offers a holistic approach to business intelligence solutions, revenue management consultancy and training and development programs among many others.



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Dai Williams
Managing Director - EMEA

Responsible for increasing the company's global sales and creating valuable long-term partnerships, Dai has been instrumental in expanding the SiteMinder brand over the years.

Establishing SiteMinder's regional London office in 2010, Dai is today responsible for leading the expansion of the company's EMEA region, one of its largest operations.

Dai's passion and knowledge of the travel technology industry has inspired him to continually challenge the norm, constantly seeking to make SiteMinder the exception when it comes to online distribution.

How to diversify your hotel's distribution strategy

Online travel distribution is growing at a faster pace than the entire travel market as a whole. In fact, according to Statista, online travel sales are predicted to reach a whopping \$483 billion worldwide and the percentage of online channels used for travel bookings is predicted to rise from 44% in 2015 to 46% by 2016.

In an incredibly crowded space, how can you get your share?

Hoteliers have recognised the importance of their online distribution strategy for years. Today's challenge is the extent to which the online market has matured.

The online booking options for today's traveller are astounding. At any given moment, travellers have a multitude of booking options at their fingertips. Additionally, hoteliers are feeling more pressure than ever to cut distribution costs, while simultaneously expanding their reach, leaving many wondering how they can achieve more with less and meet (or exceed) their KPI targets in an already hyper-competitive market. In other words, they're looking for 'something better' to increase sales and revenue with less risk.

I - Balance out your distribution channel mix

Given the ever-growing list of options available today, using the right number and mix of channels to deliver a relevant and engaging customer experience in an increasingly-fragmented, and often chaotic, distribution landscape is pivotal. Today's hoteliers must effectively leverage both direct and indirect channels as part of their sales and marketing strategy to stay competitive and optimise yields. Hotel operators must find the right balance between online and offline channels between OTAs, metasearch engines, their direct website, wholesalers and more. By making the right choices when it comes to their distribution strategy, hoteliers can gain a competitive foothold in the online market.

II - Explore every channel – online and offline

TravelTrends.biz says it's important to understand that for most travellers, searching and

booking travel products is no longer a linear process, but rather a random, and often convoluted one, involving visiting an average of 28 different websites over 76 sessions. As such, the challenge for hoteliers today is to find the most effective mix of both direct and indirect channels in order to attract, reach and convert guests wherever they are looking, both online and off.

III - Create visibility across all revenue channels

By creating visibility across all relevant revenue channels and measuring the effectiveness of each channel, hoteliers can gain the insights needed to maximise revenue, reduce costs, and streamline processes across their entire operations.

IV - Know where your guests are coming from and benchmark satisfaction

Domestic guests

If the core of your business is domestic guests, you should be targeting your efforts on distribution channels that make use of human relationships, physical proximity, and local or national connections such as Lowcostbeds, Superbreak and LateRooms, to name a few.

International guests

Your distribution channels will be substantially different if your business model focuses on targeting international customers. In particular, it is more difficult to develop and maintain local, personalised relationships and to obtain a high level of brand awareness in multiple online or offline communities. It is likely that you will have to work through a number of intermediaries, including wholesalers and global OTAs such as Booking.com, Expedia, lastminute.com, Orbitz and HRS.

V - Start with market research

Trial and error does have its place, but it's better if you focus on testing those channels that - on paper at least - make the most sense. If you use automated systems to monitor sales through different channels, you can look at the data you already have to inform your decisions. In particular, Google Analytics is a helpful tool to use alongside your own channel manager. If you know which channels are helping you meet or exceed your KPIs, you can concentrate your efforts on them.

VI - New channels emerging - 'lead' don't 'follow'

Every hotelier must strive to create a balanced sales and marketing strategy - and this can only be achieved by targeting desired regions with the right mix of direct and indirect channels. However, new channels are emerging all the time (including Yelp, Hipmunk, and Alibaba to name a few) - hotels must constantly keep ears to the ground to keep up with the latest travel trends. As you build relationships with your OTAs and other partners, remember that not all partnerships are the same and they will take time to evaluate, maintain, and flourish. In other words, you will generally get out of them what you put in.

Don't be afraid to embrace innovation. Understand where your customers are coming from and the channels and technologies they are most likely to use. From OTAs, to metasearch, to mobile applications, that facilitate same-day bookings, the opportunities are endless. By carefully analysing your revenue streams with the use of your channel manager's comprehensive reporting suite, you can gain the insights needed to create the optimal distribution strategy for your hotel.

What's Next?

To learn more on how to diversify your hotel's distribution strategy, come and talk to us at the Independent Hotel Show, stand 311a.



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HOSPA's Paul Nisbett joins Valor Hospitality

Management company Valor Hospitality Europe, has appointed a new finance director to its rapidly expanding team.

Experienced senior hotel executive Paul Nisbett has a 20 year track record in the industry working for leading names such as Malmaison, The Hotel Collection, Hilton and Hotel du Vin.

He joins the new hospitality management company which has grown its portfolio from 11 to 20 hotels in the last nine months and doubled the number of employees to 2,500.

Paul has built up a strong reputation in the management and construction of financial services and also leads the finance community of trade association HOSPA.

His career history includes commercial and finance director at Malmaison and Hotel du Vin where he developed a six hotel, £150m business into a 28 hotel, £500m business in five years. He also worked as chief financial officer for leading four star hotel company The Hotel Collection and previously acted as the company's chief executive officer, managing the group's transition from Barcelo to Puma Hotels Collection.

Brian McCarthy, managing director of Valor Hospitality Europe, said: "Paul has an outstanding reputation in the hospitality sector and we're delighted he has chosen to join us at such an exciting period of growth and business innovation.

"Having Paul's strong financial background and industry experience at Valor will enable us to further boost the strong team we have in place and help us to achieve our ambition of doubling our portfolio in the UK and Europe over the next five years."

Paul said of his new role: "Valor Hospitality Europe may be a young business but it is already demonstrating its strength in the market by managing 20 high profile properties under franchise from Hilton, IHG and Marriott and there are many more opportunities in the pipeline.

"I'm really looking forward to being part of the dynamic team and bringing my industry knowledge and expertise to the business so we can strive to be the best management company in the UK and Europe."

Valor Hospitality Europe is an extension of USA based Valor Hospitality Partners, which operates properties on the East Coast of the United States and Valor's sister company, PMR Hospitality Partners, based in Cape Town, that manages a portfolio of properties in South Africa.

Valor operates independent hotels, resorts and branded properties and enjoys a strong working relationship with many of the major brands, including IHG, Hilton, Marriott and Starwood.



Guestline celebrates its 100th Best Western customer

Guestline are delighted to announce that 100 Best Western hotels have now adopted their Rezlynx PMS and the Two-Way CRS Interface. BEST WESTERN PLUS Grim's Dyke Hotel, near London, are the 100th hotel to select their solutions making Guestline the largest supplier to the Best Western hotel group in the UK. They join hotels across the world who are opting for Guestline's PCI compliant systems which deliver seamless two-way connectivity with Best Western CRS, allowing the users to manage their rates, availability and restrictions directly from the PMS in real-time.

Joanne Cook, Business Change Manager at Best Western GB commented: "The successful on-going collaboration with this vendor ensures that Guestline remains the most popular PMS choice amongst our members. Members are delighted, not only with the PMS and Interface, but the exceptional level of service they receive from Guestline from installation to support. As such, we are delighted to see the 100th installation of the Guestline Rezlynx PMS and Two-Way PMS Interface at the BEST WESTERN PLUS Grim's Dyke Hotel. With Guestline's support we look forward to achieving our target of ensuring all Best Western GB properties are live on the Best Western Two-Way PMS Interface by June 2016."

Keen to implement a more comprehensive, cloud hosted PMS with multi-channel distribution, BEST WESTERN PLUS Grim's Dyke Hotel chose Guestline's PCI compliant solutions to drive exposure, increase occupancy and deliver operational efficiencies. John Parker, General Manager at the hotel, added: "We undertook a comprehensive review of all the different suppliers and Guestline was the only vendor able demonstrate a clear return on investment with their multi-faceted solutions

which satisfy all our business requirements. Our Guestline Account Manager's knowledge of the system –as well as a hotel's operational needs- was impeccable and helped answer all my questions."

"Not only do we need to have an effective distribution system, we also need to manage rates and operations more effectively to boost our profitability. After speaking to a lot of Best Western members it was clear to see why Guestline are the preferred supplier in both product functionality and service, and we are more than confident that the solutions will benefit us immensely."

Guestline's Two-Way PMS Interface to the Best Western CRS went live in May 2014 and was closely followed by a rapid succession of installations in Best Western hotels across the UK and the globe to comply with the Best Western mandate. Deployment has now been carried out in properties that range from the larger 120 bedroom hotels right through to the smaller 16 bed roomed properties.

Phil Davidson, Guestline Managing Director said: "We are delighted that 100 Best Western hotels have opted for our solutions. Since the interface went live we have been working closely with all of our existing and prospective Best Western customers both in the UK and internationally to install the systems in a quick and efficient manner. Our relationship with Best Western International continues to flourish and we look forward to growing our portfolio within the group even further."

For more information on Guestline's solutions, visit www.guestline.com.



Casual dining chains outstripping pubs

Expanding casual dining brands are increasingly competing with pubs for out-of-home consumer spending, latest figures from the Coffer Peach Business Tracker show. In July collective like-for-like sales for the managed pub and restaurant market grew 1.1%, with the highest growth coming from restaurant groups.

"While the overall eating and drinking out market continues to grow steadily, it is the growth of branded restaurant chains, especially outside of London that is driving the market," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

"Restaurant operators in our Tracker sample collectively registered like-for-like growth of 4.3% last month – and 4.9% outside of London. In contrast, pubs and bars had an essentially flat month against the same time last year, with food-led pubs, including pub restaurants, collectively seeing a fall in like-for-like sales. It is a trend that we been seeing for some months now," Martin added.

"Big name casual dining brands have been opening new sites, particularly away from London, and also improving their offerings, giving the public more choice – and the public has been taking advantage of that choice," he said.

The Tracker numbers show that total sales in July, which include the impact of new openings, were ahead 4.8% across the market as a whole. Within that, restaurant chains contributed a 9.2% total sales increase against July 2014, with a 12.3% increase outside the M25. "These figures simply underline the fast roll-out of new sites that casual dining groups are driving," added Martin.

"Where managed pubs are doing better is in London. Like-for-like sales were up 1.4% in July, with drink-led pubs, aided by better food sales, performing best. Alongside solid casual dining growth in the capital, this helped London to trade better than the rest of Britain in July, with like-for-likes up 2.1% compared to just 0.8% for the rest of the country," he said.

"In a highly competitive market, the public is being given more choice than ever, and appears to be happy to be tempted by the new and different," Martin concluded.

Trevor Watson, director at Davis Coffer Lyons, part of the Coffer Group, said: "The continuing strength of these results is being replicated in the property market with strong corporate demand for sites outside London. The central London market is equally strong, however. It is dominated by fast growing smaller independent operators, which are more difficult to track due to their size and emerging status. The health of the sector is also clearly reflected in recent corporate activity as well.

"The impact of the National Living Wage on consumer spending and operating margins is not yet clear; while the impact on costs can be modelled with a degree of certainty, the effect of increased disposable income on spend in restaurants and pubs for those earning the National Living Wage is more difficult to predict at this stage."

Paul Newman, head of leisure and hospitality at Baker Tilly, said: "The eating and drinking out sector is arguably in a bull market following another month of robust LFL sales. The surge in overall supply will make LFL growth more challenging in the future as new sites reach maturity. We expect major branded casual dining chains to continue to take market share from pubs and independents and the winners will be those who can best balance site expansion with innovative menu and brand re-development."

Jarrod Castle, leisure analyst at UBS Investment Research, observed: "London continues to produce stronger LFL growth than other UK regions July like-for-like sales inside the M25 grew by 2.1%, compared to 1.4% in June and 2.1% in May. The 12-month moving average for LFLs inside the M25 is now 2.7%, while outside it's 1.6%."

The Coffer Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 30 operating groups, and is recognised as the established industry benchmark.



North East hotels grow bottom line

The UK provincial hotel market registered positive year-on-year movements across all key performance indicators for the month of July. Hotels in the North East recorded a 3.3% increase in gross operating profit per available room (GOPPAR) according to the latest data from HotStats.

Hoteliers in the North East achieved a 1.4 percentage point increase in occupancy to 84.6%, though this came at the expense of a marginal decrease in average room rate (ARR) of 0.4% resulting collectively in a 1.3% uplift in revenue per available room (RevPAR) to £58.44. Due to mixed performances in non-rooms revenues, total revenue per available room (TRevPAR) growth levels were softened to 0.4%.

Payroll decreased by 0.5 percentage points helping to deliver the 1.9% increase in departmental operating profit per available room (DOPPAR) to £57.40. Despite a marginal increase in overheads per available room (+0.2%), GOPPAR increased by 3.3% to £30.88 compared to the same period last year.

Newcastle performs

Newcastle hoteliers recorded positive movements for the month of July, with TRevPAR and GOPPAR climbing by 3.4% and 9.1% respectively.

Hotels in Newcastle experienced a rise in occupancy of 1.5 percentage points to 84.6%, along with an ARR growth of 2.1%. The two highest rate increases were attributed to the tours/groups (+36.2% to £47.53) and conference (+9.6% to £78.31) segments. Altogether, this led to a RevPAR growth of 3.9% to £57.32. TRevPAR increased by 3.4% to £96.06 most notably due to a 22.8% increase in meeting room hire revenue per available room for the month. DOPPAR also rose by 6.1% thanks to profitable operating cost control alongside a payroll decrease of 0.9 percentage points.

Profits drop in Oxford

Hotels in Oxford, on the contrary, experienced a challenging month of July with occupancy levels declining by 5.1 percentage points to 86.5%. The city posted negative movements across all KPIs aside from ARR. Even though there was a 1.9% uplift in ARR, RevPAR still dropped 3.8% to £105.32.

An overall decrease in non-rooms revenue per available room from food (-17.9%), beverage (-16.9%) and meeting room hire (-24.2%) led to the TRevPAR level decline of 7.5% to £142.06. There was a slight increase in payroll costs (+0.3 percentage points) which added to the significant GOPPAR decline of 14.2% to £63.45, representing a gross operating profit conversion of 44.7% for the month of July.

The month of July 2015

	Jul'15	Jul'14	Var b/w		
NORTH EAST	Occ %	84.6	83.3	1.4	▲
	ARR	69.04	69.31	-0.4%	▼
	RevPAR	58.44	57.70	1.3%	▲
	TrevPAR	103.05	102.64	0.4%	▲
	Payroll %	29.9	30.4	0.5	▲
	GOP PAR	30.88	29.88	3.3%	▲
NEWCASTLE	Occ %	84.6	83.2	1.5	▲
	ARR	67.73	66.35	2.1%	▲
	RevPAR	57.32	55.18	3.9%	▲
	TrevPAR	96.06	92.86	3.4%	▲
	Payroll %	29.4	30.3	0.9	▲
	GOP PAR	29.44	26.97	9.1%	▲
OXFORD	Occ %	86.5	91.6	-5.1	▼
	ARR	121.81	119.50	1.9%	▲
	RevPAR	105.32	109.47	-3.8%	▼
	TrevPAR	142.06	153.56	-7.5%	▼
	Payroll %	23.7	23.5	-0.3	▼
	GOP PAR	63.45	73.94	-14.2%	▼

The Calendar year to July 2015

	YTD'15	YTD'14	Var b/w		
NORTH EAST	Occ %	76.3	75.1	1.1	▲
	ARR	70.21	67.09	4.6%	▲
	RevPAR	53.56	50.42	6.2%	▲
	TrevPAR	94.78	91.59	3.5%	▲
	Payroll %	32.3	33.0	0.6	▲
	GOP PAR	24.34	22.01	10.6%	▲
NEWCASTLE	Occ %	78.2	76.5	1.6	▲
	ARR	70.17	66.93	4.8%	▲
	RevPAR	54.85	51.22	7.1%	▲
	TrevPAR	93.73	89.90	4.3%	▲
	Payroll %	30.0	30.9	1.0	▲
	GOP PAR	27.39	24.36	12.4%	▲
OXFORD	Occ %	76.1	81.5	-5.3	▼
	ARR	105.96	103.42	2.5%	▲
	RevPAR	80.67	84.25	-4.2%	▼
	TrevPAR	124.56	125.72	-0.9%	▼
	Payroll %	27.4	28.0	0.6	▲
	GOP PAR	49.20	50.56	-2.7%	▼

The twelve months to July 2015

	Rolling'15	Rolling'14	Var b/w		
NORTH EAST	Occ %	77.5	75.8	1.7	▲
	ARR	70.10	67.08	4.5%	▲
	RevPAR	54.30	50.82	6.9%	▲
	TrevPAR	97.68	94.19	3.7%	▲
	Payroll %	31.8	32.2	0.4	▲
	GOP PAR	26.26	23.74	10.6%	▲
NEWCASTLE	Occ %	79.4	77.1	2.3	▲
	ARR	69.89	67.09	4.2%	▲
	RevPAR	55.52	51.72	7.3%	▲
	TrevPAR	96.60	92.90	4.0%	▲
	Payroll %	29.6	30.1	0.5	▲
	GOP PAR	29.21	26.21	11.4%	▲
OXFORD	Occ %	79.3	82.4	-3.1	▼
	ARR	106.70	102.57	4.0%	▲
	RevPAR	84.58	84.52	0.1%	▲
	TrevPAR	129.72	127.21	2.0%	▲
	Payroll %	27.5	27.8	0.3	▲
	GOP PAR	52.67	51.72	1.8%	▲

Average Room Rate (ARR) - Is the total bedroom revenue for the period divided by the total bedrooms occupied during the period.

Room Revpar (RevPAR) - Is the total bedroom revenue for the period divided by the total available rooms during the period.

Total Revpar (TRevPAR) - Is the combined total of all revenues divided by the total available rooms during the period.

Payroll % - Is the payroll for all hotels in the sample as a percentage of total revenue.

GOPPAR - Is the Total Gross Operating Profit for the period divided by the total available rooms during the period.

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Forthcoming events

20th/21st October Independent Hotel Show 2015

Olympia West, Olympia Exhibition Centre, Hammersmith Road, London, W14 8UX
www.independenthotelshow.co.uk
Twitter: @indhotelshow

The Independent Hotel Show returns to Olympia this October (20 & 21) with a packed two days of networking, new business ideas, advice and insight from some of the UK's leading figures from the luxury, boutique and independent hotel sector.

Exceptional Exhibitors

Discover the finest products and service providers with a carefully selected line-up of over 300 premium exhibitors from across the hotel supply chain. Offering a one-stop-shop of all the essentials needed to run a successful hotel, The Independent Hotel Show is the must-attend event for anyone working within the boutique and luxury hotel sector.

Inspiring Independents

Hear more from industry thought leaders as they share their knowledge, insight and expertise across a range of hard hitting

seminars and business discussions that tackle some of the industry's hottest topics. Offering first hand design, technology, marketing and business support and advice, the free-to-attend seminars and panel discussions provide valuable insight from some of the leading names in the hotel business to help new and established hoteliers improve their performance.

Sessions run throughout the two-day show across two theatres – The Innovation Stage sponsored by CLEAN and the UKHA and The Business Theatre.

The Hub

Let the innovation of some of the design industry's most exiting talent inspire you to network, discuss and share ideas at The Hub, a transitional space seamlessly changing from café to champagne bar as the day progresses - designed this year by Jestico + Whiles.

Destination Spa

From top to toe the Independent Hotel Show is making a bigger splash this year with an expanded feature area dedicated to hotel spas. Featuring some of the most respected exhibitors in the sector and supported by Spa Business, Destination Spa will also present a targeted programme of business sessions ideal

for anyone interested in expanding in this area.

The Independent Think Tank

Launching at the show this year is the Independent Think Tank, a dynamic space that brings together the movers and shakers of the hotel sector to debate key issues and evaluate sector opportunities. Throughout the two days it will host a schedule of smaller, more in-depth, focused workshops allowing attendees the opportunity to ask questions and actively engage with the content.

Hoteliers Hall of Fame

The Independent Hotel Show will again reward and acknowledge the country's most influential and respected independent hoteliers with the annual Independent Hotelier of the Year and Outstanding New Hotel of the Year awards.

Previous winners include Kit and Tim Kemp of Firmdale Hotels, voted Independent Hotelier of the Year 2014, and Robin Hutson, CEO for Lime Wood Group and Home Grown Hotels Ltd and founder of the Pig Hotels, winner of the Outstanding New Hotel of the Year award 2014.

Nominees for this year's awards will be presented on www.independenthotelshow.co.uk/awards with winners announced on the opening day of the show.

Members' Events

19th October - Birmingham regional meeting Venue - Hotel la Tour

We have speaking:

"Overall Hotel Industry Update with a special focus on the local area and City. Including latest results for Europe, The UK and its regions - plus market trends and pipeline." - Kate McLaughlin, Data Account Manager, STR Global

"Does technology Improve or hinder the Guest Experience?"
-Andrew Evans – MD Keystep

Revenue Management topic – IdeaS

To register now please contact Jenny Rose; jenny.rose@hospa.org

9th November Manchester Regional Meeting Venue TBC

Topics Include:

"Overall Hotel Industry Update with a special focus on the local area and City. Including latest results for Europe, The UK and its regions - plus market trends and pipeline." - Corinna Schroeder, STR Global

"Why Working with your Software Vendor is costing you guests."
- Kevin Edwards, Managing Director & Phil Brown, Hospitality Consultant. Avenue 9

"Distribution & Pricing: The Dynamic Duo -From Data to Insight to Impact" - Cristina Blaj – Sales Director -Europe - Rate Tiger



"XN Hotels – A Case Study" - Alan O'Riordan – Managing Director XN Hotels

"Where Next for Manchester's £7billion Tourism Economy" - Nick Brooks-Sykes, Director of Tourism Manchester

To register for this event please contact Jenny Rose; jenny.rose@hospa.org

HOSPA Annual Awards Lunch

Come and celebrate with HOSPA on the 17th December, the venue is to be confirmed at a later date. Enjoy a delicious seasonal lunch at the Association's Annual Awards Ceremony with awards for hospitality's best practitioners in Finance, Revenue Management and IT as well as the most successful learners of the year from the HOSPA Education Programmes. The reception starts at 12:00pm with Lunch commencing at 1:00pm.

Do you know a Finance, Revenue or IT Professional who is dedicated to the hospitality industry and has made an impact on others in the industry? Or perhaps an employer who operates in the hospitality industry and who has demonstrated an outstanding commitment to promoting and investing in education? If you know just the person/company why not nominate them for one of the prestigious awards!

The nomination form will be uploaded soon.

For more information please contact jane.pendlebury@hospa.org

HOSPACE

Conference & Exhibition 2015

HOSPACE 2015
26th November
Sofitel London Heathrow

HOSPACE is a one-day annual conference and exhibition hosted by HOSPA which is the UK's leading educational organisation for Professionals involved in Financial Management, Revenue Management and IT within the hospitality industry.

HOSPACE 2015 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

Highlights will be a line-up of top hospitality industry experts for the Leaders Panel. In addition, delegates will be able to benefit from HOSPACE's popular, highly topical programme of hospitality industry specific educational workshops – all led by top specialists in their subjects.

Panels include:

Spotlight 1:
Hospitality and the Digital Challenge

How the industry should embrace fast changing digital issues to maximise business potential

Spotlight 2:
The Challenges of Effective Inward and Outward Hospitality Management

How to successfully juggle such diverse concerns as owners, investors, staff, guests, fraud, own website bookings versus OTAs, and funding

As in past years, HOSPACE will be supported by a growing and increasingly influential exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies – covering all eventualities for any hospitality business, whether they be start-up, established independent, or multi chain-owned, operations.

For further information, please visit www.hospace.net.

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- HFTP
- Hospitality Quality Consulting OG
- HotStats
- IDeaS - A SAS Company
- Infor
- Kerry Robert Associates
- Keystep
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- Oracle Micros
- PAR Springer-Miller
- Premier Software Solutions
- PricewaterhouseCoopers
- QDOS Communications
- Rate Tiger

- Save Money Cut Carbon
- STR Global
- Verteda
- XN Hotel Systems

HOSPA Partners

- Fresh Montgomery (Hotelympia 2016)
- HFTP (Hospitality Finance and Technology Professionals)
- Hotel Marketing Association
- Hotel Technology Next Generation
- Smart Report

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- CIMA
- Open University
- Oxford Brookes University
- Cornell University
- HFTP

HOSPA thanks the following companies for being Founding Sponsors of our relaunch as HOSPA as an Association for Finance, Revenue Management and IT Professionals. These companies have enabled the development of the HOSPA brand, new members' website and other facilities.

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Hospitality Conference & Technology Exhibition

HOSPA is a Community of Professionals - Promoting the highest professional standards in financial, Revenue and IT management in the hospitality industry.

The Conference is an industry leading set of speakers and topics relevant for today's Hoteliers.

HOSPACE is also home to an Industry Specialist Technology Solutions Exhibition – covering all aspects of your Hospitality business.

Conference Highlights:

Leaders' Panel: A line up of Hospitality Leaders and Senior Executives looking at and debating the current issues and trends affecting the industry today.

Spotlight 1: Hospitality and the Digital Challenge

How the industry should embrace fast changing digital issues to maximize business potential

Spotlight 2: The Challenges of Effective Inward and Outward Hospitality Management

How to successfully juggle such diverse concerns as owners, investors, staff, guests, fraud, own website bookings versus OTAs, and funding

Workshop and Technical Updates

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

And all those interested in keeping up to date on innovations and trends in the hospitality sector and mixing with the experts!

 Follow us on Twitter @HOSPAtweets for all the latest news on HOSPACE.

