

# THE OVERVIEW

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## IS THE SUN SHINING ON HOSPITALITY?

A photograph of two glasses of drinks on a wooden deck. The glass on the left is a martini glass containing a clear drink with a lemon slice. The glass on the right is a wine glass containing a light green drink. The background is a body of water with sunlight reflecting off the surface, creating a bokeh effect. The text 'WARM UP YOUR SOCIAL MEDIA PAYE'S SPRING CLEAN TAKING THE HEAT OUT OF TAX' is overlaid in the bottom right corner.

WARM UP YOUR SOCIAL MEDIA  
PAYE'S SPRING CLEAN  
TAKING THE HEAT OUT OF TAX

# Welcome to THE OVERVIEW

Dear members,

'The sun will come out tomorrow' could well have been the politicians' catchphrase for this particular downturn. Like so many English summers, the economy has seen warm days and even the occasional risk of sunburn, but nothing to send a postcard home about.

Happily for the hospitality sector, it doesn't take a banking revolution, or a sudden change in global politics to give the market a boost, it just needs a few good sunny days in a row. For the British, sun means a cessation of all work in favour of pulling up a table outside a pub or restaurant and staying there until the whole establishment is crammed together in the last inch of the sun's rays.

As this issue of The Overview was going to press, there had been more than three consecutive days of sun and things were looking rosy for the sector, as is illustrated by the latest Coffey Peach Business Tracker. With booking windows getting ever shorter, as consumers wait for a bargain - or a payday - a run of hot weather going into summer proper could see a spike in staycations.

For hotels, filling rooms is not just about doing sundances. The prolonged downturn has meant that hotels have had to come to terms with dealing with the Online Travel Agents and the impact of handing over a significant cut of their income in distribution.

Hotels must find a way to encourage consumers to buy rooms through their brand.com websites rather than going through the OTAs. With Expedia launching its summer UK TV ad campaign this month, the battle of the marketing budgets looks set to continue between supplier and OTA. As Guestline's Rupert Gutteridge says later in this issue, hotels must learn to be more sophisticated in their channel management. Then the sun can really shine.



*Katherine Doggrell*

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The environmental benefits of the carbon saving and land preserved by using Carbon Balanced Paper on the June edition of *The Overview* are confirmed below.

**Carbon saved (kgs):**

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**Land preserved (sq. metres):**

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Hospitality Finance, Revenue and IT Professionals

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# Not so taxing



## The panel looked at:

- Home-based area or regional executives' travel allowances – how to define the 'areas' to calculate tax allowable expenses. There are less managers fully relocating these days and so this element is becoming more of an issue.
- Late night taxis – specifically for hospitality where staff work late and there is no public transport available when shifts finish. Apparently this is an issue in a wider sense than hospitality as 90% of the claims in this area are from professional firms working late on deals. The point was well made that this then penalises the lower-paid staff in hospitality, who regularly have to work late.
- Staff meals
- Uniforms and tax tags
- Staff accommodation – with particular attention to the VAT connotations. The issue is ever more relevant in rural and resort businesses.



**Carl Weldon**  
CEO, HOSPA

The hospitality business is taxing in many ways – but, as Carl Weldon discusses, can the OTS help?

I recently attended a HOSPA Tax Committee meeting – a really interesting mix of professional accounting firm tax representatives (e.g. BDO, Deloitte) and Industry tax directors (e.g. IHG, Whitbread, Marriott and Accor) kindly hosted at the BHA offices in London.

The first section of the meeting was given over to a presentation and discussion lead by John Whiting - previously a PwC partner – but now head of the OTS, the Office of Tax Simplification.

The principle behind the OTS is that change and complication drives most of the issues in tax. The government set up OTS to look at certain areas of confusion in order to simplify, although with a mandate to be broadly revenue neutral.

## The OTS has a three-stage process:

1. Gathering evidence of problem areas and debate from industry
2. Identify priorities to be dealt with
3. Recommend solutions to government and Industry

The assembled experts discussed employee benefits and expenses - one of the key areas for the OTS - with a focus on hospitality.

Andrew Mathieson - who represents the HMRC to the Hospitality industry - discussed the more recent issue of RTI implementation and Auto-Enrolment. HMRC considers at present that RTI is one of its better launches and is tending to work – but not that there are 'no issues' but it has 'not fallen over and the system is coping with the volume' Some issues were discussed around TUPE transfers with different pay-dates and how this affects pay-runs with RTI.

As far as Auto-Enrolment was concerned it would appear that that while large employers with good advice and systems have been 'boarded' successfully without too many issues – but the key potential trouble point will be in 2015 when up to 10,000 SME's join, possibly without the same level of professional input and understanding than those currently participating.

Another interesting point for hospitality was the issue of Troncs and whether they were within the scope of Auto-Enrolment. Two recent announcements from a minister and a regulator appear to contradict each other on this issue!

## There were two overriding impressions that I took away with me from this meeting:

1. The OTS is a good step towards simplifying tax - with some good recruitment not from within the HMRC – and I really hope this initiative is allowed to work!
2. While the industry is busy coping with tough trading and economic conditions, new rules and regulations put a tremendous strain on the back-office of the business. Some rules and regulations penalise some of our staff working unusual hours in unusual conditions – and this should be dealt with!



**Jillian Malone**  
Managing director of FM  
Recruitment

Jillian is primarily responsible for the recruitment of international opportunities at Hospitality People Group.

## Asian tigers roar

Most commentators would agree that in the 21st century we are seeing a shift of power away from the West and towards the East. The Asian Tigers of China and India, together with Russia and Brazil (all four together are known as the BRICs) are becoming advanced, developed and confident. For this article I focus on the economic growth of Asia and how it is affecting the hospitality market.

**A** new international system is forming with Asia at its heart. And a lot of economists are fretting that Asia's booming growth, increased financial muscle and confidence must mean a corresponding decrease in the strength of the G7 and the West.

But one does not necessarily follow the other.

Indeed, Michael Cox of London School of Economics argues that the West still enjoys 'continued structural advantages' and Asia is 'still hemmed in by several obstacles, internal as well as external'.

Yes, the emerging markets will assume a bigger role in the world economy. But, taking the UK as an example - notwithstanding the serious damage done by four recessions since the early 1970s - we are not in terminal decline.

So, while there is no denying the roar of the Asian Tigers, and that the US and the European Union mewl rather feebly by comparison, there is no need for panic. Indeed a strong and growing Asian market presents great opportunities for brands, owners and investors.

### **The Asian century?**

Asia's total share of world GDP (29%) didn't change between 1995 and 2010. Its slice of global exports grew just 3% during that time from 28% to 31%.

And, despite the recessions of recent years, the US and the EU still account for over half of world GDP in terms of value; and 40% in terms of purchasing power.

### **Indian, Malay, Thai middle class on the march**

The number of Indians visiting Indonesia has grown over 130% in the past five years, from 60,000 to 140,000, with many Indians attracted by Bali and its traditional Hindu culture. Korea is equally popular among nationals from Indonesia, Malaysia, Thailand, and Singapore. In the past five years total arrivals from these Asian countries have almost doubled from 600,000 to 1,100,000 visitors.

## **Why invest in Asia?**

Our economy has taken a battering in recent times. Hotel Analyst editor Andrew Sangster notes that, starting in the financial collapse of 2008; European markets have been stifled by recession. Confidence gradually returned through 2010 and 2011 - and there were the beginnings of some deal activity - only to be smashed again by the Eurozone crisis of September/October 2011. Frightened investors and owners once again took fright and sat on their hands.

In contrast, Asian economies boom. Barriers to entry are dropping. Licensing, administration and investment are becoming easier. Asia looks more like a place to do business. But investors will need a proper local presence, the right market knowledge and the ability to broker the right relationships.

All these must be in place in order to spot opportunities for investment.

There are opportunities in Asia, but people don't fully understand the Asian market. We are still working out where to put the risk and where to invest.

## **Show me the money**

According to recent research from CBRE Global Research and Consulting, Asian hotel occupancy levels are at 68.3 % (2012) with revPAR up 1.4% year on year (to 2012).<sup>2</sup>

The growing wealth and confidence amongst travellers in the region means intra-regional visitor numbers have increased. Although some Asian markets do suffer from an over-supply of rooms, the wider picture for Asia is one of inward investment.

- It's estimated that almost 400k new rooms will enter the Asia hotel market over the next two to three years.
- About 20% of this new occupancy will be in upscale and luxury brands.
- In 2012 the hotel investment market grew by 1.13% representing \$5.54 bn.

This is very positive considering the wider global position.

1. Power Shifts, Economic Change and the Decline of the West? Michael Cox, London School of Economics <http://www2.lse.ac.uk/IDEAS/pdf/COX-Waltz.pdf>

2. CBRE Asia Hotels Market Review (H2 2012) <http://hotels.cbre.com/NR/rdonlyres/E39131CE-728E-4C9D-AE98-A516A274DD09/947232/AsiaHotelsMarketViewH22012.pdf>

## **Diversifying your global hospitality portfolio**

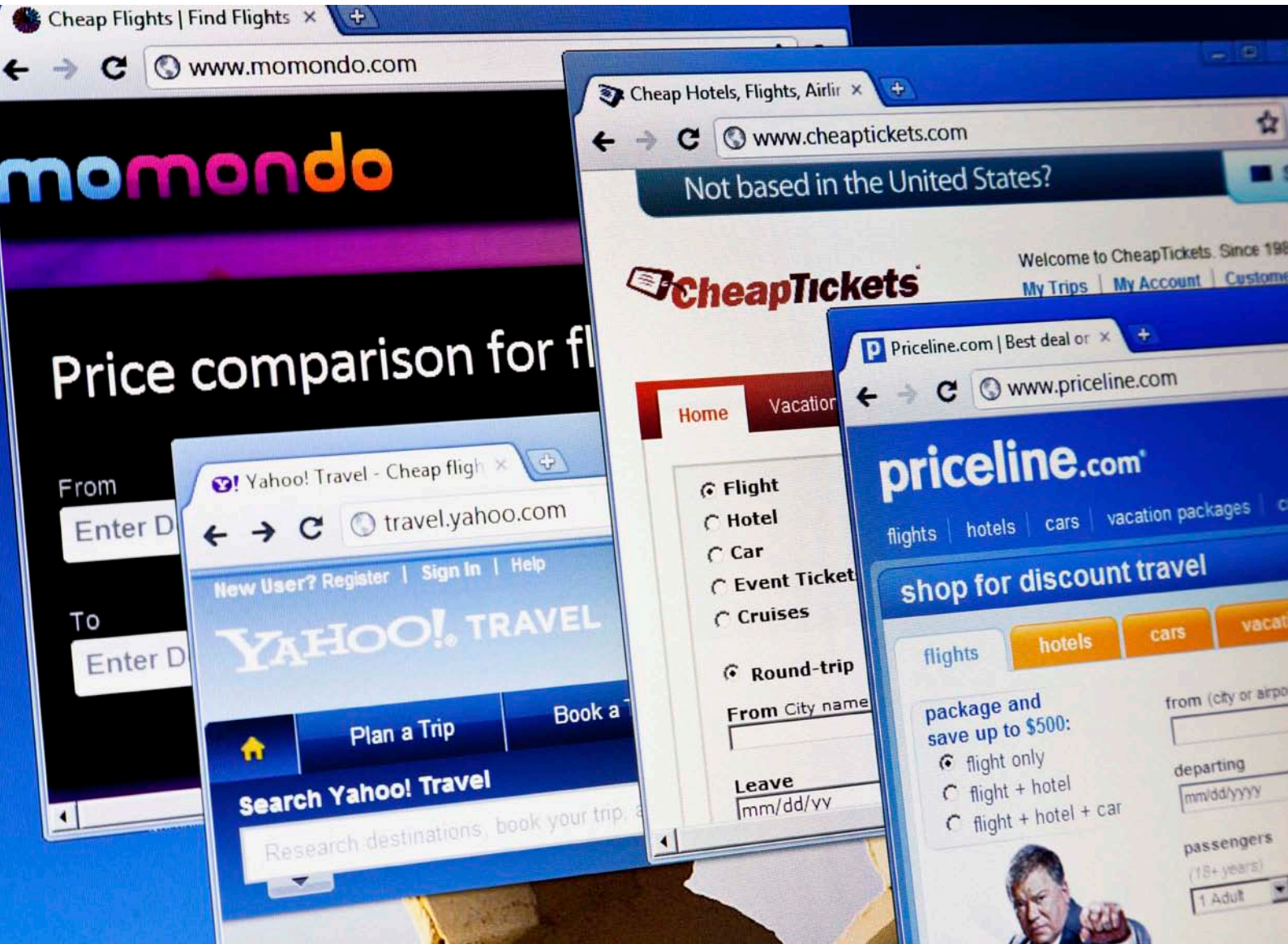
When considering business strategy, executives naturally look to consolidate risk in familiar, existing markets. Global hospitality players will do this in the G7 territory and the wider 'Western' market. But adventurous, bullish executives with an eye on the long game will be looking for new opportunities. Investing in the growing Asian market - at suitable risk levels - might offer that opportunity.

### **The global benefits of tourism and travel**

*"One of 12 jobs in the world is created by travel and tourism; 30% of world trade and services are from world tourism. Tourism has not historically been considered one of the crucial economic sectors, but today the scene has changed. In many countries the travel and tourism industry is bigger than the automotive industry."* Taleb Rifai Secretary - General of the World Tourism Organisation.







**Rupert Gutteridge**  
Group sales and marketing  
director, Guestline

## Channeling growth

Rupert Gutteridge, group sales and marketing director at Guestline, weighs in on the discussion concerning direct sales channels versus Online Travel Agents, and offers valuable insight into the definitive need for both.

Technology advancements in the development of distribution channels have greatly affected the evolution of a customer life cycle when booking accommodation online. Hoteliers need to consider these rapid changes in consumer behaviour and make a decision, not only on whether to use direct or indirect channels to capture this growing web traffic, but rather on how to integrate both effectively into a hotel's marketing strategy, by utilising the management tools at their disposal.

## Social Media as Social Business

With the growth of Facebook, Twitter, LinkedIn and the blogosphere, social media is fast becoming social business, where online interactions are seen as marketing initiatives. More than ever before, businesses are viewing social media as an essential tool in their kit to communicate with consumers.

Today, most hoteliers are engaging with social media - with interaction levels ranging from evangelist and guru, to acknowledging its importance at the least. A key idea that is often missing within these interactions, however, is that of two-way engagement – using social media not to engage at, but engage with your customers.

With the recent announcement of reaching over one billion active users, Facebook is a valuable platform for hoteliers to create community, cultivate loyalty and ultimately increase revenue by fuelling direct sales. Industry studies show 82% of hotel guests prefer to book directly online, and with one out of every eight minutes online being spent on Facebook, it is the ideal channel for hoteliers to have direct and instant communication with potential customers. Richard Webb, owner of The Grand Hotel in Lytham St. Anne's, Lancashire, wanted an effective online channel which customers would regularly visit and an open communication channel between them and the hotel. "I wanted a way of capturing the online demand without being compared with competitor hotels or having to pay any OTA commission fees," said Richard. "By steering reservations focus through to Facebook, we can put up deals or offers on our page to attract people and from there build a back-and-forth communication platform, engaging with past, present and potential customers. Then, they can book directly through the Guestline Facebook Booking Module, without a 'middle-man' – exactly the solution I had been looking for," commented Richard.

However, Richard is in the minority of hoteliers who focus solely on direct online channels over OTAs, as many hoteliers in the industry continue to struggle with believing in the revenue benefits of social media. Hotel owners and managers need to cease viewing social media as another potential 'push' marketing medium that

should show profitable returns, but distinguish it as more of a 'pull' marketing tool – encouraging communication between hotel and customer, building an interactive relationship, eventually enticing the consumer to book with a hotel they associate with and ultimately trust.

Still, the challenge of handling a medium which can be difficult, and at times impossible, to assess, is the prominent issue ringing true with most hoteliers. Only one in eight hoteliers use social media as a marketing tool, instead focusing on the development of other strategies which deliver predictable and measureable business. Even with high OTA commissions, the fact that conversion rates from some forms of social media are hard to track with no point-of-sale means OTAs are a preferable route as hoteliers can diversify to a broad, global online distribution mix, compared to the smaller, localised audience offered by social media channels.

## The Benefits of Online Travel Agencies

With the OTA market - also often quoted as the 'necessary evil' of the hospitality industry - reaching its peak in the USA, major brands are turning their focus to Europe and the UK. Due to the pressure to not only grow, but maintain their growth levels, OTAs have determined the UK markets have been fairly underexploited, which is intimidating for a large portion of hotel owners and managers.

However, hoteliers need not be afraid of such a growing market, but rather utilise these distribution mediums to their advantage. A study from Mintel showed 14% of consumers who booked online accommodation claimed they would make their purchases from a web-based company they had never heard of because it was cheaper. Also, out of the 70% of consumers who booked their



holidays online, 44% said they trusted the reviews on OTAs, which helped influence their decision to book.

Today, technology has allowed for getaways to be researched easily online, and price comparison sites are making this even more efficient for consumers. OTAs are helping them find the best possible deals - whether it be a complete holiday, or just a hotel room – through shoulder rates and reviews, potential bookings are determined and consumer decisions made.

Ann Barlow, Reservations and Meetings Manager at the Castlefield Hotel in Manchester, believes in the use of indirect sales channels, like OTAs, because they offer the experience customers are looking for. "Customers are consistently looking for the best deal possible and are using OTAs to find it. Through shoulder comparison rates, package deal offers and customer reviews, OTAs are the booking channels customers ultimately prefer to use as they essentially cut down the research time, and offer all the information necessary on one web page," said Ann. "As a hotel, by utilising OTAs we are essentially capturing a large portion of online traffic. It is clear that this is the experience consumers are looking for when booking their holidays, so why not take advantage of this insight and exploit this online traffic."

Hotels need to make use of the increased strength and diversity of OTAs and exploit the consumer traffic that will trend from this growing market. The ultimate benefit of working with OTAs is their expansive customer reach, which is the reason the commissions on bookings are so high – such a broad reach is the result of huge marketing spend on the part of the OTAs. It is true that fees and OTA commissions



can often significantly cut into the profit seen from a booking, but hoteliers need to understand the value they receive in return. Through presentation and retailing expertise, OTAs have perfected the way to convince consumers they are getting ultimate value for money when booking online - ideal for hotels looking to steer clear of the traditional, more factual marketing techniques.

## Have the Best of Both Worlds

There has been much discussion around whether hoteliers need to focus on using indirect sales channels like OTAs to conjure business, or that they need to move away from indirect channels and join the growing industry of social business. Ignoring one channel at the expense of another is foolish - hoteliers need to focus on both in order to capture all forms of online demand. At Guestline, we offer the appropriate management solutions for the different channels, as we believe in both forms of online distribution – as they serve alternate purposes, they are equally necessary to implement into a marketing strategy.

By integrating social media and direct booking channels into a hotel's marketing strategy, hoteliers can build a community within their brand, influence two-way engagement and, as a result, build a reputation with consumers. The customers will in turn spread this perceived image throughout their acquaintance base, whether through recommendations, reviews or simply uploading photos of their experience for all to see. From these recommendations, further potential customers then seek out reviews and pricing comparisons in search for the best deal, which is when OTA presence is crucial. This is the new lifecycle of a customer shopping in the hotel accommodation market, and by utilising both direct and indirect distribution channels, hoteliers can be confident they are capturing all forms of online traffic, and are creating the perfect balance in their hotel's web presence. No one knows what the future will bring, but it is safe to say if technology continues to advance at such a rapid rate, we will soon be seeing yet another new platform for distribution. When this happens, hoteliers must embrace the new technology– if they are to continue to move forward with the day's trends and technologies and utilise all tools at their

disposal to essentially increase revenue. To help hoteliers maximise revenue from internet based consumer traffic, Guestline have introduced the Guestline Facebook Booking Module, a simple, online channel that provides a platform to not only communicate news and promotions to your audience, but also to listen to concerns, field questions and even take bookings. As part of the integrated, web-based Guestline platform, the Module is an independent channel that connects the Facebook page directly to the hotel's PMS and Channel Manager, with live availability and real-time updates. The Guestline Facebook module also works hand-in-hand with the Guestline Channel Manager, offering hoteliers a unified mechanism to manage all OTA and GDS bookings in one automated system, saving administration time, eliminating double bookings, improving yield and ultimately increasing revenue.

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## Focus Hotels Management extends its relationship with Xn Hotel Systems – Xn's service now includes full desktop hosting

Focus Hotels Management is a leading independent hotel management company in the UK, with associated companies in Ireland and Germany. The group's current portfolio consists of 26 hotels with 3,700 bedrooms, comprising both independent hotels and franchises.

Following an implementation of protel PMS in 2009 and a migration of the application hosting service to Xn's new, co-located, Tier 3 data centre in 2012, Focus have now contracted with Xn to host the entire desktop for up to 70 users in the group. In addition to protel, Xn will host third party accounts, procurement and bespoke systems on behalf of Focus, as well as providing fileserver space, Microsoft Exchange and Microsoft Office. The systems are hosted from Xn's data centre in Manchester, with secondary failover to a mirrored system in the company's London facility.

**John Collis, Finance Director, commented:**

*"We've enjoyed a healthy relationship with Xn since we implemented protel back in 2009. It made sense to have Xn also host the PMS application as a one-stop shop solution and the savings that we can now achieve by moving our entire desktop into the cloud with Xn are significant".*

# → Change in real time



**Gareth Jones**

Partner, assurance and business advisory, Mazars



Finally spring is in the air and folk are looking at get out and about. However, for anyone involved with Employment Taxes, this year we are, as Charles Darwin observed, witnessing an evolution within the PAYE system with the introduction of Real Time Information, or RTI.

Whilst the PAYE system has been largely unchanged since it was first introduced over 60 years ago the government has none the less felt that there is a need to improve the operation of PAYE to help minimise any tax loss to the Exchequer but also to help deliver the payment of the Universal Tax Credit to employees.

Following a pilot scheme which commenced in April 2011 most employers were introduced into RTI from 6 April 2013. However, there will be a number of employers who will continue to be migrated across to RTI until October this year.

The introduction of RTI will bring some changes to PAYE procedures, for example, there will no longer be the need for new starters to complete a form P46. Instead the employer will be required to provide “new starter” information as part of their RTI submission.

Under RTI employers will be required to provide HMRC with details of the tax, National Insurance and other payroll deductions “on or before” the payroll is run. This process of making a “full payment submission” will soon become a familiar part of tax and payroll landscape. Employers will also be required to provide details of hours worked by their employees as this will be necessary to help calculate an individual’s entitlement to the Universal Tax Credit.

Where no payments are being made to an employee in a tax month, or where the employer is seeking to recover certain statutory payments, Construction Scheme deductions, or amounts due via the Regional National Insurance Holiday Scheme (applicable to new employers in certain parts of the country) then the employer is required to submit an Employment Payment Summary, or EPS. An EPS will need to be submitted by the 19th of the month following that to which the form relates.

Where a hotel or restaurant has a tronc scheme in place then they will be required to report PAYE information on time and in accordance with RTI.

One noticeable change is that from the current (new) tax year employers will no longer be required to submit forms P35 or P14 to HMRC. This is because all of the information will have been submitted to HMRC throughout the year. However, the operation of PAYE will remain unchanged in terms of how the amount of tax and National Insurance due is calculated and then paid across to HM Revenue & Customs.

Employers will be required to provide HM Revenue & Customs with changes as they may relate to an employee, such as change of address.

We will continue to see further developments in terms of how RTI will work and HM Revenue & Customs regularly update their “Frequently asked questions” guidance on their website. Furthermore, now that the limited pilot testing in respect of the Universal Tax Credit has commenced employers will no doubt be provided with guidance in this regard both leading up to its full introduction in 2017 and beyond.

If you should have any questions regarding RTI or wider employment tax issues then please contact Nick Bustin- Senior Manager- Employer Tax Solutions at Mazars. Email [gareth.jones@mazars.co.uk](mailto:gareth.jones@mazars.co.uk) or [nick.bustin@mazars.co.uk](mailto:nick.bustin@mazars.co.uk)



# Where are they now?

## Success stories from Hospa education



**Name**  
Naresh Tamrakar

**Job**  
Financial Controller

**Company**  
Crowne Plaza Marlow

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The day I got promoted to financial controller after completing the BAHA course.

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### What pearls of wisdom would you have for other students?

Study now and do not leave it for later, without qualifications it is very difficult to get to the top.

### What attracted you to the hotel industry?

My career within the hotel industry is by chance, not by choice. However, I enjoy working in the hotel industry due to its vibrant culture. Every day is different and not monotonous.



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# → MAKING THE MOST OF EBSCO



The HOSPA Education and Training Programmes provide a framework for developing the skills and knowledge needed at first line and middle management levels. Our courses in Financial Management and Revenue Management have been developed by leading educators in the appropriate field of expertise in conjunction with hospitality industry experts. Studying in their own time, learners are supported by a study pack, an online classroom with additional resources, a learner's discussion area and a dedicated stage tutor in addition to free access to the EBSCO online database with more than 23,000 full-text publications.

HOSPA is delighted to facilitate both learner's and member's access to the EBSCO's Business Source® Corporate database – the premier online source of business research information that is designed to meet the diverse information needs of today's busy professional. This article will help you to make the most of EBSCO, firstly by listing the resources you can access through the database, the benefits of doing so, followed by a step-by-step guide to using the database to find the resources that you need.

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## Benefits of using EBSCO's Business Source® Corporate database:

- Stay competitive by reading up on recent trends and developments in the hospitality industry
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- Stay informed by reviewing reports and analyses
- Gain insight by perusing globally successful hospitality companies' profiles

## How to access EBSCO's Business Source® Corporate

After you have logged in via the HOSPA members website area, EBSCO's Business Source® Corporate is accessible via two very user-friendly platforms:

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- Business Searching Interface, which is a business specific interface that provides business researchers tools that can locate and retrieve business content quicker and with greater precision.

## How to use the EBSCOhost interface

Once you have clicked on EBSCOhost Research Databases you will be directed to the "Choose Database" page. HOSPA members have access to all three databases listed. After selecting one or more databases to search, you will be directed to the "Advanced Search" page.

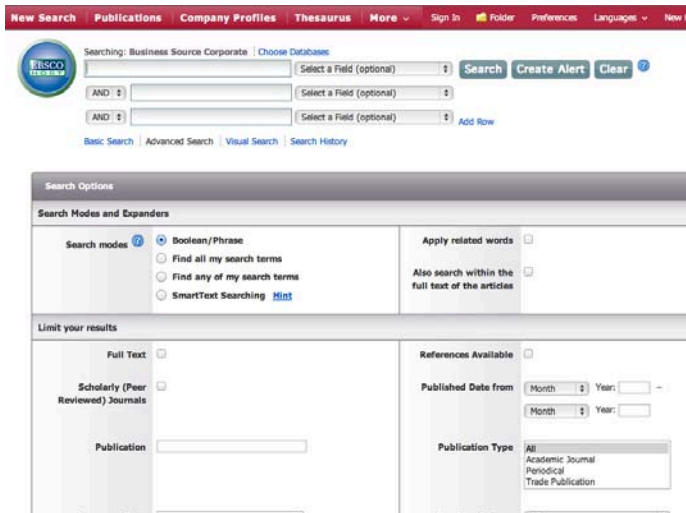
1. On the Advanced Search Screen, enter your search terms in the first Find field
2. Choose the search field from the optional Select a Field drop-down list (for example, search only in Title, Abstract, Company Entity or Publication for your search terms). You can add more Find fields and repeat step 1 and 2 by clicking Add Row



3. Select a Boolean operator (AND, OR, NOT) to combine the Find field entries.

4. Select from the available Search Option:

- Search modes: use specific search modes, such as “Find all my search terms” or use search options that expand your search, such as “Apply related words”
- Limit your results: by “Full Text” or Publication Date

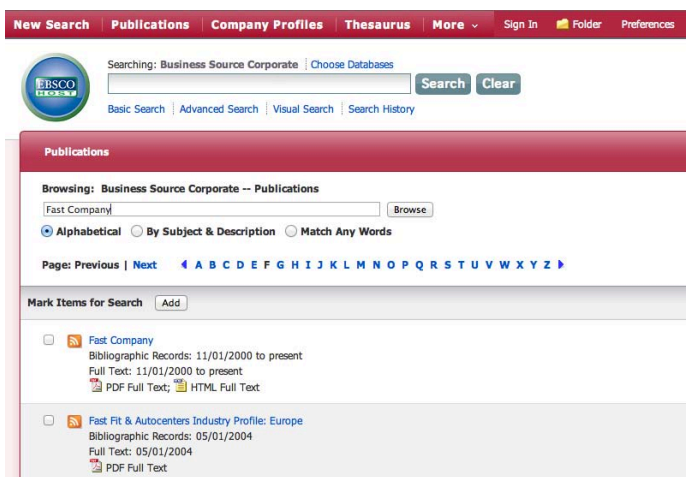


5. Click Search; the result list displays

6. The results list defaults to showing all results and can be filtered by several options (for example, Thesaurus Terms, Publication or Source Type) under the column on the left side. You can view the article by clicking on the emboldened icon PDF Full Text. The selected article will be displayed in Adobe Acrobat Reader.

After clicking on either the PDF Full text icon or on the title of the article, you can print, email, save, cite an export the article; or you can add it to your personal folder.

Click on Publications on the top bar to search within a particular title in the database. Enter its name in the Browse Publications field, check the box in front of the resulting name link and then click Add.



You can add search terms in the Find field, then click Search to view all articles from the publication that contain your search terms.

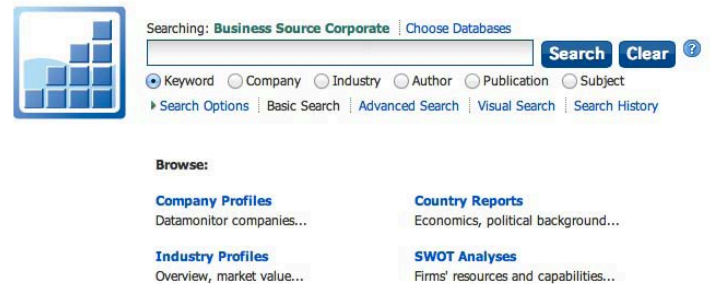
The Company Profiles link on the top bar offers access to thousands of Datamonitor reports in PDF format. You can the list of companies presented when you click on the button, or simply enter the company name in the Browse for field.

## How to use the Business Searching Interface (BSI)

The BSI is designed to help users research items such as economic or country analyses, investigate market trends or potential and find current competitive information.

The BSI is used in the same way as EBSCOhost, however, its basic search screen provides highly refined tools in order to be able to conduct an easy and quick search:

- It provides easy access for browsing look-up lists of authors, companies, industries, keywords, publications and subjects.
- It features Browse links for streamlined searching of alphabetical lists of Company or Industry Profiles, and Country or Market Research Reports



For more information on using EBSCO – please call the Membership Services office on 01202 889430 or email [info@hospa.org](mailto:info@hospa.org).

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# Desperately seeking Finance

**Martyn Jones, senior lecturer in accounting at Winchester University, is looking for help from the finance community for a research project about budgeting.**

**M**artyn is hoping to make contact with senior financial staff working for hotel groups who would be willing to talk about the budget setting and sales forecasting process in the recession, on a confidential basis.

The project will look at budgeting in an unpredictable environment and the evolving role of practitioners within the service sector.

Martyn quotes economist Anthony Hopwood, from his classic 1974 text *Accounting and Human Behaviour*: "Budgeting now occupies a central position in the design and operation of most management accounting systems...Nevertheless, despite its wide acceptance, budgeting remains one of the most intriguing and perplexing of management accounting procedures."

The text, says Martyn, is just as relevant and just as perplexing today in the context of an on-going recession as it was 40 years ago. There has been much academic research over time into the budgeting process, and selectively Ekholm and Wallin (2000) considered whether the budget was seen as capable of meeting the demands of the competitive environment in the information age, concluding that "the annual budget is not yet ready for the scrap heap". More recent North-American research (Libby & Murray Lindsay, 2010) carried out an extensive survey of practitioners in Canada and United States. The authors considered criticisms of the budgeting process, and in particular addressed the forceful case made against traditional budgeting by Hope and Fraser (2003). The conclusion of their research was that budgets are still widely used for control purposes and were still widely perceived to be value-added. The authors did identify, however, the need for further research into companies operating in unpredictable environments.

Many organisations are still facing a business environment within the UK characterised by uncertainty and in the context of the on-going financial crisis, and the conventional budgeting approach may be less useful as companies are more likely to focus upon cash and using continuous planning in addition to the conventional budgeting approach. Anecdotal evidence suggests that many organisations have recently been forced to move towards a process that accommodates more frequent replanning with more of a focus on cash management and cash forecasting.

## The changing competitive environment

Over a longer time frame, the changing competitive environment and indeed change in its own right has arguably facilitated the development of strategic management accounting over the last 20 years or so. Paradoxically recent academic research from Nixon and Burns (2012) has identified both a fusion of financial roles and also a diffusion of management accounting techniques.

Within the context of the on-going financial crisis and the changing competitive environment, this project aims at finding out more about the role of the practitioner working within the service sector in the UK. The primary objective of this study is to engage with service sector practitioners to further explore the currency of the term strategic management accounting, and also to find out more about the budgeting process in a recession and the evolving role of practitioners.

Funding has been received to support this project from the Committee for Departments of Accounting and Finance (CDAF) of the British Accounting and Finance Association (BAFA). The author is very keen to hear from any practitioners working within the service sector who are interested in talking more about their role and their recent experiences with the budgeting process. If you would like to get involved, please make contact with Martyn Jones from Winchester University Business School at [martyn.jones@winchester.ac.uk](mailto:martyn.jones@winchester.ac.uk)

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# Currency Choice makes life easier for the customer



At a recent Leisure & Entertainment forum hosted by Global Blue and Barclaycard, guest speaker Darran Cottington, Financial Controller at Rocco Forte Brown's Hotel said that "Currency Choice makes life easier for the customer".

In London's crowded luxury hotel market, it's ever more difficult to stand out from the crowd. One way in which Rocco Forte's Brown's Hotel, in Mayfair, differentiates itself is the personalised service its clientele receive. Nothing is too much trouble for its team, whether it's arranging an after-hours visit to a Savile Row tailor, or turning a morning jog into a guided sightseeing tour.

"Looking after our guests and meeting their expectations is fundamental to us," says Darran Cottington, the hotel's Financial Controller. "And Global Blue's Currency Choice is a way of making sure they're comfortable paying the bill in their own currency."

While Brown's Hotel's guests are hardly budget travellers, they like to know how much they are spending. "With Currency Choice they have that visibility straightaway," says Cottington, adding that business guests benefit from being able to submit their expenses claims as soon as they get home.

Brown's Hotel has a fascinating history and has hosted many distinguished guests since it opened as London's first ever hotel. In five years of using Currency

Choice, there has not been a single complaint from guests.

And the management team appreciates Global Blue's service. "With some of the bigger banks you're just another merchant ID, but with Global Blue we feel like we're an important customer," says Cottington.

## About Currency Choice

Many international travellers worry about spending in a foreign currency, after all, they're in an unfamiliar place, and may not know the local language or understand the currency.

Currency Choice allows international travellers to pay in their home currency, providing them with peace of mind, and the comfort and security of knowing they won't face unexpected bills when they return home.

Currency Choice is compatible with Visa, MasterCard, and Maestro, even within a 'card not present' environment (e-commerce), and works in partnership with major acquiring banks in 15 countries across Europe and Asia and converts over 40 currencies.

### Brown's Hotel, London, England

- Opened: 1837
- Owned by: part of The Rocco Forte Collection since 2003
- Number of rooms: 117
- Employees: 220
- Global Blue customer since: 2005

## Financial Controller, Darren Cottington Brown's Hotel

Since July 2005 Darran Cottington has been an integral leader at the Browns Hotel Mayfair, Rocco Forte Collection, London. As Financial Controller (Pre & Post Opening) he was an integral member of the executive team overseeing the £25m refurbishment of one of London's best loved hotels and establishing the hotel to a RevPAR position five in the city.

Brown's Hotel has a fascinating history and has hosted many distinguished guests since it opened as London's first ever hotel. Cottington remarked, 'In five years of using Currency Choice, there has not been a single complaint from guests.'

## About Global Blue

*Global Blue are experts on foreign travellers' shopping and spending and makes retail transactions between merchants and their foreign customers, easier and more rewarding for everyone. Having introduced the concept of Tax Free Shopping 30 years ago, Global Blue now offers a wide range of services that help consumers shop and spend wisely when they are in foreign countries, and merchants and banks increase their revenues from the lucrative traveller market.*

*Global Blue works with over 270,000 of the world's favourite retailers, shopping brands and hotels in over 40 countries and serves in excess of 60,000 travellers each and every day. The company's ambition is to become the beacon for international shopping and spending across the globe.*



**Liam McDonagh**  
 Consultancy Development  
 Manager

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 0844 225 1166 or visit  
 www.energ.co.uk

## Energy efficiency

**ENER-G's Liam McDonagh discusses the measures you should be considering to reduce energy spend, improve profitability and enhance environmental performance.**

During this tough economic climate, the hospitality industry is focused on increasing turnover and cutting operational costs to improve Gross Operating Profit Per Available Room. Many, however, are overlooking energy costs when investigating ways to improve profitability. With energy overheads rising well above RPI, they are becoming a much more significant element of hotel operational spend. Ignoring ways to reduce consumption, carbon emissions and costs, could therefore prove to be a costly mistake.

### Rising energy prices will affect GOPPAR

Energy bills are set to rise year-on-year, as the government tries to raise funds to improve and de-carbonise the UK energy supply infrastructure. Whilst the government estimates a 22% rise in energy prices by 2020, other industry experts warn the figure could be closer to 70%. This excludes current and potential future carbon taxes. There is also a rising customer expectation that hotels should be reducing their environmental impact. Without a plan to



mitigate these rising costs and risks, GOPPAR will be difficult to maintain, let alone improve.

Here are five key steps to effectively manage and reduce energy consumption, costs and carbon emissions:

## 1. A strategy is a necessity

Every hotel requires a detailed energy and carbon management strategy and associated action plan. This should include:

- *An understanding of when and where energy is being consumed*
- *An overview of the technical and behavioural changes needed to reduce energy consumption*
- *How performance will be measured and monitored to demonstrate success*
- *How the business will keep abreast of changing legislation and reporting requirements*
- *A procurement strategy to ensure you have competitive energy contracts.*

It is crucial that your plan has measurable and achievable targets and that these are reviewed regularly using a reporting system to evaluate progress.

## 2. You can't manage what you can't measure

Knowing when and where your hotel uses energy is key to saving it. Smart sub-meters should be considered to provide frequent and accurate consumption data on key plant, equipment and facilities. However these figures still need to be analysed intelligently. An automatic monitoring and targeting (aM&T) software package can collate, analyse and transform data into meaningful information. Together these tools allow you to understand factors that affect consumption, such as occupancy levels and outside air temperatures. You can then benchmark your sites, identify areas of waste and set goals for improvement. An energy consultancy, such as ENER-G can assist in setting up metering and data management requirements, key performance indicators (KPIs) and reporting frameworks.

## 3. Improve behaviours and technical infrastructure

Energy efficiency needs to become embedded into the day to day practices and procedures of your business. A cross departmental culture for energy efficiency should empower individuals to ensure their roles impact positively on the business' overall energy strategy.

Energy efficiency best practice must be considered in the obvious areas of maintenance, housekeeping and catering. In addition, it should be an important factor in the procurement of new plant and equipment, particularly during refurbishments, incorporated into designs and products at concept stage. Ensuring complicated heating, ventilation, air conditioning and lighting systems are optimised for energy efficiency is a technical task. Using an independent energy consultancy, such as ENER-G, to conduct a detailed energy survey will help you identify both no/low cost and CapEx opportunities to reduce energy consumption without compromising your guests' experience.

A detailed energy survey should also appraise low/zero carbon technologies, such as Combined Heat and Power, Heat Pumps and Renewables with fiscal benefits from government incentives, such as Feed in Tariffs and Renewable Heat Incentives, built in to the recommendations.

These recommendations should be incorporated into your energy strategy and an implementation plan should match your energy reduction targets and the hotel's budgets.

## 4. Monitoring performance and reporting success

As energy efficiency initiatives are implemented, improved performance can be tracked using your aM&T software. Your KPIs should track energy consumption and carbon emission targets, efficiency improvement measures and budgets. It is important to feedback success to management and employees involved in the initiatives, but also to share important milestones with a wider audience including your stakeholders and guests.

## 5. Develop a robust procurement strategy

The volatile wholesale energy marketplace presents opportunities to buy when prices dip, but equally a substantial risk of paying a premium during a peak. For a large energy consumer the timing of contract placement could make a difference of thousand's. Consider using an independent energy broker to monitor the wholesale market for you and identify the most opportune times to buy.

With a wide variety of contract types to choose from and suppliers' terms and conditions getting increasingly difficult to decipher, energy purchasing can also be a high risk task. An energy broker can also help advise on the most suitable contract type to suit your hotel's needs.

**To summarise, rising energy costs mean hotels need to focus on effective energy procurement and reducing energy consumption. Hotel managers must realise the positive effects that robust energy management can have on profitability.**

## Sales recover after big freeze

*Britain's pub and restaurant groups returned to sales growth in April after a disastrous weather-hit March. Latest figures from the Coffer Peach Business Tracker show collective like-for-like sales edged up 0.1% against April last year, compared to the 3.0% fall seen in March.*

"Last April's figures included all of the Easter weekend. This year's only took in Easter Monday, so the performance is actually better than the headline numbers suggest, as the Easter holiday is always a busy time for eating and drinking-out," said Peter Martin of Peach Factory, the business intelligence specialist that produces the Tracker, the sector's biggest and most comprehensive performance barometer, in partnership with Coffer Group, Baker Tilly and UBS. "The good weather at the end of the month helped to compensate for the loss of that Easter trading," Martin added. Total sales, including the impact of new openings, were ahead 2.8% of last April.

Regionally, London performed more strongly than the rest of the country, and pubs generally did better than restaurants – with London pubs being the star performers.

"However, the squeeze on growth we have seen on casual dining restaurant brands in London may have turned a corner. For the last six months, the trend has been one of like-for-like sales decline, but last month the annual rate turned positive, up by 0.3% on a year-on-year basis," said Martin.

Also looking at long-term trends, he added: "Perhaps more importantly the underlying growth trend for the sector as a whole has improved." On a year-on-year basis, collective like-for-like sales for the 27 companies in the sample were ahead 0.9% at the end of April against the previous 12 months, compared to 0.6% at the end of March.

David Coffer, chairman of the Coffer Group, said: "The overlap of the Easter trading period has confused data but, nevertheless, the stronger trend in London compared to the rest of the country is still very evident, with the impact of weather

conditions also having a great impact on an increasingly fickle and sophisticated public.

"With the continuing draconian measures of central London planners and their resistance to new restaurant and leisure development, it will be interesting to see the effect of this policy over the next year. There may well be fewer openings but higher concentrated turnover per unit as stragglers get sold to more professional operators. The proposals of the West End Commission, if adopted by all stakeholders, will also have an impact on central London trade, as vehicular access is increasingly restricted."

Paul Newman, co-head of leisure and hospitality at Baker Tilly added: "The longer term trends are becoming increasingly encouraging, particularly in London. Year on year total sales growth of 5.6% inside the M25 is reflected in the bullish attitude of operators we are speaking to, with plenty of new site openings in the pipeline. However, concerns continue to gather pace over the potential overheating of the new site rental market. Balancing top line growth against a deterioration of new site operating margins will need careful management." Jarrod Castle, leisure analyst at UBS European Leisure Research, said: "Comps were weak. with April 2012 like-for-likes being down 2%. However, growth was tempered by March seeing much of the positive impact from Easter trading. Total sales growth of +2.8% implies new sites continue to contribute around 2.7% of revenue growth, in line with trading since the start of 2013. Looking forward, we expect the good Bank Holiday weather and improving momentum to aid growth in May, although comps do toughen to +2.6%."

The Coffer Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 27 operating groups, representing combined annual turnover of £6.4bn, and is recognised as the established industry benchmark.

### Pub and restaurant group monthly sales performance for past 12 months

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
LFLs	2.6%	1.3%	-0.2%	2.1%	0.7%	-1.7%	3.4%	0.3%	-2.4%	3.3%	-3.0%	0.1%
Total	6.5%	5.0%	3.6%	6.2%	4.1%	1.6%	6.5%	3.2%	0.0%	6.1%	-0.2%	2.8%

Source: Coffer Peach Business Tracker. Coffer Peach Business Tracker is powered by Demographix

**For more information please contact**

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## Joined-up writing on the wall

# Carl Weldon witnesses a sector calling for government backing

***The government needs to take the hospitality sector seriously and give it full backing, was the message from the British Hospitality Association's annual summit.***

The theme, which could be distilled down to: "we create jobs, help us create more" was one which had become familiar to the sector, but one which, as the economy continues to stagnate, is no less relevant.

The BHA currently has a target of creating 30,000 jobs by 2020. The organisation has received pledges at a series of nine Big Hospitality Conversation events which have taken place over the last year across the UK.

Pledges have been made by a number of organisations, including Whitbread, Accor and Hilton. The job opportunities are 14,832 permanent roles, 11,103 apprenticeships, and 5,157 paid university work placements.

Ufi Ibrahim, BHA CEO, told the summit: "We present a clear choice for the government and the hospitality industry. Either we are content with a 'steady as she goes' approach or we jointly pilot

a path for a more ambitious strategy. Growth is getting harder to maintain because of international competition and the weak economy.

**"Hospitality and tourism is a great British success story demonstrating huge economic potential for export and staycations. Feasts and festivals, hiking and heritage, picnics and parties, rollercoasters and rock music – hospitality and tourism businesses deliver all of these enjoyable activities. But these have a serious side and that is generating growth and jobs for the UK. The government must aim to take global competition seriously and act like a major competitor in the global hospitality and tourism marketplace."**

The BHA believes that the government must act, rather than just talk about four key issues on which the success of the hospitality and tourism industry depends. These include changing the structural organisation at the highest level of

government to create a cross-ministerial task force to shape the growth strategy for the hospitality and tourism industry and then oversee its delivery across all government departments.

In addition, there must be a step change to improve the UK visa application procedure and the current perceptions of inbound visitors on the exorbitant cost airport taxes and the complexity of getting a UK visa.

There must also be decisive action on increasing airport capacity and, finally, cutting VAT on tourism to 5% so UK visitor accommodation and attractions aren't "further priced out of the market by European competitors".

Ibrahim's message was echoed by Simon Vincent, president, Europe, Middle East and Africa, Hilton Worldwide, who said: "The hospitality industry is the UK's fifth largest sector, worth well in excess of £100bn a year, and as such it needs to be viewed by the government as an export industry. Government and industry working together is essential to increasing our global competitiveness in areas such as visa reform, infrastructure development and investment in young people to ensure the UK remains best in class."

While the industry knows what it wants from the government, and the government's current priority is to create jobs, the attendees complained of a lack

of joined-up thinking from the authorities, which was holding the sector back. Willie Walsh, IAG CEO, told the summit that last year's Olympics was the "best marketing campaign ever" for the UK and must not be wasted. Walsh said that the UK was ranked fifth in the world economy based on its culture and tourism resources, but was ranked 13 8th in terms of price competitiveness, because of the current tax regime.

While there were calls for better marketing - with the current US media campaign hailed as an example of what the government should replicate - the issue of education was also raised. Sir John Armitage CBE, Chair of Olympic Delivery and chairman of City and Guilds, that the Education sector was currently carrying out research and "examining their own navel", feeding ministers new data and suggesting "constant change rather than solutions". He complained that the current system was "not developing people fit for purpose". Sir John said that, with teachers who have only worked in teaching, it was no surprise that they could not give effective career advice to students and called for employers to play a role in attracting students to hospitality. Once there, he said, they should be inspiring their employees.

In these straightened times, it was no surprise that Maria Miller, MP and Secretary State for Culture Media and Sport (and Miller drew attention to the big shifts in international visitors in recent years, with the highest-spending visitors in 2011 being from the Middle East and Asia Pacific. With 40% of visitors citing culture as a reason to visit the UK, the change in origin of visitors has meant that different attractions have become popular, Miller said. With Japanese children taught English using Beatrix Potter, the Lake District, where she lived, has seen visitor numbers grow.

Ibrahim thanks Miller for representing the industry to the government, but called on her to create "a Council for the Industry for joined up thinking!".

One method put forward to bring the currently disparate marketing of the UK together was better use of technology. Nigel Huddleston, industry head, Travel, Google, said that the industry needed to move away from merely using the internet to sell deals and instead use it to build a relationship with the consumer. He said



that the final booking was just the start of the relationship with the consumer and, with the mobile phone "now an extension of your arm", there were many opportunities to stay in touch with guests and "add value to the conversation". The lack of adoption of technology by the sector was a theme also picked up by TNS's Jim Ecclestone, who said that the industry had not improved its use of technology since the internet became popularised.

Ecclestone repeated the message about forming a good relationship with the consumer, using the example of a customer who had complained about the Dylan Hotel in New York on Twitter but, when the hotel apologised and rectified the issue in question, retweeted the apology, creating good coverage for the hotel.

Hotels have often avoided using social media such as Twitter and Facebook because they have been bitten by sites such as Tripadvisor, where they feel they have no control. However, what they are now - slowly - learning, is that it is not the initial message which consumers see which has the most impact, but how they then act. A negative can easily become a positive. A message which the sector would do well to convince the government of, as it tries to open the lines of effective communication. Minister for Women and Equalities), reminded attendees that return on investment was a priority and it was important to get "the biggest bang for our buck".



## London sees its first month of profit increase in 2013

After three months of consecutive profit decreases London saw the first month of Gross Operating Profit (GOP) growth in April, according to the latest HotStats survey of approximately 625 full-service hotels across the UK.

Despite a slight decrease in occupancy by 0.2% at a stable average room rate (ARR) of £135.29 bringing revenue per available room (RevPar) down by 0.2%, hotels in London experienced a profit increase of 1.6% for the month of April. This was achieved thanks to a 6.3% growth in revenues from beverages and a 3.3% increase in food revenues per available room, leading to a 0.8% increase in total revenue per available room (TrevPar) as compared to April 2012.

The residential conference segment made a contribution to TrevPar growth as it simultaneously grew in volume by 2.3% and in rate by 2.9% to £158.96. The volume contribution of the BAR segment decreased from 17.9% in April last year to 16.0% last month even though the average BAR segment rate remained stable at approximately £151.

Looking at the calendar year to date performance, April's positive trend was not strong enough to offset what happened in the first quarter of the year. The 4.9% decrease in GOPPAR for the calendar year was caused by a combination of both falling revenues and rising costs. Overhead cost increases in areas such as property and maintenance and a departmental operating profit conversion decrease of -0.7 percentage points impacted the bottom line with GOP as a proportion of total revenue at 1.4 percentage points below last year (42.0%).

Even though the first four months of the year show cumulative negative trends across all key performance indicators, the rolling twelve months figures are still recording benefit from the Olympic effect.

## Spring fever in the provinces

The provinces experienced the biggest year-on-year profit increase in more than three years according to the latest HotStats survey. GOPPAR climbed 10.0% last month, which gives hoteliers reason to hope for a more profitable year ahead. This exceptional performance can partly be explained by the shift of the Easter holidays with Good Friday falling into March this year.

RevPar growth of 7.3% was facilitated by a combination of rising average room rate (+2.2%) and increased occupancy (+3.4 pts) in many provincial markets. Thanks to an overall positive non-rooms revenue trend, TrevPar rose by 2.2% to £87.30.

Birmingham was one of many markets with positive news in April: the city showed a 6.3% average rate increase and simultaneously saw occupancy climb by 4.8 percentage points resulting in RevPar up 14.4%. TrevPar was further boosted by 9.5% through increasing food (+10.2%) and beverage revenues (+9.5%). On the other hand meeting room hire slightly decreased by 1.5%.

Outstanding performance was recorded in Bristol: GOPPAR shot up by almost 55% last month thanks to above 20% revenue per available room increases across all departments.

The calendar year as well as the rolling twelve months picture of the provinces are, however, not in line with April performance; revenue increases not converted into profit growth despite efficient payroll control. In both cases TrevPar increased by 1.3% and by 1.4% respectively but upward pressure on costs still affected the GOP conversion.



## The month of April 2013

	Apr'13	Apr'12	Var b/w		
TOTAL UK	Occ %	75.0	72.8	2.3	▲
	ARR	94.94	93.79	1.2%	▲
	RevPAR	71.23	68.26	4.4%	▲
	TrevPAR	110.59	108.01	2.4%	▲
	Payroll %	29.4	30.5	1.1	▲
	GOP PAR	38.67	36.31	6.5%	▲

	Apr'13	Apr'12	Var b/w		
LONDON	Occ %	81.1	81.4	-0.2	▼
	ARR	135.29	135.24	0.0%	▲
	RevPAR	109.79	110.04	-0.2%	▼
	TrevPAR	150.60	149.42	0.8%	▲
	Payroll %	25.3	26.2	0.9	▲
	GOP PAR	66.21	65.16	1.6%	▲

	Apr'13	Apr'12	Var b/w		
PROVINCES	Occ %	71.5	68.1	3.4	▲
	ARR	68.27	66.80	2.2%	▲
	RevPAR	48.80	45.49	7.3%	▲
	TrevPAR	87.30	85.44	2.2%	▲
	Payroll %	33.5	34.6	1.1	▲
	GOP PAR	22.64	20.59	10.0%	▲

## The Calendar year to April 2013

	YTD'13	YTD'12	Var b/w		
TOTAL UK	Occ %	68.5	67.8	0.7	▲
	ARR	91.59	92.54	-1.0%	▼
	RevPAR	62.72	62.70	0.0%	▲
	TrevPAR	101.30	101.22	0.1%	▲
	Payroll %	31.5	31.6	0.1	▲
	GOP PAR	31.19	32.11	-2.9%	▼

	YTD'13	YTD'12	Var b/w		
LONDON	Occ %	75.7	75.9	-0.2	▼
	ARR	128.73	131.69	-2.2%	▼
	RevPAR	97.40	99.91	-2.5%	▼
	TrevPAR	137.74	139.98	-1.6%	▼
	Payroll %	27.2	27.1	-0.1	▼
	GOP PAR	55.96	58.82	-4.9%	▼

	YTD'13	YTD'12	Var b/w		
PROVINCES	Occ %	64.5	63.3	1.2	▲
	ARR	67.39	66.86	0.8%	▲
	RevPAR	43.45	42.33	2.6%	▲
	TrevPAR	81.06	80.00	1.3%	▲
	Payroll %	35.4	35.8	0.3	▲
	GOP PAR	17.43	17.49	-0.3%	▼

## The twelve months to April 2013

	Rolling'13	Rolling'12	Var b/w		
TOTAL UK	Occ %	73.8	73.2	0.6	▲
	ARR	97.60	96.16	1.5%	▲
	RevPAR	72.03	70.38	2.4%	▲
	TrevPAR	115.87	113.41	2.2%	▲
	Payroll %	28.4	28.7	0.3	▲
	GOP PAR	43.39	42.40	2.3%	▲

	Rolling'13	Rolling'12	Var b/w		
LONDON	Occ %	80.3	80.7	-0.3	▼
	ARR	143.21	139.39	2.7%	▲
	RevPAR	115.04	112.44	2.3%	▲
	TrevPAR	180.29	155.68	3.0%	▲
	Payroll %	24.2	24.5	0.4	▲
	GOP PAR	76.02	73.12	4.0%	▲

	Rolling'13	Rolling'12	Var b/w		
PROVINCES	Occ %	70.2	69.1	1.1	▲
	ARR	68.97	68.47	0.7%	▲
	RevPAR	48.43	47.30	2.4%	▲
	TrevPAR	91.49	90.22	1.4%	▲
	Payroll %	32.4	32.5	0.1	▲
	GOP PAR	25.49	25.55	-0.2%	▼

# Members' Events

## Forthcoming events

### June 28 The National Marketing Conference

Hilton at the National Football Centre at St George's Park, Staffordshire.

The conference is being organised by The Tourism Business in partnership with the Hotel Marketing Association and CIM.

The conference sees 15 top hotel and marketing speakers presenting to an audience of up to 200 hotel managers, sales/marketing managers and other industry personnel. Speakers include Peter Hancock of Pride of Britain Hotels, Sarah Fussey of Best Western, Roddy Whiteford of The Feversham Arms and keynote speaker Mike Ashton (former Vice-President of Marketing for Hilton).

HOSPA members can access the event at the special HMA delegate rates, saving £50 per person. More information at [www.hotelmarketing.org.uk](http://www.hotelmarketing.org.uk) or telephone the conference office on 01904 438100.

### July 11 HOSPA Quiz Night 2013

The Prince of Wales, 150-151 Drury Lane.

The event starts from 6pm for a light meal, drinks and networking with the quick-fire quiz rounds starting at 7pm prompt. You can book a team of six or book individually (individuals will be placed on a team of our choice).

Cost: £25 per person, including a drink and light meal  
£150 per team of six, including a drink and light meal  
(Prices are inclusive of VAT).

This is always a sell-out event with limited teams available, so we strongly advise booking early to avoid missing out on a great social event.

Book your place online or download the PDF booking form from [Hospa.org](http://Hospa.org) and return to Wayne Gosden by email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org). For more information please contact Wayne on 01202 889430.

### Sept 16 HOSPA Scotland Regional Meeting - Edinburgh

The Carlton Hotel, Edinburgh

6.00pm for a 6.30pm start. Sponsored by Puma Hotels.

Topic and speakers to be confirmed in due course.  
To register your place at this event, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details.

### Sept 19 HOSPA Revenue Management Breakfast Workshop - London

Venue to be confirmed  
9.00am for a 9.30am start.

The HOSPA Revenue Management Committee (HRMC) have organised a hands on breakfast workshop focussing on social media and hotel mobile technology trends.

This event is free of charge to both HOSPA members and non-members so don't forget to inform your colleagues! Registration is necessary to attend. Please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details.

### Sept 26 HOSPA Revenue Management Breakfast Workshop Birmingham -

De Vere Venues Colmore Gate, 5th & 7th Floor, Colmore Row, Birmingham, B3 2QD.

9.00am for a 9.30am start.

The HOSPA Revenue Management Committee (HRMC) have organised a hands on breakfast workshop focussing on social media and hotel mobile technology trends.

This event is free of charge to both HOSPA members and non-members so don't forget to inform your colleagues!

Registration is necessary to attend. Please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details

### Oct 30 Independent Hotel Show 2013

Launched in 2012, the Independent Hotel Show has filled an essential gap in the market, connecting the highest quality suppliers with luxury and boutique hotel decisions makers from all over the UK. Packed full of expert insight and advice, from informative business sessions to trend reports and new product and service showcases, the Independent Hotel Show is designed to be a one-stop business platform for the luxury and boutique hotel industry. The Independent Hotel Show will be returning in 2013 on the 30 & 31 October at Olympia, London and with a number of new ideas & concepts in place we look forward to delivering another quality event for the independent, luxury and boutique hotelier. For further information and registration please visit [www.independenthotelshow.co.uk](http://www.independenthotelshow.co.uk)

### Nov 21 HOSPACE 2013

HOSPACE is a one-day annual conference and exhibition hosted by HOSPA. The theme of this year's eagerly awaited HOSPACE 2013 Annual Conference and Exhibition for hospitality finance, revenue management, IT and commercial professionals is yet to be announced. Further information regarding the theme and speakers will be released during the summer of 2013.

HOSPACE 2013 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.

For enquiries and to register early, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org). Registration is necessary to attend the above meetings: please visit the events section on our website or email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details. Non members welcome.





# HOSPSPACE

Conference & Exhibition 2013



**Thursday 21st November**  
Sofitel London Heathrow, Terminal 5

HOSPSPACE 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 UK hospitality industry.

HOSPSPACE 2013 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 issues and hot topics.

**BOOK TODAY**

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