

# THE OVERVIEW

ISSN 2048-4844 JULY ISSUE 2017

## The attraction of attractions



Let's get HOSPA quizzical  
New HOSPA IT chair

# Welcome to THE OVERVIEW

At the time The Overview was going to press the Taylor Report on the gig economy was released and met with mixed reactions.

The report was commissioned amid concerns about the practices of companies operating in the so-called gig economy, such as Uber and Deliveroo, the latter of which has turned any restaurant - or hotel kitchen - into a potential takeaway.

The report cited figures estimating that 1.3 million work in the gig economy, which is typified by zero hours contracts and a lack of employee benefits such as sick pay.

The report called for workers to be given the right to request fixed hours and permanent contracts, but did not extend the minimum wage right to them. Instead it called for two-way flexibility on pay, with companies having to pay at least the minimum wage in exchange for a contractor working during busy periods.

Taylor said that there was "nothing wrong with zero hours contracts" but that "bad work - insecure, exploitative, controlling - is bad for health and wellbeing, something that generates cost for vulnerable individuals, but also for wider society".

Neil Carberry, CBI managing director for people and infrastructure, said: "Changes to the application of the minimum wage, rewriting employment status tests and altering agency worker rules could have unintended consequences that are negative for individuals, as well as affecting firms' ability to create new jobs."

The UK has made a name for itself as a flexible environment for companies to operate. This has been key in attracting the kind of worker which has allowed the service sector to thrive and it is many of these workers - looking for short-term cash, not a long-term career - who are also likely to be lost to Brexit.

Now may not be the time to impose further restrictions on employers, but it is always the right time to be a good employer.



*Katherine Doggrell*

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Hospitality Finance, Revenue and IT Professionals

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Hospitality Professionals Association

## The Overview online

You can login to the membership area on the HOSPA website and read this journal online plus archived copies in the members' area are available at: **[www.hospa.org](http://www.hospa.org)**

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## Forwards to HOSPACE 2017



### HOSPA CEO Jane Pendlebury looks back at HITEC and forwards to HOSPACE 2017

June and July have been packed months. I've been in Toronto for HITEC; plans and bookings for HOSPACE 2017 are progressing apace; an exciting programme of topical HOSPA member meetings has been arranged for September and October; and, as ever, our annual July Quiz night proved an overwhelming success.

It is always a privilege to visit HITEC. A massive exhibition attracting exhibitors and delegates from around the world, HITEC showcases the latest developments in hospitality technology. We are delighted that some of the show's exhibitors will be displaying and promoting their products and services at our HOSPACE 2017 exhibition at the Royal Lancaster London on 2 November.

HITEC provided a great opportunity to catch up with colleagues from North America, Europe and Australasia and learn about the remarkable new technologies being offered to our profession. Robots and AI solutions seemed to attract a lot of attention. I even learnt how to throw an axe against a wooden wall, thanks to a crazy and enormously fun evening organised by Fourteen1P.

Big thanks go to all of you who joined us for our annual Quiz Night, held at Browns Covent Garden in London's St Martins Lane. We had a fabulous evening, with a superb quiz master in John Williams from Availpro. Like last year, it was a baking hot day and we were very grateful for the restaurant's air conditioning. An impressive Marriott IT team took the Quiz Night honours; and Katherine Doggrell's full report on the event, with a picture of the winners, can be seen on page 8.

I'm now calling all HOSPA Scottish members to ensure their Quiz Night on 13 September at our regular venue - The Collage Corner Bar within the Radisson Blu Hotel, Glasgow - will be equally successful and fun. There are still some tables left, so please get in touch with us to book your space ([www.HOSPA.org](http://www.HOSPA.org))

We have a great series of HOSPA Members Meetings lined up for you after the summer break. A full list can be found at the back of The Overview, but here are some examples of stand-out events.

We are working with Andrew Evans, Chief Executive of Keystep Solutions, on a London event: 'Bridging the gap between traditional and technology', at Red Carnation's recently refurbished The Rubens at the Palace. A winning combination of informative speakers on installing technology in such a classic setting, and the hotel's renowned hospitality make this an eagerly awaited event on Thursday, 21 September.

Another association HOSPA works very closely with is The Chartered Institute of Accountants in England and Wales (ICAEW). I am delighted to announce that we are joining forces with them on 28 September to run a seminar on staff and skills issues in the hospitality industry - to be hosted by Mazars at their London offices at Tower Bridge House in St Katherine's Way, E1W 1DD. The challenges posed by Brexit make this an especially pertinent event to attend. Topics will include the sensitive service charge/tronc issue, as well as hidden extras such as staff uniforms and accommodation. Concerns over the modern slavery act also will be covered during this meeting, so well worth a couple of hours of your time.

The beginning of October sees a new initiative from our sponsors Atos, who are eager to work closely with our industry. Atos will be hosting an event on 5 October at their impressive offices in central London, focusing on embracing digital and how we, in the hospitality industry, can transform ourselves.

Finally, on 18 October before HOSPACE on 2 November, we are running an event at the Sofitel London St James hotel, on 'Asset Management - Friend or Foe? Does it really add value to the top and bottom line?' With the increase of owners and management companies, asset management is a growth area within the hospitality industry. Organised by HOSPA with the help of many HOSPA members, I can't wait to hear the exceptional speakers we have lined up for you.

Please go on to the events section on [www.HOSPA.org](http://www.HOSPA.org) to book your places. I hope you manage to take a break this summer and can contain your excitement until September.



**Chris Denison Smith**  
Director, FM Recruitment

## The Culture Factor

Workplace Culture is a key factor in the success of any hospitality business. Culture is the difference between having good strategy on paper and achieving impressive project results. A good understanding of your culture will be invaluable to your recruitment strategy. An attractive workplace culture can also be a deciding element in talent acquisition. Culture permeates everything, from staff behaviour to guest experience. Cut a slice anywhere into the company cake, it will be the same flavour. Your culture will be visible to stakeholders and consumers and will be evident in your overall performance.

### Codes of Culture

Culture is dictated by the structure of your business and processes including - team structure, lines of communication, and training. The use of technology, problem solving methodology, and codes of conduct are all a part of the company culture. It is important to note that while your business may purport to have certain code of behaviour, and this may be written in the staff handbook, if your staff are not following it, it is not a true part of your culture. A recycling box does not mean you have a culture of recycling unless people are taking the time to separate waste and use it properly.

### How do we know we achieved good culture?

There is a saying "Culture is what people do when no one is looking." Culture is more about action than words. You can see it in the choices staff make - when people make decisions that reflect your vision without you having to remind them of the goal, this shows it has become culture. You will be able to see good culture in the ease that things get done - if everyone is on the same page they can work better together.

### Leadership

It is vital that the executive team lead by example and live the culture that they want to see. Whether you want to improve team work, feedback, sustainability, wellness, or innovation - no one will be motivated to engage with anything the leader does not buy into themselves. The right leaders can transform a business. Research from Gallup found that "70% of the variance between lousy, good and great cultures can be found in the knowledge, skills and talent of the team leader."<sup>1</sup>

### Achievement

Do your team spend more time looking at the clock or looking for ways to improve? Many businesses promote a culture of achievement through regular meetings and rewards systems. Whatever your approach to monitoring success, it is important to remember that little changes add up. Your big ideas will not go very far if no one does any more than the bare minimum

to meet expectation. But if everyone in the company is driving for improvement, it doesn't matter how small their changes are, progress will soon be evident.

### Engagement

Taking the time to really engage your employees will be worthwhile for your business. Employees who care about their work will be far more productive and will take more initiative, according to Gallup there is a 21% greater profitability from engaged business units<sup>2</sup>.

Make sure your staff understand how their role feeds into the ultimate company aim so that they can drive towards this goal.

### Corporate Social Responsibility

When making decisions, how far do your team members consider the wider impact on society and the environment? Millennials are extremely attuned to the ethical behaviour of companies. If your culture truly promotes responsible business, and you can show evidence of this, then it could help attract great candidates and more customers to your business.

### Feedback

Annual performance reviews are dying out. Many major companies have realised that this approach to development is ineffective. Instead your culture should do its best to promote regular feedback. When people do a good job, positive feedback will mean they continue to use this approach.

Similarly, if there are issues with a person's performance it makes no business sense to wait a year to tell them. A quick nugget of feedback and encouragement could turn things around. People can fear giving feedback in case it is taken the wrong way, but if everyone accepts the common goal of reaching a high-performance level and welcome feedback as part of the usual work process, then it can become a tool for improvement. Feedback should flow in all directions across the organisation - from manager to employee, between peers, and from employee to manager.

<sup>1</sup> [www.gallup.com/reports/208811/re-engineering-performance-management.aspx?utm\\_source=www&utm\\_medium=copy&utm\\_content=20170427-opinion-tcb](http://www.gallup.com/reports/208811/re-engineering-performance-management.aspx?utm_source=www&utm_medium=copy&utm_content=20170427-opinion-tcb)

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## Wellness

We live in a demanding world, but we have passed the point where working to exhaustion is the way to get ahead. A culture of wellness will encourage employees to get a better work life balance. Having happy healthy staff will mean better performance overall. Wellness can be incorporated in team building exercises. The rise of wearable technologies like Fitbits has brought out the competitive side of many; office step-count competitions are now common.

## Recruitment

When you recruit new staff, it is vital they fit your culture, and that they have the personality and values to work with you. A key part of a recruitment company's role is to try to understand your company culture and to align that with the candidates being presented. Now not everyone in the company need to be a cookie cutter of each other; diversity of skills, experience and background is key to new ideas and development. But at their core your team should all want the same things.

Does your team need a head down focused mindset to get things done, or do they need the outside the box

entrepreneurial thinking that keeps your company unique? Spa properties may prefer people with a calming influence who are happy to work in a quiet atmosphere, while lively activity centres will need outgoing, chatty, motivating people.

## Understanding your culture

Take stock of the culture already in your business. Listen to conversation between your staff and notice how they go about dealing with tasks and problems. Listen to feedback from your customers to see if they highlight where your company does not match up to your vision. Then start conversations that reflect the culture you want to see.

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





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## James Bland - Stock Controller/ Accounts Assistant - The Cairn Hotel Group Hotels

**Winner: Highest Grade Achieved - Stage 3 Financial Management,  
March 2016**

James commenced the HOSPA Financial Management programme in March 2015. He was the prize winner for Stage Three, September 2016 for achieving the highest combined course work and examination grades.

James started his career in hospitality working in the bar at a local hotel whilst also studying at college. After completing his studies he continued working at the hotel and now has 20 years of experience in the industry up to managerial level.

After securing the position of Stock Controller within a local hotel, James quickly made a positive impact on the stock control systems and as a result was encouraged to start the HOSPA Financial Management course. His role within the accounts department has subsequently evolved and he now directly supports the hotel's Financial Controller.

He tells us:

"The course has given me the confidence in my own abilities and provided me with a range of skills and techniques which will allow me to further my career in accounts."

I would like to continue gaining experience in my current position and would like to undertake further relevant qualifications. I hope to work toward a Financial Controller position in the future."

Studied in three Stages, the HOSPA programmes in Financial Management or Revenue Management cost £820 + VAT per Stage and enrolments are being accepted now for the September 2017 programmes. Contact [education@hospa.org](mailto:education@hospa.org) or visit the website at [www.hospa.org/education](http://www.hospa.org/education)

### Meet the Professional Development Team

Calling all heads of Financial and Revenue Management divisions - the Professional Development Team would be delighted to meet with you and your team members, cluster controllers and revenue executives to provide information about the HOSPA professional development programmes. Enrolment for the September courses begins now! Email [education@hospa.org](mailto:education@hospa.org) for more information.



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### Let's get quizzical



**The Annual HOSPA London quiz has built up a reputation for being held on some of the hottest nights the capital has on offer and this year was no exception, with the pink-faced masses finding air-conditioned sanctuary in the old court room in Brown's in Covent Garden.**

The weather could, we hoped, be in part to blame for some of the more questionable answers. The answer to which oil rig saw 167 workers killed in a blaze in 1988 was not 'Chernobyl' but 'Piper Alpha'. More reassuringly, at least in terms of sex equality, most players knew that Nancy Astor had been the first female MP and were well-informed about their Cambodian dictators.

Mindful of the healthy lives we are encouraged to live there was a new round this year - testing the teams' physics prowess with paper aeroplanes. The final came down to two teams; Game Changer and Mike From Last Night who both easily crossed the room and may have given Richard Branson ideas in his space aspirations. The winner was Mike From Last Night, whose plane soared over the crowd to the wonder of all.

After an evening of confusing Maroon Five with Jackson Five and questions featuring Britney Spears no fewer than three times, Marriott IT proved triumphant, bearing the coveted HOSPA trophy aloft to the envy of all.

Many thanks must go to John Williams from Availpro for his hosting skills, picked up, we were told, in the rugby clubs of Australia. Apart from referring to Princess Anne as "Prince Anne" - a nod, we felt to the former colony's republican leanings - he proved himself quite the professional and left the limelight having acquired the knowledge of how 'lava bread' is pronounced. For that, and keeping a crowd convinced that every music answer was Enya in check, we salute him.



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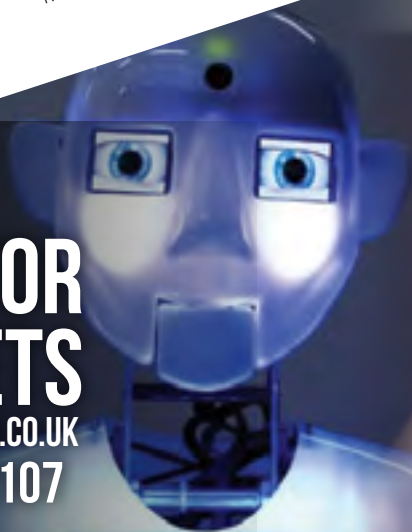


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## Tag, you're IT

**HOSPA welcomes David Derbyshire as the new chair of the IT committee - in his own words.**

I'm really excited to be taking a lead role on the IT Committee at HOSPA, in partnership with our new Deputy Chair, David Pryde of Red Carnation Hotels.

A relative newcomer to the hospitality industry, I first joined Hilton in 2012. Prior to that I worked in diverse industry sectors from Internet (with AOL) through to Financial Services (LBG), Defence (UK Hydrographic Office), and also had a spell in the charity sector between jobs at Hilton. Before working in IT I spent eight years working in the food industry as a Food Technologist, working in retail, manufacturing and consulting.

My first role with Hilton was as Regional IT Director for UK & Ireland. I left after two years to run a small childrens' charity for a year, thinking the grass was greener, then decided it wasn't the right move for me, and was pleased to be able to return to my old team at Hilton in 2015 to a very broad and varied role as Director IT Service Delivery for EMEA.

My area of expertise is in IT Service Management. I am ITIL certified and have worked variously as a Service Support Manager, Release Manager, and Change Manager. Since joining Hilton I've used these skills as a focus to shift the approach to IT in our hotels from that of 'Comms Room Techies' to 'IT Business Partners'.

As IT services migrate from being locally hosted to being above-property, it becomes more important for our role as technologists to evolve beyond being purely technical, to that of being business and

customer friendly, looking at how IT can support and enhance the objectives of the whole organisation. It's my firm belief that many IT teams need to increase their commercial focus and partner with other functional teams to help drive profitability, efficiency and guest satisfaction, control costs, and make IT easy to do business with.

My previous experience as a food technologist has given me a particular interest in F&B operations and how technology can be used to increase customer engagement and revenue. During my tenure as Chair of the IT Committee I would like our Community to widen its partnerships with the Finance and Revenue Management Communities, as well as broadening the scope of HOSPA's industry connections to a greater section of the hospitality industry, beyond hotels and technology providers, to other industry segments such as foodservice and recreation. Finally I'd also like our Committee to further develop the IT qualification pathway alongside our partners at HFTP.



I'm married to Polly and Dad to Lily (19) and Charlie (15). We live with our miniature schnauzer, Spike, just outside Bristol in the sunny South West. In my free time I enjoy travelling, road-cycling (yes, I'm one of those MAMILs), playing guitar (badly!) and listening to music, as well as binge-watching US drama shows such as House of Cards, Game of Thrones, and The Walking Dead.

## HOSPA and Atos are pleased to announce their 1<sup>st</sup> annual round table event

**Join us on Thursday 5<sup>th</sup> October, 15.30 - 19.00, at Atos' Business Technology & Innovation Centre, London.**

HOSPA and Atos are delighted to host this exclusive opportunity for leaders in Hospitality to meet and discuss the latest trends impacting the sector, hear from inspirational keynote speakers and have input into the 1<sup>st</sup> Edition of the "Directive on Digital Transformation: Hospitality" report, all in a strictly "no sales" environment.

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## The attraction of attractions



### The summer holidays spell fear for some and profit for others, says Katherine Doggrell.

The likelihood is, that at some point during the summer break we will find ourselves screaming in terror and, chances are, being photographed in the act. And paying for the pleasure.

The attractions market has torn ahead since it was a few coconut shies at the end of the pier. UK-based Merlin Entertainments is second only to Disney as an operator of themed visitor attractions. It owns the UK's leading theme parks, Alton Towers, Chessington and Thorpe Park, plus Legolands around the world and owns a series of smaller city centre attractions within the Midway division, including Sea Life Centres and Madame Tussauds.

In total it has 123 attractions around the globe, with more Legolands in the pipeline around Asia. It is also bolstering its sites with extra hotel rooms. In February 2016, Merlin announced the introduction of three New Business Development milestones, comprising: 2,000 new rooms by the end of 2020, 40 new Midway attractions by the end of 2020 and four new Legoland parks.

At the company's results in June, it reported that around 250 accommodation rooms had been opened so far in 2017, in Legoland Florida and Legoland Billund, with further rooms scheduled to be opened in the balance of the year.

Nick Varney, Chief Executive Officer, said: "I am pleased that we are making good progress towards our 2020 New Business Development milestones. That said, the impact of recent terror

attacks on our London attractions is unclear at this stage. What is clear however is that London has bounced back before, and will do again. I have every confidence in the longer term resilience and growth trajectory of the market. London is very much open for business, welcoming visitors from the UK and from around the world to this exciting and vibrant city.

"Merlin has a diverse portfolio of global brands with over 70% of 2016 profits from outside the UK and this proportion will only grow over time as we continue to invest internationally. I remain confident in the company's underlying growth prospects."

Despite some concerns around the terrorist attacks - which, data released since the results has shown to have had limited impact on the wider hotel sector - the future is expected to be bright for Merlin, which reported Ebitda for 2016 of £433m.

A study by PwC into the attractions sector reported that whilst 25% of British consumers expect to be better off in 2017, some 26% expect to be worse off. Consumers are becoming more demanding and as household budgetary pressures grow on leisure spend, they are becoming more selective as to where they spend their cash.

Across the attractions sector, there are signs that customers increasingly want innovative, immersive and interactive experiences which provide value for money. In addition, they are more tech-savvy and with instant access to vast swathes of information at their fingertips, their expectations are rising.

The report said: "Technology also has a key role to play in enhancing the experience during a visit. Large theme park groups have adopted wearable technology and cashless systems (e.g. Disney MagicBand which encompasses entry ticket, fast pass, ride scheduling, dining, retail, hotel key and even parking). Others are using it to manage queues (e.g. Universal's new Tapu Tapu wristband for Volcano Bay which allows you to join a virtual queue). A number of attractions provide apps for guests to download and use throughout their visit (e.g. Tate Britain) or podcasts to supplement the experience (Bletchley Park). The most recent Theme Park Barometer research by Omnico highlights future trends such as use of robots as assistants and guides, electronic tattoos replacing tickets and smart mobility scooters."

Another aspect is how technology is being incorporated into content, rides and experiences within attractions. The National Trust has partnered with Panasonic to create more immersive experiences by bringing things to life through touch screens in some of its properties. 'Ride' technology has been prevalent in blockbuster roller coasters for years but we are also now seeing new adaptations across a range of other attractions, e.g. new Forbidden Forest at Warner Bros Studio Tour London and smaller attractions where technology is used to personalise an experience. Future trends may include using robots as entertainers and for shows or stunts.

One of the key trends is the introduction of virtual reality, which Merlin Entertainments has recently introduced at Thorpe Park with Derren Brown's Ghost Train and also at Madame Tussauds in New York. Industry research by Omnico revealed that globally, over 65% of guests want or expect virtual or augmented reality in theme parks within the next three years. These types of technology as well as variations such as mixed reality and extended reality, offer opportunities to create new experiences for guests and seek to develop new or existing partnerships in different ways (e.g. Universal and Nintendo).

The use of technology underlines how important it is for attractions to reinvent themselves and how much of a threat is posed by new entrants to the market. PwC said: "A number of veteran attractions owners and operators with years of sector experience under their belts are introducing new products into the market; these are aimed at complementing their existing products but also offering something new or different. David Lloyd recently announced plans for a series of 'Adventure Parks' across the UK, with the first of 20 due to open later this year.

"The concept is a multi-activity centre encompassing zip wires, climbing walls and trampolines. Another experienced operator,

Merlin Entertainments, has also recently submitted plans in Birmingham for a brand new addition to its midway portfolio, currently referred to as Project Thor. Both an indoor and outdoor attraction, it will incorporate skydiving and high ropes.

Commercial attractions also face increasing competition from the 'not for profit/museums' sector who over recent years have had to become more commercially focused as public sector funding reduces. Many of these now offer ticketed temporary exhibitions and events, again increasing the choice for the consumer.

"Unsurprisingly there are a range of new entrants too, typically distinguished either by theme or by segmenting the target market. One new theme we are starting to see is 'Retailtainment' which is the blending of mainstream retail and entertainment experiences. Whilst common in the US (e.g. Mall of America which has multiple rides and attractions alongside shops), this concept is relatively embryonic in the UK. However, that might be about to change given the recent joint initiative between Disney and Westfield with plans for themed attractions within shopping centres as well as a Star Wars fashion campaign. There are other examples of retail IP and attractions combining, Lego has been doing this for years, but new entrants are now emerging such as the Mattel Play! centre in Liverpool which opened last year.

"The sector is also becoming more segmented by age with a more defined spectrum on offer. At one end of the spectrum, new experiences such as Kidzania are targeting the younger generations. The family market sits firmly in the middle and is actively being targeted by a new breed of indoor active entertainment centres; trampoline parks are one of the fastest growing leisure sub-sectors in the UK - they are already morphing into broader family entertainment centres with ninja courses and laser tag, which provides new competition for some of the larger established indoor activity centres, historically offering ski slopes, climbing and other high adrenaline activities.

"At the other end of the spectrum, there are more attractions focussing purely on the adult market.

"These include, for example, the Bombay Sapphire Distillery in Hampshire (an attraction as opposed to just gin tasting) which won Gold in the VisitEngland Visitor Attraction Awards for Excellence 2016 and the rapid expansion of horror based pop up attractions around Halloween, many of which have age restrictions."

For those who find the rollercoasters a bit too much, a stiff gin may be just the ticket.

# HOSPA

Hospitality Finance, Revenue and IT Professionals

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# Hospitality: it's time to work your way



## Dropbox comments on the power of the cloud.

I say it time and time again, but the success of any hospitality business relies on relationships. The ones you build with your suppliers, contractors, internal departments, customers and your employees. The better you are at managing and fostering long-term, trust-fuelled relationships with all these major stakeholders, the more chance you have of succeeding.

After all, the hospitality industry is all about the way you make people feel.

So, how do you go about making all of these invested groups feel valued? Well, I'm not going to talk about all of them today, I'm going to talk about the often-forgotten employees, and how the use of technology - and more specifically the cloud - can encourage collaboration and enable your teams to work the way they want to, to do their best work.

With plenty of hospitality businesses using technology to recruit and retain customers, technology for employees is downplayed in priority. The evolution of technology though means that employees expect a certain level of flexibility from their employers. And the truth is, many organisations are missing the mark.

Employees expect, no, actually they want, to be able to work how they want to, and when they want to as well. When your teams are out of the office, at a resort or in a far-flung location, they shouldn't be restricted on their creativity or the ability to work together. Who knows when that spark will ignite a fresh idea? The last thing you want to do is prevent it from happening. Your team needs to have the freedom and ability to work their way - it improves employee happiness and productivity.

Thing is, it's one thing thinking about it, another to talk about it, but how do you actually do it? Everyone needs a starting point, so if you're considering a move to the cloud here are the top three things you should be considering:

- **Get leadership buy in:** Being agile with cloud technology needs leadership buy-in. Generally speaking the whole cost structure is different to on-premise and it requires an alternative approach that is lead from the top down, and bottom up. But, the benefits of being adaptive, having a fast fail or agile ethos means your teams and future employees can work the way they want. It is this that not only attracts the best talent, but allows you to retain your employee base and improve satisfaction.
- **Check version recovery options:** There are lots of things to consider when choosing a cloud service provider but high up on the priority list should be file recovery. Choose a solution that makes it easy to recover deleted files and restore previous versions of documents. Human error means it's easy to shut down your laptop, save over previous files, or accidentally delete a document, so give yourself piece of mind by choosing a vendor that makes it easy for you to restore previous file versions.
- **Make sure it integrates with other business tools:** You'll likely already have technology in place, like Slack, Docu-sign, and Skype, tools that are designed to improve internal workflows and collaboration. Rather than overhaul this make sure you're investing in cloud technology that allows you to integrate services, and continue to use the innovations that have made you successful up until now.

It isn't all about recruiting and keeping the best talent, it's also about gearing your existing teams and departments to work as effectively and efficiently as possible. The easier you make it for all your employees to work, the more productive they will be. In fact, according to research from the Harvard Business Review Analytic Services 74% of businesses feel cloud computing has given them a competitive advantage.

## Hospitality Staffing Post Brexit: the sums do not add up!

To staff the UK hospitality industry in the future the free movement of labour is an essential. Put simply, even at low levels of migration there will not be a big enough working age population to fill all of the jobs that will be available says Professor Peter Jones MBE, Director of HOSPA and Chair of the Professional Development Committee.

The hospitality industry should be getting very concerned as to how, and from where, they are going to be recruiting professional staff post-Brexit. This is not a political argument of the merits or otherwise of Brexit, but a basic economic equation of supply and demand.

The government's stated ambition to reduce net annual migration to "tens of thousands" may resonate politically but makes no sense economically. As a target, it is based, not on population projections, labour market forecasts nor industry views but on a response to popular sentiment. In simple terms if UK plc is to remain economically sound with a viable hospitality industry post brexit the sums do not add up!

The Office of National Statistics (ONS) produces huge amounts of population forecasts and labour market data that even with the most basic analysis, indicates that political ambition and economic reality cannot be reconciled.

In June 2017 the ONS produced a regular UK Labour Market Survey in which it reported the following:

- The total number of people employed in the UK is 31.954 million of which 30.746 million are between the ages of 16 and 64 with the balance of 1.208 million over the age of 65.
- There are estimated to be 2.32 million EU nationals in the

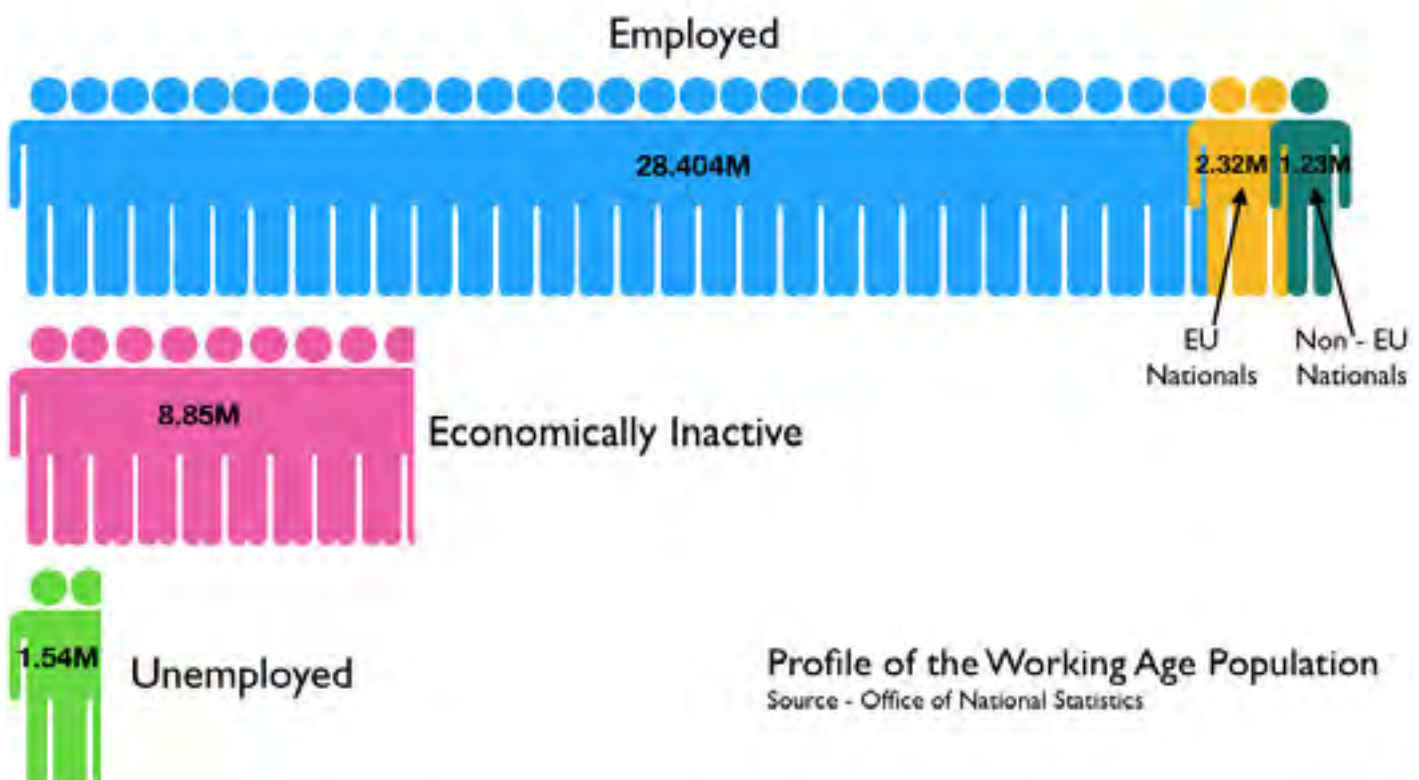
UK workforce, plus 1.23 million non-EU or non-EU nationals. Therefore the UK national workforce (excluding the migrant contributions be they EU or non-EU) is currently 28.404 million.

- The total number of unemployed is currently 1.540 million, of which those over 65 seeking work, number 13,000. This level of unemployment has not been seen since June 1975.
- The proportion of the population recorded as being "economically inactive" is 8.85 million. Economic inactivity can result from a wide number of reasons, not actively seeking work, undertaking child care, having a disability that prevents employment or long-term illness.

The UK currently has very low unemployment and the lowest rate of 'economic inactivity' since comparable records began in 1971.

The ONS also produces population forecasts based on current population demographics and potential migration factors. Taking the ONS data and assuming low levels of future migration, the resultant graph illustrates that the working age population (for these purposes defined as being between 20 to 64) remains relatively constant between 2017-2039. There is a short short-term rise till 2020 and then a decline year-on-year.

The population numbers below the age of 20 is currently estimated at 15.418 million and this remains relatively constant





over the period with some minor growth during the middle of the period to 15.999 million by 2039. However the very significant area of population growth is in those over the age of 65, from 12.24 million in 2017 rising to 17.933 million by 2039.

In very broad terms the young and working age populations remain relatively constant at a time that the 65+ retired population rises very significantly.

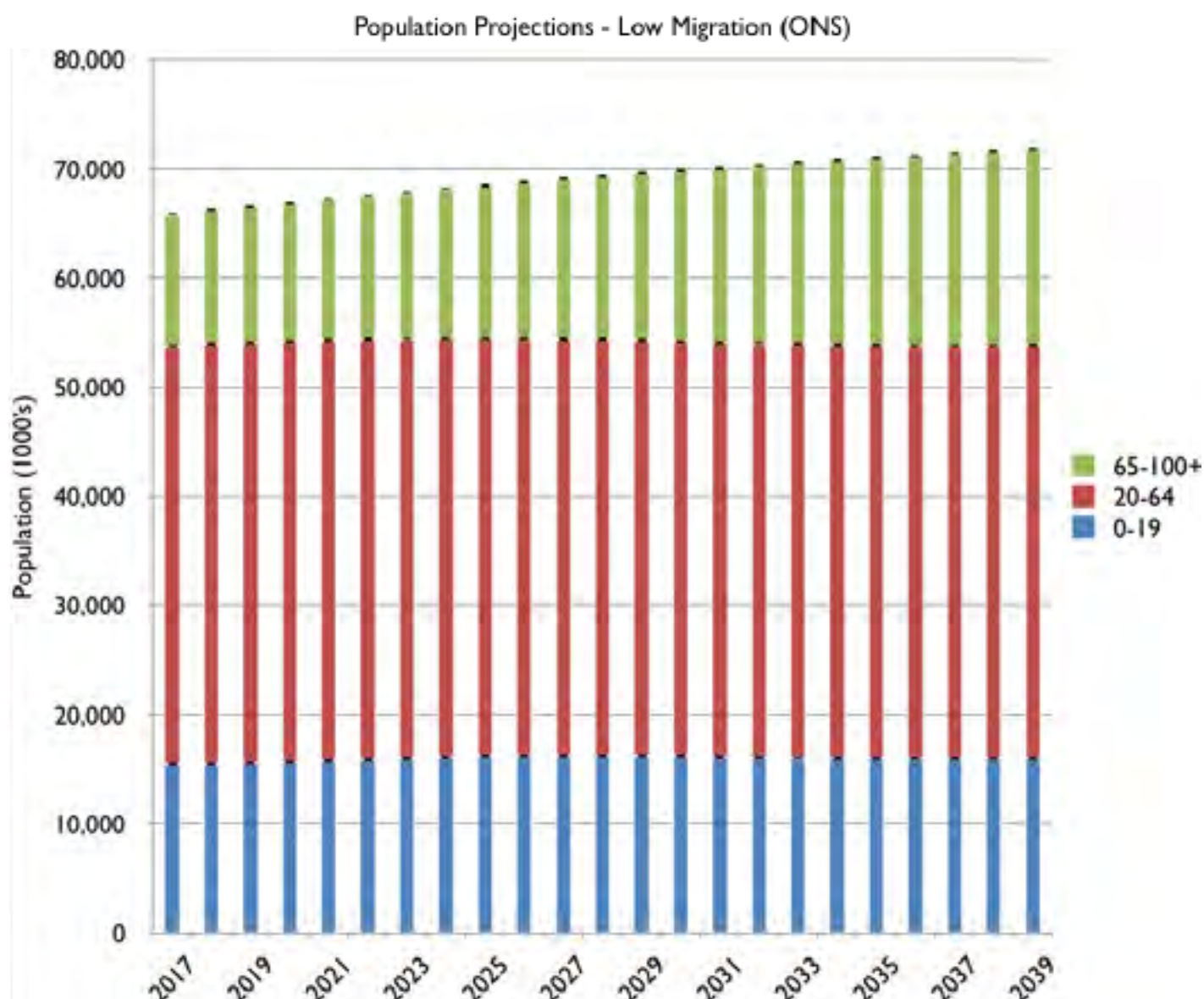
These population forecasts are also assuming that the UK economy will remain healthy and that the EU nationals currently in the UK will remain as part of the workforce. A report by Deloitte, 'Power Up, The UK Workplace' published in June 2017 suggests that the UK currently remains an attractive destination for migrant talent but that, 'the attitudes of government and business to attract global talent are only one side of the equation.' It goes on to note that in their survey of non British workers in the UK, some 47% are considering a 'brexodus' and leaving the UK in the next five years. The reasons that they were attracted to the UK in the first place, jobs, cultural diversity, lifestyle and a sense of welcome, may well become the very factors that the post brexit UK is no longer able to offer.

What are the implications for the UK hospitality industry when over 21% of the workforce are non British and 47% could choose to leave within the next five years? These issues also need to be considered alongside the recent KPMG report for

the British Hospitality Association (BHA). This report suggests that there will be a continuing need for EU nationals in the hospitality workforce of at least 67,000 a year over a 10 year period, just in order to maintain the current staffing levels within the industry.

The general and oft heard political statements, that suggest the long term industry solution is to; increase pay, make the industry more attractive to UK workers and make significant investments in training, are in themselves laudable, but they are also quoted to every other industry that has a significant migrant workforce. As this rather basic analysis shows, the size of the UK workforce, even assuming a low level of migration in the hundreds, not tens of thousands, will remain fairly constant at or near current levels. Without a continuing external source of professional staff where will the future staff come from? This analysis suggests that in terms of basic maths its cannot come from within the UK population.

The hospitality industry will be competing for ever scarcer resources. Investment in training and education, raising the profile and career opportunities the industry offers and changing the public perception of the industry needs to happen now. The lead time for this strategy will be a minimum of five years. On current projections we have not got that long, unless we have some fairly dramatic shifts in perception and reality, the only segment of the population that will be able to satisfy the industry's future employment needs will be the over 65's!



## CMA urges rate parity action



**The Competition and Markets Authority has issued guidance for hotels setting prices online, underlining that hotels are allowed to set different prices for different online travel agents.**

### What's changed?

Expedia and Booking.com used to require hotels to guarantee that they would not offer their rooms more cheaply on other OTAs. Since summer 2015, Expedia and Booking.com have changed their policies and no longer impose this requirement. Expedia and Booking.com also now no longer require hotels to offer them the same or better room availability or conditions as hotels offer to other OTAs.

### What does this mean for hotels?

- Hotels can choose to offer a lower price on other OTAs than they offer on Expedia and/or Booking.com
- Hotels can also decide to offer other OTAs better availability or conditions (such as room extras or 'breakfast included') than on Expedia and/or booking.com

### Other things you should know

- Expedia and Booking.com have also committed to allow hotels to offer lower prices in "online" marketing channels than their prices on OTAs (provided that such "online" rates are not published or marketed online by hotels).
- In other words, hotels can offer any price they wish to customers in person, by telephone, direct email or through private closed-user groups (e.g. hotel loyalty groups).
- However, OTAs, including Expedia and Booking.com, may still have clauses in their contracts which stop hotels

charging lower prices on a hotel's own website than they offer through OTA websites.

- Hotels should be aware of the points above when they are negotiating terms with OTAs.

The information from the CMA came as Expedia was told to pay €1m and told to stop demanding "tariff parity" from hotels following an appeal brought by the government in Paris.

The fine dates back to actions by Expedia back as far as 2013. Laurent Duc, president of hotels union UMIH, said: "This decision, which has been awaited by our European counterparts, has put an end to the practices of Expedia which refuses to apply the Macron law and which was not part of the commitments taken by Booking.com before the Autorité de la concurrence".

Duc said that it would "finally restore conditions for free and undistorted competition".

Expedia Inc. said that the decision was pertaining to certain clauses contained in old versions of Expedia's agreements with a limited number of French hotels and that it believed the court's decision was wrong and demonstrated a lack of understanding regarding the French online tourism market.

It said it believed the Court of Appeal had applied the law incorrectly, adding: "Expedia made changes to its hotel partner contracts in 2015 and is compliant with applicable French law, contrary to statements made by local hotel associations. We will further appeal this decision to the French Cour de cassation."



# BDO's M&A Leisure deal flow bulletin



## Travel deal flow

- UK OTA On the Beach has agreed to purchase rival; Sunshine.co.uk for a reported £12m. CEO Simon Cooper said: "We are delighted to have acquired a brand as well-established with beach holidaymakers as sunshine.co.uk".
- After it was purchased from TUI Group for £1.3bn, new owners of Hotelbeds, Cinven Capital and Canada Pension Plan Investment Board, have acquired rival wholesaler GTA from Kuoni Group.
- London's City Cruises has acquired York River Boat Cruises in a deal worth £2.5m. The company currently carries about 100,000 passengers a year and will be renamed City Cruises York.
- In a bid to expand its portfolio of travel offerings and its reach within the travel business, National Geographic Expeditions has purchased full service tour operator Global Adrenaline.
- Travel Agency Group Flight Centre has acquired a 24% stake in South American travel tech company Bibam for \$7m in a bid to enhance its corporate travel and technology offerings.

## Restaurants and Bars deal flow

- Japanese restaurant group Feng Sushi has been acquired by The Genuine Dining Co. for an undisclosed sum. Chris Mitchell, CEO of Group Genuine, commented: "This is a massively exciting development for us. I am looking forward to developing and expanding the [Feng Sushi] brand".
- Pubs and Bars group Barworks; conceived by the founders

of Camden Town Brewery, has invested in Indian street food concept Rola Wala. Directors Mark Wright and Mark Christophers plan to open three sites this year.

- Soho House has secured a £275m debt refinancing deal with Permira Debt Managers to alleviate the strain of rapid expansion. The 18 strong group plans to open three to four new venues per year at sites in high profile cities around the world. The deal includes the option of an additional £100m to help fund the continued roll-out.
- London-based cocktail bar chain Adventure Bar has secured a £500K loan from OakNorth to support the development of the business.
- Coffee remains a very dynamic space as Canadian coffee chain Tim Horton confirms its UK launch will be in Glasgow ahead of extensive roll-out plans.
- EAT has confirmed that, following a challenging year in 2016, it restructured its balance sheet at the start of 2017, increasing equity by £94.5m and reducing debt.

## Other leisure deal flow

- Interactive games provider Escape Hunt has become the first company of its kind to list on the London Stock Exchange. The company has floated on AIM through a reverse takeover by Investment Company Dorchester PLC, in a £14m placing.
- Tenpin, the UK's second-largest bowling group, formerly known as Essenden, has announced the successful pricing of its IPO, giving it a market cap of £107m.
- Electra Partners has announced the sale of all of its ordinary shares, in the Hollywood Bowl Group, for £40.7m.

## Pub and restaurants steady in June



**The British public is continuing to go out to eat and drink, despite growing concerns about a weakening of consumer confidence, latest figures from the Coffer Peach Business Tracker show. Managed pub and restaurant groups reported collective like-for-like sales up 0.6% in June against the same month last year. They come after a 0.4% decline in May.**

"Fears of consumers cutting back on spending so far appear premature, at least when it comes to going to the pub or restaurant," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

The Coffer Peach figures, collected from 36 companies across the country, show that pub and bar groups saw collective like-for-likes sales up 1.1% on June 2016, with casual dining restaurant chains marginally down 0.2%.

"The good weather in June will have helped pubs rather than restaurants, but a positive return across the market, even if modest, is good news," added Martin. "We essentially have a flat market, which considering the uncertainty in the wider economy and the increasing cost pressures that the out-of-home market is experiencing, will be welcomed by operators."

Overall, London had the best of the trading, with like-for-likes up 1.2%, against a 0.4% rise outside of the M25. London pubs had a particularly good month with like-for-likes up 2.4%.

"We know from our CGA business confidence survey that in the light of spiralling raw material costs, especially food, over 80% of pub and restaurant operators have already pushed through at least some price increases on food and drink this year. Although that hasn't boosted sales in any significant

way, neither has it depressed them or significantly deterred customers, it seems," Martin added.

Total sales growth in June among the Tracker cohort was 3.7%, reflecting the continuing if more subdued effect of new openings over the year. The underlying annual sales trend shows sector like-for-likes running at 1.4% ahead for the 12 months to the end of June.

Trevor Watson, Executive Director, Valuations of Coffer Corporate Leisure said, "undoubtedly the favourable weather will have improved wet led trade in particular. The impact of terrorist attacks on London wet led venues appears to have been relatively modest compared with previous incidents. DCL is experiencing high levels of activity with large numbers of both buyers and sellers for all forms of licensed property at present with a perceived change in market sentiment approaching."

Paul Newman, head of leisure and hospitality at RSM, added: "The pub sector has benefitted from June's spectacular hot spell, particularly those operators with river based pubs and large gardens. Despite the additional cost pressures and general economic uncertainty, the resilience of this month's results with a return to positive like-for-like sales is encouraging. Operators who offer the consumer an affordable experience will continue to thrive and prosper in the current environment."

### Pub and restaurant group sales performance for last 12 months

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
LFLs	0.3%	0.6%	1.8%	-1.0%	1.1%	1.1%	1.9%	1.7%	-0.5%	4.4%	-0.4%	0.6%
Total	4.0%	4.2%	5.0%	1.9%	4.1%	4.4%	4.4%	4.7%	2.1%	7.4%	2.4%	3.7%

Source: Coffer Peach Business Tracker



## Buzzing Bristol outpaces regions

Hotels in Bristol recorded a 19.8 per cent increase in profit per room this month, which is more than double the growth in the Provincial UK as the city buzzed with activity, according to the latest data from HotStats.

Whilst hotels polled in both Bristol and the Regional UK recorded an 8.2 per cent increase in RevPAR (Revenue per Available Room) for the month, at £90.07, the achieved rate at hotels in the South West city was more 5.1 per cent above the Regional performance (£85.70).

Robust increases in top line performance were helped by year-on-year growth across most market segments and bolstered by a range of events, including the 3rd largest 10k race in the UK, with 13,000 participants, the 'Love Saves the Day' festival and VegFest, which all contributed to the 2.7 percentage point increase in room occupancy and the 4.5 per cent year-on-year increase in achieved average room rate.

However, it was via cost cutting measures that Bristol hoteliers have shown themselves to be most shrewd, illustrated by their ability to convert a 7.7 per cent increase in TrevPAR (Total Revenue per Available Room) to a 19.8 per cent increase in profit per room. This is compared to the 8.5 per cent increase in profit per room at the overall Provincial UK market, on the back of a 5.9 per cent increase in TrevPAR.

The astute cost cutting was further exemplified by the 2.3 percentage point year-on-year drop in payroll this month, which fell to 29.0 per cent of total revenue and helped to drive a 35.3 per cent profit conversion.

### Huge Occupancy Growth for Aberdeen Hotels Fails to Reach the Bottom Line

Despite recording a 6.5 percentage point year-on-year increase in room occupancy this month, hotels in Aberdeen still suffered a 2.8 per cent decline in profit per room.

Whilst the significant increase in room occupancy this month, to 72.0 per cent, was almost entirely wiped out by an 8.7 per cent decline in achieved average room rate, to £61.85, Aberdeen hoteliers clung on to achieve a 0.4 per cent increase in RevPAR, to £44.55.

Due, in part, to the uplift in volume, TrevPAR at hotels in Aberdeen increased by 1.7 per cent year-on-year, to £71.06, helped by a 4.5 per cent increase in Food & Beverage revenue per available room, to £20.80.

However, the positive TrevPAR story this month belies the continuing challenges to profitability, which begin in the Rooms Department, where Rooms Cost of Sales increased by 14.8 per cent year-on-year, to £3.87 per available room, equivalent to 8.9 per cent of Rooms Revenue.

In addition, with a 3.7 per cent increase in Rooms Payroll and a 10.3 per cent increase in Rooms Expenses, it is unsurprising that Rooms Department Profit dropped by 3.0 per cent year-on-year, to £29.26.

Overall, profit per room at Aberdeen hotels fell to £17.57 this month, which was in spite of a 0.4 percentage point saving in total Payroll, to 33.0 per cent.

### North East Hoteliers Caught Out by Creeping Costs

Profit per room at hotels in the North East declined by 4.8 per cent this month due to increases in key costs, including Payroll (+2.6 per cent) and Overheads (+2.8 per cent) on a per available room basis.

The decline was in spite of a 1.1 per cent increase in RevPAR as hotels in the region benefited from a 2.2 percentage point increase in occupancy, which offset the 1.7 per cent average room rate decline, to £73.52.

The decline this month is in contrast to the reasonably strong start to the year for hotels in the North East, illustrated by the 3.7 per cent year-to-date increase in RevPAR, which contributed to the 2.6 per cent year-to-date increase in profit per room.

However, HotStats data suggests that the achieved average room rate at hotels in the North East is under pressure, with declines this month recorded across key segments, including Best Available Rate (-6.3 per cent), Corporate (-0.9 per cent) and Leisure (-3.8 per cent).



## The month of May 2017

BRISTOL

	May'17	May'16	Var b/w
Occ %	78.9	76.8	2.7
ARR	80.07	86.18	-4.5%
RevPAR	70.29	64.96	8.2%
TrevPAR	173.17	165.04	7.7%
Payroll %	29.9	31.3	-2.3
GOP PAR	39.95	33.36	19.8%

ABERDEEN

	May'17	May'16	Var b/w
Occ %	72.0	65.5	6.5
ARR	81.85	87.75	-6.7%
RevPAR	44.58	44.27	0.4%
TrevPAR	71.06	69.64	1.7%
Payroll %	33.0	33.4	-0.4
GOP PAR	17.67	18.07	-2.8%

NORTH EAST

	May'17	May'16	Var b/w
Occ %	78.9	75.7	2.2
ARR	73.52	74.61	-1.7%
RevPAR	57.37	56.06	1.1%
TrevPAR	99.87	98.67	0.6%
Payroll %	31.8	31.2	-0.6
GOP PAR	25.30	30.77	-4.8%

## The calendar year to May 2017

BRISTOL

	YTD'17	YTD'16	Var b/w
Occ %	72.6	71.3	1.3
ARR	88.06	89.04	-1.5%
RevPAR	62.89	61.99	3.1%
TrevPAR	161.61	161.99	-0.4%
Payroll %	30.8	31.4	-0.6
GOP PAR	31.79	31.86	-2.0%

ABERDEEN

	YTD'17	YTD'16	Var b/w
Occ %	64.2	59.6	4.5
ARR	81.54	71.82	-14.4%
RevPAR	39.54	42.00	-8.1%
TrevPAR	64.00	66.86	-4.3%
Payroll %	35.2	34.5	-1.1
GOP PAR	13.19	16.17	-18.4%

NORTH EAST

	YTD'17	YTD'16	Var b/w
Occ %	71.9	69.7	3.2
ARR	70.86	71.34	-1.0%
RevPAR	50.83	49.07	3.7%
TrevPAR	88.63	85.65	3.2%
Payroll %	34.3	34.1	-0.3
GOP PAR	21.82	21.07	3.6%

## The twelve months to May 2017

BRISTOL

	Rolling'17	Rolling'16	Var b/w
Occ %	74.6	75.7	-0.9
ARR	88.22	89.44	-0.9%
RevPAR	66.02	66.73	-0.3%
TrevPAR	107.18	109.11	-1.8%
Payroll %	29.6	28.8	0.2
GOP PAR	36.03	35.91	0.3%

ABERDEEN

	Rolling'17	Rolling'16	Var b/w
Occ %	66.4	64.4	1.9
ARR	63.71	62.37	-22.7%
RevPAR	42.28	53.07	-20.3%
TrevPAR	68.20	50.23	-15.0%
Payroll %	33.3	29.8	-3.5
GOP PAR	15.77	26.06	-39.5%

NORTH EAST

	Rolling'17	Rolling'16	Var b/w
Occ %	74.8	73.1	1.8
ARR	71.89	72.16	-1.7%
RevPAR	53.90	53.46	0.6%
TrevPAR	95.00	93.90	1.1%
Payroll %	32.4	21.9	-3.5
GOP PAR	26.83	26.94	-0.4%

**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.

**For more information please:**

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email [enquiries@hotstats.com](mailto:enquiries@hotstats.com)  
visit [www.hotstats.com](http://www.hotstats.com)  
or follow us on Twitter and LinkedIn

# Members' Events

## 13th September *HOSPA quiz*

### Location

Radisson Blu, 301 Argyle Street, Glasgow, G2 8DL

### Cost

£20.00 per person, excluding VAT, (includes a drink and finger food) with teams of up to six allowed with a special rate of £110 when you book a whole team (prices are exclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

The Glasgow Quiz Night is returning to the Radisson Blu.

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited.

To book individually or book your team of six please download and complete the booking form; Regional Quiz Night Form 2017 and send back to us at [hospa@hospa.org](mailto:hospa@hospa.org)

This is a general pub quiz (not hospitality focused) and will include questions such as:

Vodka, Galliano and orange juice are used to make which classic cocktail?

## 28th September

### *Seminar: Staff and Skills Issues in the Tourism and Hospitality Sector*

### Event Details

The seminar will be held at Mazars offices in Tower Bridge. The Chair of the committee, Gareth Jones, has kindly offered to cover the costs for the venue and catering. The seminar will consist of two presentations. Jon Claypole, Tax Partner at Mazars, will explore the continued impact of labour issues including tips, gratuities, service charges and tronc; national minimum wage; staff accommodation and staff uniforms.

Richard Karmel, responsible for Mazars' business and human rights reporting line in the UK, will talk on the impact of Modern Slavery Act and the supply chain responsibilities in the hospitality sector.

### Speakers & programming

#### Jon Claypole - Tax Partner

Jon joined Mazars in January 2008 from Ernst & Young LLP where he worked for 7 years handling all manner of investigations by HM Revenue & Customs across the full spectrum of clients from high net worth individuals through to some of the largest multinational corporations. Prior to joining Ernst & Young LLP, Jon was a senior Inspector of Taxes in HM Revenue & Customs for 12 years.

#### Richard Karmel Partner - Business and Human Rights

Richard is responsible for Mazars' award winning business and human rights reporting line in the UK. Along with his team, Richard has devised an innovative service to help protect the reputation of businesses whilst ensuring they comply with their social and environmental obligations. Currently, Richard is a key member of the project team for the Reporting and Assurance Framework Initiative which has designed a Reporting Framework that is a guide for

companies on what good reporting of their human rights performance looks like.

### Contact

See the events section of the HOSPA website for further details

## 5th October

### *Transforming Hospitality, Embracing Digital - Exclusive event with Atos*

Atos and HOSPA are delighted to invite you to the first annual "Transforming Hospitality, Embracing Digital" Roundtable event @ Atos's Business Technology Innovation Centre, London on Thursday 5th October.

This is your opportunity to discuss and debate the latest Hospitality Industry developments with your peers in a strictly no-sales environment, hear from Hospitality leaders and have direct input into the inaugural "Directive on Digital Transformation: Hospitality" report.

To register for the event and for more info visit the event portal here [www.atosevents.co.uk/EmbracingDigital/register.php](http://www.atosevents.co.uk/EmbracingDigital/register.php)

## 21st September

### *Bridging the Gap Between Tradition and Technology*

### Location

The Rubens Hotel, London  
From 6pm

### Event Details

Blending the tradition, culture and service of a hotel with the modern traveller's requirements for the latest technology can be a tricky balancing act – but when done properly, the guest experience can be outstanding.

In today's highly competitive market, guests appreciate hotels associated with the service from a bygone age, but they don't want to compromise on the comforts that modern technology brings. You've a great location, your rooms are pristine, and your staff are attentive so you can deliver the ultimate guest experience, however guests rate you on your adoption of technology too. Solutions need to complement the service and add value to the guest experience.

The modern traveller embraces technology and are only too quick to share their experience on review sites and social media, so it's more important than ever you don't overlook the advantage that technology can bring.

Join us for an evening of networking with like-minded peers and learn how hotels have seamlessly integrated modern IT systems, whilst maintaining the traditions and finesse of a quality hotel.

### Agenda

6pm - Registration and welcome drinks  
Speakers TBA  
8pm - Networking drinks and Canapés

### The Venue

Opposite Buckingham Palace, The Rubens Hotel offers a fusion of traditional luxury with all the comforts the modern traveller demands. Exceeding expectations at every turn, the team at the historic hotel takes pride in delivering impeccable

service. Its top floor houses Hotel 41, an establishment that takes luxury to another level.

The venue for the Bridging the gap between tradition and technology event is:

The Rubens At The Palace  
39 Buckingham Palace Road,  
London,  
SW1W 0PS

#### Telephone

+44 (0)20 7834 6600

Join us and hear how the Rubens and Hotel 41 have themselves met the challenges of blending traditional service with cutting edge technology, demanded by the modern traveller.

As technology becomes more and more critical to hoteliers, our free to attend event provides you with an unprecedented opportunity to find out what technology your guests really want.

#### Nearest Tube and Rail Stations

Victoria Tube Station - 3 minutes walk

St James' Park Tube Station - 5 minutes walk

FREE for all HOSPA Members to attend and only £10 for Non-Members. To Register for this event, please send the below details to [hospa@hospa.org](mailto:hospa@hospa.org) with: HOSPA Members Meeting - 21st September in the subject line.

- Full Name:
- Job Title:
- Company Name:
- Membership Number:
- Invoice Details (If Non-Member)

#### 18th October

***Hotel Asset Managers - Friend or Foe? Do they really add value to the top and bottom lines?***

#### Event Details

Hotel owners expect their operators to increase their hotels' revenues, profits and values. Increasingly they are turning to professional hotel asset managers to help ensure this is achieved. So what are the advantages - and limitations - of bringing in an asset manager? What are the various options - in-house or outsourced? Shouldn't an experienced hotel operator be able to look after all the owner's interests without such 'interference' or can each bring out the best in the other?

These questions - and more - will be addressed by our expert panel on Wednesday 18 October 2017 at 6pm for 6.30pm at Venue.

- Katie Benson - VP Operations, Jumeirah Hotels & Resorts
- Cody Bradshaw - Senior VP and Head of European Hotels, Starwood Capital
- Frank Croston - Partner, Hamilton Hotel Partners
- Richard Nottage - Owner, Sofitel St James's and Sofitel Grand, Amsterdam
- Hugh Taylor OBE - Chief Executive, Michels & Taylor

Moderated by:

- Russell Kett - Chairman, HVS London Office

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## Which grade of membership are you applying for?

You would normally be granted Ordinary status, but if you wish to be considered for a higher grade then please indicate which and ensure you submit a CV to support your application. Corporate membership is available for 5 or more colleagues. Please call +44 (0)203 4188196 to discuss or email [hospa@hospa.org](mailto:hospa@hospa.org).

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# HOSPACE

Conference & Exhibition



**Thursday 2nd November**  
**Royal Lancaster London**

[www.lancasterlondon.com](http://www.lancasterlondon.com) | [www.hospace.net](http://www.hospace.net)

*"The major UK hospitality networking and educational hospitality event"*

*"HOSPACE is the best networking event of the year"*

## Hospitality Conference & Technology Exhibition

**HOSPA is a community of professionals -**  
Promoting the highest professional standards in Financial, Revenue, Marketing 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.

### 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



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