

# THE OVERVIEW

ISSN 2048-4844 JUNE ISSUE 2016

## **EU - In or out? Travel shakes it about**



**Privacy and cyber security in hotels**  
**Regional growth - looking outside London**

# Welcome to THE OVERVIEW

Dear members,

There has rarely been such a year with potential for political upset as 2016. We could find ourselves seeing out the year with Boris Johnson in Number 10, Donald Trump in the White House and the UK putting out job ads for a couple of high-rises-worth of negotiators as we potentially make our way in the world outside Europe.

Your personal political outlook will dictate how you feel about the above. Ready to embrace change, terrified out of your wits, wondering how we got there - if you're anything like the populace as a whole it will be a combination of all three, changing with the ever-volatile summer weather.

At the time of going to press, the vote was set to go either way. As we discuss later in the issue, over 29 million foreign holidays each year are made by UK holidaymakers to EU countries, equating to 76% of all holidays taken. Additionally, 68% of all business trips from the UK are to EU countries (4.6 million business visits). The immediate impact on the Pound of an exit could make all our summer holidays that bit less summery.

While we at HOSPA know enough to leave politics out of it, however the assorted votes go, they speak of a demand for change around the globe which will not be silenced. And whichever way they go, they will affect our sector, which is the most outward-facing of all world's industries.

So in this sense, whoever has their finger on the red button, it will be business as usual. The only thing that might change is that some of your front-of-house staff may find themselves being a little more apologetic about the leader speaking for them on the political stage. Plus ça change.



*Katherine Doggrell*

Editor | [katherine.doggrell@hospa.org](mailto:katherine.doggrell@hospa.org)

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# HOSPA

Hospitality Finance, Revenue and IT Professionals

## CEO

**Jane Pendlebury**  
[jane.pendlebury@hospa.org](mailto:jane.pendlebury@hospa.org)

## Editor

**Katherine Doggrell**  
+44 (0) 7985 401 831  
[katherine.doggrell@hospa.org](mailto:katherine.doggrell@hospa.org)

## Editorial Board

**Paul Nisbett**  
Chairman - Finance & Accounting Committee

**Bryan Steele**  
Chairman - Information Technology Committee

**Michael Heyward**  
Chairman - Revenue Management Committee

**Alec Jones**  
Taxation Committee

## Membership & Events

**Robert Maloney**  
Membership Officer  
[rob.maloney@hospa.org](mailto:rob.maloney@hospa.org)

**Jenny Rose**  
[jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)

Tel: 0203 418 8196

## Professional Development

**Debra Adams**  
Head of Professional Development  
[debra.adams@hospa.org](mailto:debra.adams@hospa.org)

**Jane Scott**  
Programmes Coordinator  
[jane.scott@hospa.org](mailto:jane.scott@hospa.org)

Tel: 01202 889 430

## Publisher

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

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## On the campaign trail - HOSPA CEO



**All the talk at the moment is of the referendum. Listening to the arguments for and against becomes all the more fascinating when staunch, right wing Tories agree with loyal, left wing members of the Labour party - which surely goes against the grain with most politicians?!**

**Whatever the result I imagine we will feel the effect on our industry, not least because we rely heavily on the European Community for so many aspects of our business.**

**D**espite my lengthy tour of the English countryside with various train companies, my trip to the National Hotel Marketing Conference at St George's Park in Burton On Trent on May 12th was invaluable and well worth the journey.

It was an honour to represent HOSPA and to spend the day with a mix of experienced marketers from hotels as well as well-informed consultants and suppliers. There were around 200 delegates with a number of small exhibits - some of which are HOSPA sponsors. It was a welcome opportunity to catch up with Guestline, Digital Alchemy and Avvio. Many of our members were there too - and we hope to encourage many new marketing members to HOSPA through our relationship with the HMA.

Whilst on the subject of the HMA - Ed Purnell and his team are running an event on content marketing during the evening of Wednesday July 6th at The Grange Hotel in Holborn. We also have a HOSPA revenue management event covering reputation management on Wednesday 13th July from 6pm. Infor are kindly sponsoring this meeting. Please see full details on the website [www.hospa.org/events](http://www.hospa.org/events) and do please register to attend.

We still have a few places left at the quiz nights in both London (7th July at Browns) and Glasgow (15th September at The Collage Bar, Radisson Blu) - so get your teams together, register and join in the fun!

Towards the end of last month, we held our first HOSPACE 2016 steering committee meeting, where we gained valuable feedback from delegates as well as exhibitors. Each year we send out a post conference survey, but there is nothing like getting some key people together in a room discussing the event from top to bottom. We arranged it so that each area of the hospitality business was represented, from independent hotels to larger chains, luxury to budget. Also on the vendor side we had entrepreneurs alongside long established suppliers to the hospitality industry.

HOSPACE is the most important conference in many people's year. We are proud of our great reputation for covering relevant topics in depth so that delegates gather many new ideas and gain confidence in making strategic and operational decisions. The networking with like-minded industry personnel in such a professional - yet friendly - environment is something we pride ourselves on and will always strive to maintain.

Geoff Royle (HOSPACE Operations Director) and I were immensely pleased by the contributions and feedback from all of the participants of the steering committee. If you have any strong feelings on any aspects of HOSPACE, please come back to me on [jane.pendlebury@hospa.org](mailto:jane.pendlebury@hospa.org) or contact Geoff on [Geoff.Royle@hospa.org](mailto:Geoff.Royle@hospa.org). If you are ready to book your space either as a delegate or exhibitor, please visit [www.hospace.org](http://www.hospace.org). There is an Early Bird delegate rate for people employed directly within the hospitality industry.

Regular readers of my column will already know that we are presenting the Professional Of The Year Awards during this

year's Gala Dinner; we have recently added the winner of the best entrepreneurial presentation to the evening awards too. The successful presenter will win a year of free sponsorship with HOSPA. If you are (or know any) start up companies who would benefit from the exposure we can offer at HOSPACE, please put them in touch with us. I don't doubt that the atmosphere at dinner will be as lively and fun as ever.

I have been lucky enough to have been invited to some wonderful industry events over the last month, hosted by both mainstream industry leading companies and other smaller events put together by our sponsors. These events are always such a great opportunity to network with HOSPA members and potential members whilst keeping abreast of developments within hospitality.

One such really successful members meeting was held in conjunction with BDO - a full report will be in next month's Overview. The audience heard from experts in financial reporting and tax in the hospitality industry focusing on UK GAAP and the practical aspects of implementing FRS 102. Also covered were the latest developments in tax including corporate taxes, VAT and the recent employment tax issues which have arisen from the newly introduced National Living Wage and apprenticeship levy.

Next I am off to HITEC which is in New Orleans this year. I look forward to seeing our partners at HFTP and many of our members and sponsors who I know like to attend this annual event in the US. I will let you know what I learned next month!





**Chris Denison Smith**  
Director, FM Recruitment

## Finding ways to go above and beyond

Success doesn't come from just meeting customers' expectations. To truly be at the top of any competitive industry you need to empower your people so that as an organisation you achieve continuous improvement and market differentiation. This applies right throughout the industry, around the world.

Here are seven simple but powerful points drawn together from the worlds of customer service and professional development to help you differentiate your business and keep ahead of your competitors.

### Think outside the skills box...

It is likely that the combined skills of your entire community of employees go way beyond what is expected from a hospitality business. Are skills available which you could activate (or build upon) to add to your offering and increase impact?

During Deaf Awareness Week recently an award winning restaurant in London took steps to improve its service levels by organising a British Sign Language (BSL) training session for its staff. This is a fantastic example of how skills expansion is win-win for all. The staff have a valuable new ability, the business is increasing its offering, and deaf customers that visit the business can communicate with ease - which is good for everyone.

Perhaps you or your staff already possess skills that are not being utilised? Make sure you are aware of everything at your disposal and consider how any currently dormant skills can improve what you do. Looking beyond standard requirements could really make a difference. Involve your staff in an organisation-wide skills audit to uncover the possibilities.

### Hand them what they want...on a plate

Some organisations are comfortable with just meeting clients' core needs - and if that's your business model, that is fine. But move towards the other end of the spectrum, and a whole world of possibilities opens up, as you can cater to very specific or specialised needs. So how can you easily cater to new niches, with little additional effort and investment?

Food and beverage is a great example of this. In a hotel restaurant, each diner represents a potential new set of dietary requirements, from nut allergies to veganism. In a world where lifestyle and personal values are really driving customer choices, your business will benefit from offering high quality options for a much broader range of customer needs. Have you mapped out diners dietary requirements and considered how you can cater to as many of them as possible?

"Customers are buying and experiencing hotels in an entirely different way...what they are really looking for is convenience, quality, consistency...an experience that meets their needs."

Hugh Taylor, Chief Executive, Michels & Taylor

Empower your people to work up options to cater for the ever increasing specialist needs of your customer base. You'll be surprised how little additional effort some of this requires.

### It feels good to give; even better to receive...

Your customers are human - and humans love to be made to feel special, welcome and appreciated! So, are there little extras you can give people to show you care?

A chocolate on the pillow is not particularly remarkable, while a complimentary iPhone for every guest would be too costly (despite having impact!). But there are many options within your reach which can help build goodwill. A special discount for a return visit or a "two for one" deal in your restaurant is likely to appeal to most people. Or if you are keen to connect with the digital generation perhaps a free music download would be a convenient and cost effective way to distribute a gift, giving your customer "instant feel goods".

### Allow all of your staff to "be the Concierge"

If a customer, client or manager comes to one of your people with a left-field request, their instinct may be that it can't be done. But saying no could be the fastest way to lose their attention and loyalty.

Encourage your people to think differently. Just as a concierge is set up in a hotel to meet guests' evolving requirements during their stay, make sure each of your people (throughout the organisation) has a reasonable capacity to be flexible and reach beyond standard requests. Empower them to say yes. Your customers will react instantly and very positively to this.

"Customers are buying and experiencing hotels in an entirely different way...what they are really looking for is convenience, quality, consistency...an experience that meets their needs."

Mark Wynne Smith, Global CEO, Hotels & Hospitality, JLL

### Keep up with the conversation

Who are you trying to impress? Do you really understand what they want? Are you missing a trick? What could you do better? Just ask! Many organisations (both within and beyond hospitality) fail to do this.

You don't have to be psychic, and you certainly don't have to survey every customer through your door, although that does help. Simply keep lines of communication open so that people can tell you how they are feeling and what they need. Give them multiple ways to provide feedback. And when they do, make sure you let them know what you can do to help. The resulting action may be something incredibly simple and inexpensive, but can have a significant impact: all because you are meeting their needs.

You can easily keep the conversation going with customers in person within your hotel or over social media. The key skill your people need to develop is to listen and then to communicate positively.

Listening to customers' evolving needs can help you modify your hospitality offering. Once you understand what a customer (or group of customers) wants, simply put in place solutions which meet their needs. This keeps you on track with demands in the market.

"From my perspective, you need to have an interest in trends, in what is happening in the market, as well as attention for detail, and a commitment to actually see things through."

Lisa Neubueser, Director - Hotel Fund Management, Invesco Real Estate

## Make the most of your combined connections

In 2016, networks are incredibly important. Within your organisation, your employees create a rich collection of deep networks, and digital platforms make it easy for any of your staff to reach out to their network in a flash.

Going above and beyond for your customers may mean having to swiftly put a new capability together for your hospitality business. Perhaps it means find a new supplier in a niche area, fast, or working through a solution which your business can't find on its own. There may be ways to collaborate with other hospitality businesses, whether local or elsewhere in the region, or pull in specialists from outside the industry. Either way, don't start your search from scratch. Your staff are probably already

connected to the people you need to talk to.

Your hospitality people are already connected to a brilliant professional network. Make sure you leverage this.

## Harness the alchemy of attitude...

It may be our industry's cliché, but it is certainly true that service with a smile can make a stupendous difference. Not just because people want to be treated politely, but because a positive attitude is catching - literally - as the science has shown.

A paper by Adrienne Wood published in Trends in Cognitive Sciences talks about "sensorimotor simulation". This is where, when trying to understand an expression such as a smile, we may naturally mimic it, and this triggers us to feel the positive emotion itself.

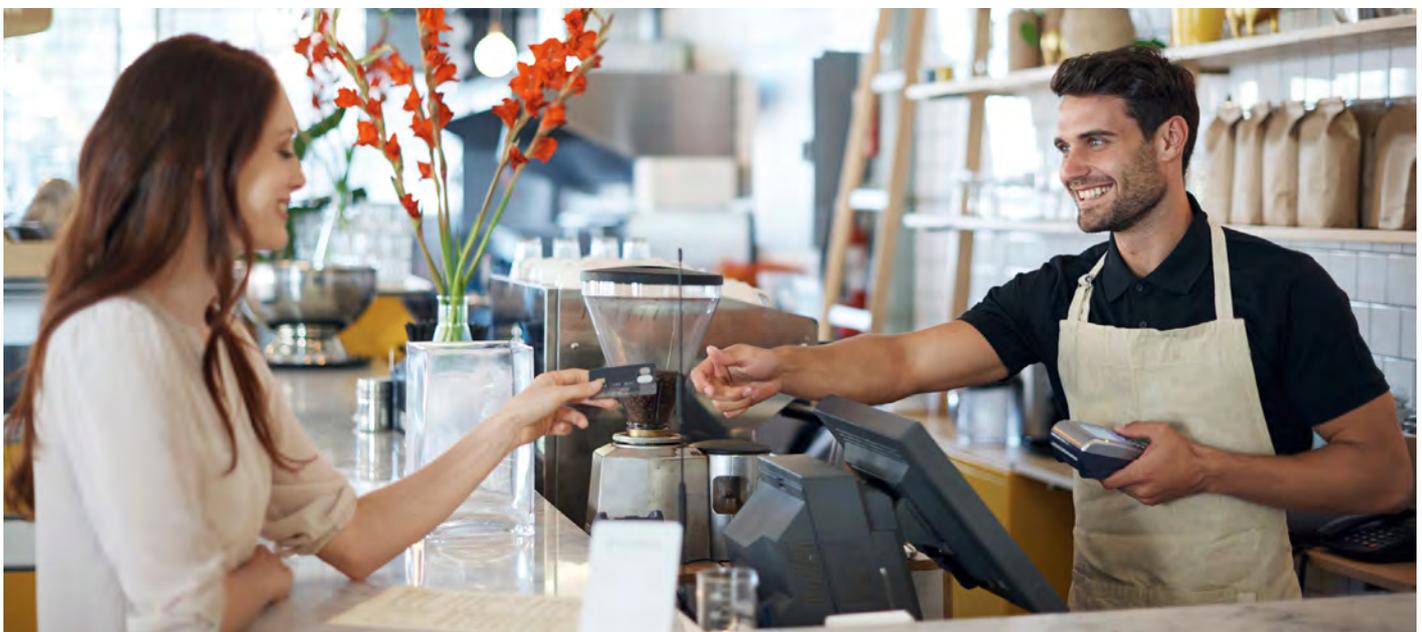
Make sure your people simply love what they do. Make it part of your organisation's DNA to be positive. Let your customers see your staff as confident and enjoying their work. Make the process of dealing with your business as smooth as possible for them.

Your customers will be more at ease because they are confident that you can deliver what you are promising and will be more likely to return to you. This is particularly the case when your are paddling furiously beneath the water!

## Seven ways to go above and beyond

You may already feel that your organisation has the mix "right" and that customers are happy. But take time to work through each of the areas above to see if you can achieve even 1% improvement in each of these areas. You'll be surprised by the impact of these incremental gains...

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)





## Leading learners - this month: Zena Carter

High-achieving learners on the Finance and Revenue Management programmes are recognised each year at our annual awards ceremony.

This month we meet Zena Carter who achieved the highest results on Stage 3, Strategic Management Accounting.

Zena Carter achieved the highest combined result for her coursework assignments and examination for Stage 2 of the Revenue Management Programme, which she completed in March this year and is now an Associate (Certified RM) member of HOSPA.

Zena is the Revenue Manager for Farncombe Estate, managing the central reservations team for the Estate, which includes the Fish Hotel, Dormy House Hotel and Foxhill Manor.

She officially started her career in the hospitality industry straight from the University of Bath where she studied for an HND in Travel & Tourism Management. Her first role was as a Conference & Events Co-ordinator for Hilton Hotels, although prior to that she had worked part-time as a member of the Food & Beverage team for Thistle Hotels.

Most of her career has been spent within events, whether for a hotel, overseas or for an events agency. Zena says she always thinks ahead when taking on a new role to help her decide the right route and when she reached the level of Meeting & Events Manager she felt she needed to make a decision as to whether to move towards Sales Management or Revenue Management. Both roles were an option, especially as she is a target-driven person, but, as she says, "Revenue Management appealed a lot more to me as I am quite analytical. I had a taste of Revenue Management in a previous employment and knew that was definitely the route for me." An opportunity arose on the Farncombe Estate and with the exciting plans the company

was going through and the diversity of the products, it was an amazing opportunity to get her teeth stuck into.

Zena says she's got a lot out of the course and is currently mentoring a member of her team through the programme. "I am pulling ideas from the course that are helping input knowledge into my team as there are some great examples of why we need to do things a certain way and by seeing it in practice it helps with the understanding. Though my background is predominantly events and reservations, I am looking to use the added knowledge to look at the different areas on the estate and within each business to see how my skills can help develop each area."

As to the future, Zena says that as the business develops and expands she would like to develop her role further and move into the position of Director of Revenue Management for the business and also help develop her team's knowledge further so they can be in a better position to make their choices for their next move.

We are now taking enrolments for the three levels of the Revenue Management and Financial Management programmes starting in September 2016. Each programme is studied in three Stages or Levels - Introductory, Operational and Strategic - and each costing £780 + VAT. To learn more about which level is right for you or to enrol visit [www.hospa.org/en/education](http://www.hospa.org/en/education) or email [education@hospa.org](mailto:education@hospa.org)

*Image: Dormy House Hotel*

## → GOOD LUCK LEARNERS

### Good luck to our HOSPA learners!



On the 12th July the HOSPA student learners studying on our Financial Management and Revenue Management Programmes will sit their examinations.

This year we have nearly 100 learners registered to take the assessments at centres in London, Birmingham, Manchester and Edinburgh as well as Dublin, Geneva, Brussels, Belfast, Milan, Amsterdam, Antigua and Dubai.

The Examinations are the culmination of four months of study on the various stages of the HOSPA Programmes. The results will be released in early September prior to the start of the next enrolment.

We will be celebrating the achievements of our outstanding learners at the Annual Awards Ceremony with a new exciting event to be held at the Hilton on Park Lane, London on Wednesday 25th January.

The profiles of past Award Winners can be viewed on the HOSPA website at:

[www.hospa.org/en/events/awards-ceremony/2015-award-winners/](http://www.hospa.org/en/events/awards-ceremony/2015-award-winners/)

To learn more about all of our Professional



Development Programmes visit:

[www.hospa.org/en/education/courseinformation](http://www.hospa.org/en/education/courseinformation) or call us on 01202 889430 to discuss your requirements. We look forward to hearing from you!

Debra Adams, HOSPA Professional Development

## HOSPA on Social Media



400+ Likes

/HOSPAUK



17,000 Followers

@HOSPAtweets



5,300+ Connections

HOSPA - Hospitality Professionals Association

## Rising to the challenge - privacy and cyber security within the hotel sector



**UK businesses will have until May 2018 to comply with the EU General Data Protection Regulation (GDPR) or potentially face fines of up to 4% of annual turnover or €20 million. Hotel owners need to ensure that their IT directors or managers are fully up to speed so that their operations are compliant.**

**N**ew technology continues to drive change in the hotel sector. It affects the customer experience in multiple ways, from the process for making hotel reservations, through to check-in.

Alongside the efficiency benefits for customers and hotel owners alike, technology also brings new challenges. Firstly, hotel owners must make sure they address their customers' privacy rights and hold their data securely. Secondly, they must face up to the cyber security threat and take protective action.

### **Privacy and data protection**

Privacy and data protection is a serious issue for the hotel sector, as illustrated by a number of high profile data breaches

reported in the press. Organisations recently affected include the Hilton, Trump and Hyatt hotel groups and whilst incidents involving large hotel groups are most likely to reach the press, data breaches can happen in any hotel, regardless of size. If management and owners are not taking appropriate protective steps, a data breach is more than likely to occur at some point.

So why are hotels targeted? This is largely due to the types of information they hold about their customers. A standard data set within a hotel database typically contains names, addresses, dates of birth and credit card details. All of this information can be used to carry out identity or credit card fraud.

Clients trust hotels to look after their personal data so that it remains private and never ends up in the wrong hands. So what

can hotels do to ensure that the data they hold is protected and used in the correct way?

All UK organisations should be aware of the Data Protection Act 1998 (DPA), which defines UK law on the processing of data and governs the protection of personal data. The DPA contains eight principles that all organisations should be following. Failure to adhere to the DPA principles significantly increases the likelihood of a hotel suffering a data breach, which in turn could lead to loss of revenues and financial penalties issued by the Information Commissioner's Office. Perhaps most importantly for hotel operators and owners, a data breach could also result in a loss of reputation when news of the data breach reaches the public domain.

Organisations with operations outside the UK but within the European Union should be aware of the Data Protection Directive, adopted in 1995 to regulate the processing of data within the EU. However, this is soon to be replaced by the EU GDPR, widely dubbed the "biggest shake up of data protection laws for 20 years". This is designed to strengthen and unify data protection for individuals within the EU with the primary objective of giving citizens back the control of their personal data. It also aims to simplify the regulatory environment for international business.

UK businesses will have until May 2018 to comply with the GDPR or potentially face fines of up to 4% of annual turnover or €20 million. Hotel owners need to ensure that their IT directors or managers are fully up to speed so that their operations are compliant. Of course, there are no guarantees that the UK will still be in the EU in 2018, and if the UK does leave the EU, it is unclear what would happen to UK regulation around privacy and data protection. However, it seems likely that the UK regulations would still be updated to bring them in line with EU requirements.

## Cyber security

Cyber security concerns the protection of information systems from theft or damage to the hardware, software and the information on them. It also includes protection from disruption or misdirection of the services that the information systems provide.

Hotel owners that take the recommended steps to protect themselves from data breaches should also reduce their risk of cyber security threats. Of course, the threat will never be diminished entirely - cyber criminals nowadays are becoming much more able to break through any security defence that organisations put around their systems. It is also worth noting that cyber threats are not just external, but are just as likely to originate from an internal source. Management teams need to ensure they are taking action to protect their organisation from threats from all sources.

Unfortunately, understanding of cyber security threats is poor in many sectors, including hotels. Management teams can underestimate the risks they face, and so fail to ensure that adequate controls and governance processes are in place. They may also overlook the importance of preparing for a cyber breach and understanding how to respond if the worst does happen.

Once hotel owners understand the extent of the threat, they need to ensure that fully documented policies and procedures are in place that owners, key management individuals and hotel employees must follow as part of their employment terms and conditions. Applying the Information Security Management standard (ISO27001) should enable organisations to ensure that all requirements are covered. To maintain security over time, documented policies and procedures need ongoing management. Employees need appropriate training so that they understand the importance of following guidelines and company policies, as well as how to spot a potential cyber breach. Organisations should also consider the need to obtain an assurance report on the controls included within documented policies. This can provide valuable reassurance that everything is operating as it should.

## What next?

All sectors are undergoing major technological change, and the hotel sector is no different. In fact, given the type of data that hotels hold, they may be particularly attractive to target by fraudsters and cyber criminals. IT is also so widely used across hotel operations that the criminally minded have multiple avenues open for mounting cyber attacks.

Hotel owners must protect themselves by ensuring they are adequately informed, insured and have the necessary governance procedures in place. Action is essential to reduce the risk of a serious attack that threatens the future viability of their business.



Chris Beveridge  
Associate Director  
Governance, Risk & Assurance  
Moore Stephens LLP  
[Christopher.beveridge@moorestephens.com](mailto:Christopher.beveridge@moorestephens.com)

Chris works within the Governance, Risk & Assurance department at Moore Stephens, where he advises and assists clients on writing information security policies and procedures and the management of these. Please contact Chris for further help and advice.



# Sanctum Soho Hotel select Guestline's solutions to streamline operations



The latest team to embrace Guestline's leading cloud hosted property management solutions is the Sanctum Soho Hotel in London. The boutique hotel has opted for their Rezlynx PMS, distribution, EPoS and online booking solutions to collaborate their systems and ensure PCI compliancy.

The Sanctum Soho decided to change from their previous supplier (a server based system) due to long winded and time consuming procedures. To amend or upload rates and promotional offers, the team would have to wait 24 hours and the systems weren't regularly updated to meet the needs of today's traveller.

The team wanted a system that would accommodate their desire for real-time rate management and updates, alongside a strong marketing approach in able to contact guests directly to help drive direct bookings and enhance guest communications.

Ani Chirita, Sanctum Soho Rooms Division Manager said "Our old system was very restrictive and wasn't PCI compliant which is crucial for guest security. We operate in a competitive market place and we need to be able to flex rates and make amends to the system in real-time so they take effect immediately. We are looking forward to increasing direct bookings and driving revenue which will in turn provide a demonstrable return for our new technology investment.

By selecting Guestline's solutions and thereby reducing the number of third party suppliers, we are now dealing with one point of contact which gives us more accountability and ensures all our software is fully integrated."

Currently receiving 80% of bookings via OTA's (Online Travel Agents) the hotel were keen to drive direct bookings and reduce commissions. The team wanted to manage their channels more effectively and have more control over their rates and availability - change was a must. With the Guestline systems, Sanctum Soho will be able to set rules to reflect current occupancy levels and rate strategies along with the ability to directly communicate with guests using the advanced marketing functionality within Rezlynx PMS. Their new, integrated online booking module (OBM) will allow guests to book quickly and efficiently and with the new Price Assure tool, the customer is reassured they are getting the best rate direct with the hotel.

Having a private cinema, roof top bar and restaurant meant Sanctum Soho needed a superior conference and banqueting system to enable them to manage events seamlessly across the property - with Rezlynx PMS, the team will be able to co-ordinate activities more effectively and allocate codes to different cost centres for revenue management analysis.

Reporting was a big issue for Sanctum Soho. Prior to Guestline, customer invoicing was a drawn out process and in depth analysis was near impossible. With Rezlynx, the team can access extensive reporting functionality with in-depth analysis, itemised reports and quick overviews.

Sanctum were assured by Guestline's UK based Support service that offer direct support for queries and questions, whilst confident in the knowledge that Guestline's dedicated account managers will work closely with them to help them improve business efficiencies and drive bookings.

Rupert Gutteridge, Sales and Marketing Director at Guestline added "The team will have a fully integrated system that connects their PMS to their channel manager, and the automated processes will help improve rate and room distribution and save time and resources for the hotel. They will be equipped with the tools to drive direct bookings and boost occupancy via strategies unused before, all of which are PCI compliant.

Sanctum Soho hotel will also be integrating Butlerpad which will allow guests to check into their rooms via an app on their smart phone which will improve guest check-ins and provide guests with the ability to message the hotel direct via the app. This is an exciting partnership for both parties and I look forward to monitoring the success."

Contact Guestline now on +44 (0) 1743 282300 to arrange a meeting to find out more.

## Brexiteer or Remainiac?



**The outcome for the service sector on 23rd June is as unknowable as the referendum itself.**

**T**he hospitality and service sector has become a key battleground for campaigners on both sides of the debate, as one of the more outward facing of the industries.

Over 29 million foreign holidays each year are made by UK holidaymakers to EU countries, equating to 76% of all holidays taken. Additionally, 68% of all business trips from the UK are to EU countries (4.6 million business visits).

According to a study from ABTA, there are currently many EU regulations that have been designed to benefit holidaymakers and business travellers. Although these regulations would not change immediately, Brexit could have a significant impact in the future. Current regulations include:

- Financial protection for package holidays
- Compensation for flight delays
- Access to free health cover through the European Health Insurance Card
- Caps on mobile phone charges
- 'Open skies' across the EU, resulting in more routes, more airlines, and lower fares

Of immediate concern is the impact that a period of uncertainty will have on the strength of the Pound versus

other currencies. A weaker Pound has a direct impact on spending power overseas, making the cost of holidaying or visiting abroad more expensive, as well as adding costs for UK businesses to buy abroad.

Mark Tanzer, ABTA Chief Executive, said: "Our assessment of the report's findings is that a vote to leave will lead to uncertainties and may lead to increased costs for travel businesses and the travelling public. We recognise that people will approach this referendum by considering many factors - personal, professional, and economic - before casting their vote. ABTA has considered what a vote to leave the EU might mean purely from a travel perspective. Our view is that the potential risks and downsides are not matched by an equal upside for the traveller."

A letter signed by a number of service sector leaders, including Glenn Earlam, Chief Executive of David Lloyd Leisure and Compass Group's chairman and Chief Executive Paul Walsh and Richard Cousins read: "Britain's service sector includes everything from retail to the arts, from finance to education, and from hotels to architects. It accounts for around 80% of value added and 80% of employment, making it the jewel in the crown of British industries.

"As the leaders of some of Britain's biggest service businesses, we believe that a vote to leave the EU would damage the UK's thriving service sector and put jobs at risk. We want to ensure that Britain remains a leader in this vital field, and that is why we support the UK remaining in the EU on 23rd June."

A Frontier Economics report for London First suggested that £68bn of service exports could be at risk from leaving the EU.

The research found: "Through its membership, the UK has promoted trade liberalisation across the EU and has benefited from increased trade in services, estimated at between £36bn and £68bn in service exports and £21bn and £39bn in services imports.

"This research estimates that total UK trade (ie the combined value of goods and services) has been between £212bn and £400bn a year higher because of the benefits of services liberalisation secured by the UK's membership of the EU.

"Leaving the EU is likely to increase trade restrictiveness in services, which could lead to UK trade falling by between £67bn and £92bn a year even in the event of a free trade deal."

But Labour MP Gisela Stuart, chairwoman of the Vote Leave campaign, said: "This latest attempt to do down the British economy by the Chancellor will convince no one.

"The reality is, not even the European Commission can find significant evidence that the EU has benefited the UK's service exporters, but it has benefited the giant multinational companies which spend millions lobbying Brussels each year. The safer choice for British business is to vote Leave on 23rd June and to take back control of our economy and the £350m we send to Brussels each week. This will be good for jobs and growth."

A study by CBRE on the impact of a potential exit from the EU on the hotel sector, by Joe Stather, senior analyst, hotels, reported that, should the UK vote to remain in the EU on the 23rd of June then we are likely to see business as usual and a glut of investment decisions in the immediate aftermath. However, should Britain choose to leave we can expect a

'long goodbye' stretched out over two years or more and lingering uncertainty which would ultimately reduce investment in the longer term. A poll of CBRE investor clients in February 2016 found that 73% believe the UK would be a worse place to invest should the country vote to exit.

UK hotel liquidity, in particular, has been driven in recent years by international inbound capital - a share of which has been seeking security and stability. A vote to leave the EU would undoubtedly dent the perception of Britain as a 'safe haven', at least in the short term, and we would therefore expect a decline in the overall appetite to acquire hotel stock.

It added: "That said, we do expect uncertainty to have a reasonably positive impact on hotel cash-flows as interest rate rises are deferred until there is greater clarity on the future of the UK economy. A low interest rate environment in recent times has boosted consumer spending. This has had a profoundly positive impact on hotel demand and thus revenue generation. But ambiguity over the future health of UK GDP has caused boardrooms to become unsettled, and the tightening of corporate purse strings will temper the current growth in business and conferencing demand for the hotel sector.

"Additionally, the announcement of the referendum date recently sent the Pound tumbling against the Dollar and Euro - we would expect this to be amplified further should the UK vote for exit. This would make the UK highly competitive in terms of pricing for inbound travellers and therefore result in greater overseas demand for hotel accommodation, coupled with the lower price sensitivity of international guests. Hotels located in domestic-driven destinations could also benefit as the increasing expense of travelling abroad drives a British 'staycation' trend.

"One concern, in the event that the UK votes to leave, would be the implications on hotel staffing. 'Leave' campaigners emphasise control over immigration as the most important single thing that leaving the EU would secure. It is recognised that the UK would have to be a long way outside most cross-border institutions before that can actually happen; however, hotels are amongst the sectors most dependent on non-UK EU born citizens and would therefore be most exposed to any form of change (27% of workers in the UK's accommodation sector and a further 27% in food & beverage services are foreign-born according to the Labour Force Survey). Payroll costs, on average, account for 32% of total hotel revenues in the UK - any increase in this cost resulting from an induced shortage of skills and tighter labour market would directly impact hotel profitability and investor returns. Those seeking exit from the EU argue that a 'points-based' immigration system would ensure that skills shortages could be dealt with effectively."

It concluded: "At present, a vote to 'Remain' looks more likely than a vote to 'Leave'; however, should the UK decide to 'go alone' there will be significant changes to the hotel landscape, of which both challenges and opportunities will surely present themselves."

While here at HOSPA we, of course, wish to retain a balanced view, the sector will be wishing to keep the balance on opportunities, rather than challenges.

## Turning data into action: segment your audience



Data is changing the foundation of hospitality marketing. With personalised content, hoteliers can now engage and nurture their guests like never before. As a result, you have a new way to increase satisfaction and cultivate loyalty to generate profitable revenue growth. In that respect, marketing departments are realising that using their own data to compile audiences has become one of their biggest assets.

**A**udience segmentation is the key process that not only makes data actionable but enables personalisation. It allows marketers to change their approach from a pattern of interruption (e.g. TV or radio commercials) to a more efficient engagement strategy that focuses on quality instead of quantity. Below are the steps you need to take to segment your audience and enable true one-to-one marketing.

### Centralise your data to build a robust guest profile

Hoteliers have a wealth of data in their systems, (including Property Management System (PMS), Point of Sale (POS), Central Reservation System (CRS), call center, food & beverage, spa, etc.) that you can integrate with online data (email, web analytics, guest satisfaction survey (GSS), and social media platforms) to build the foundation of a robust guest profile. By augmenting your first party data with third party data, you can then access a complete view of your guests that covers an array of useful dimensions:

- Guest history
- Value
- Status
- Behaviour
- Preference
- Interest
- Intent
- Engagement

### Implementing audience segmentation - Step 1: Know your audiences

Now that you've consolidated all of your data into a single view, it's time to cluster guests into relevant marketing segments that you can use to build, automate and personalise your campaigns. There is a wide range of clustering techniques that you can use to segment your audience, most of which are easy to implement. Many people think that clustering techniques require an advance knowledge of statistics or a database, but this is not the case.

Start your basic segmentation process with the RFM technique, which looks at frequency, recency and monetary value as a way to differentiate your guests. This allows you to organise your profiles in a way that enables you to answer the following important questions:

- Who stays with you the most often?
- When do they stay?
- Have they visited lately?
- How much do they spend?
- How much have they spent over time?
- Who are your high-yield guests?
- Who are your lapsed guests?

In addition to the RFM technique, you will want to personalise communications based on specific distribution channels:

- Direct bookers:
  - Call Center
  - Website
- OTA bookers
- Travel agency reservations

I also highly recommend segmenting your guests based on where they stand in the guest cycle:

- Pre-Stay Guests with a Reservation
- On Property Guests
- Post-Stay

## Step 2: Keep exploring your audience segments

Once you have the basic segmentations in place, there is no limit to what you can do to further slice and dice your data and create personalised communications. For example, you can always add dimensions to differentiate your audiences based on age, gender, income, the device they use to book their reservation, or interest (golf, spa, food, culture). The idea is to leverage your hotel CRM to move past the basic audience characteristics and discover more specific attributes. Performing exploratory segmentations is easier when you keep in mind what type of organisational needs your marketing needs to support:

- Transactional:
  - need period campaigns,
  - room upgrades,
  - remarketing to third-party distribution channel guests,
  - prospecting for new guests.
- Operational:
  - personalised check-ins,
  - reservation confirmation and cancellations,
  - guest service issues.
- Revenue management:
  - rate categories with different terms and conditions,
  - fencing,
  - a change in hotel occupancy or REVPAR.

The end game is gaining the ability to summarise your major marketing segments into personas that connect lifestyles and life stages to the various guest experiences you offer, both on and around the property. For example:

- romantic getaway,
- family vacation,
- active lifestyle/sports/adventurous excursions
- pampering,
- luxury.

## Step 3: Mine your big data, segment with clustering techniques

By and large, a simple, business focused approach to clustering is very effective in serving the specific functional and business needs of hotels or resorts. However, for larger hotels with a complex offering of products, it might be worth exploring more advanced clustering techniques - especially if your guests are demographically diverse and cover a greater range of lifestyles. Those techniques rely on algorithms, and each one of them has its own strengths and weaknesses. They are particularly sensitive to statistical assumptions. For example, some will require your data sample to be normally distributed in order to produce meaningful results.

When segmenting data, it is important to first perform a discriminant analysis to reduce the number of factors involved and determine which variables should be included in your cluster analysis. While there are a variety of clustering techniques available, the most commonly used is 'K means' and 'decision trees'. 'K means' provides interesting insights into the persona behind your marketing segments by looking at the difference in means among groups.

Overall, and before anything else, the most important concern to keep in mind when personalising content is manageability. The more audience segments you have, the more assets marketing must deliver to launch a new campaign. However, having numerous marketing segments should not hinder the ability to quickly deploy new campaigns.

Furthermore, exploring and mining your data on a frequent basis is a great source of inspiration for personalising content and finding new opportunities for guest engagement. It is also a good way to stay in touch with how fast guest behaviour can change, as we are currently seeing with the rapid adoption of mobile as a booking device.

So at the end of the day, how do you know if your segmentation works? If you are measuring campaign performance, you should be able to see an increase in ROI, email open rates and click-through rates, and 'likes' after implementing a relevant audience segmentation.

### About the author

Christophe Tayon Director of Marketing Cendyn/One has over 15 years of experience in the travel industry working for and with OTAs, GDSs, devising marketing strategies to structure solutions to support and promote retail and channel sales. An expert in channel distribution dynamics, he started his career in Business Intelligence and progressively moved toward ecommerce and digital marketing. Christophe is a travel and marketing technology advocate. He joined Cendyn/ONE in 2015. He uses his position as Director of Marketing to share his knowledge of how Cendyn/One's fully-integrated Hotel CRM + Digital Marketing Platform increases guest satisfaction, and cultivates loyalty to generate profitable revenue growth.

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## Regional big cities catching up with London in eating-out stakes

London remains the indisputable hotbed of eating and drinking out in the UK, but more and more restaurant and bar operators are putting their focus on the nation's other big cities for their openings.

Latest figures from MarketGrowthMonitor, the quarterly measure of GB pub, bar and restaurant openings and closures produced by AlixPartners and CGA Peach, show that food-led sites in the capital increased by 13.4% over the five years to March, but by 22.4% in other big British cities.

Cardiff, Leeds and Liverpool have all seen their supply of licensed premises increase by more than a fifth over the last five years, with the likes of York, Newcastle and Manchester not far behind. London does not even make the top 10, although its stock of licensed premises is still greater than the rest of the cities on the list put together.

“Growth in regional cities is in part a consequence of the toughness of the London market. With competition so fierce and property costs so high, established operators have been looking well beyond the capital for their growth opportunities,” said CGA Peach director Jamie Campbell.

But another underlying trend is big cities playing catch-up. While places like Manchester, Birmingham, Leeds and Cardiff have always been well stocked with pubs and bars, their range of restaurants has, per capita, been way below that of London.

“With so many chains flocking in, the choice and quality of eating in these and many other cities is unrecognisable now from as recently as a decade ago. And with increasing numbers of people preferring to eat out than drink out, there is plenty of scope for this trend to continue. Regional cities will never be the same intense concentrations of restaurants as London, but there is no doubt that they are narrowing the gap with the capital,” added Campbell.

Big cities are catching up with London in another way too: with the rise of small, dynamic operators. The London scene is dominated by independents and emerging groups, with 64% of restaurants are operated by groups with fewer than 25 sites, up substantially from 51% five years ago. And this change is also now evident in other big cities, where small operators account for 40% of restaurants, up from 34% five years ago.

“This shows that for all the talk of identikit high streets, the majority of new restaurants are being opened by fledgling multi-site operators and indies. London still leads on this front and its diversity is unparalleled. But numerous exciting new operators have been born in the regional cities and are thriving there, Red’s True Barbecue, San Carlo, Thaikhun and Living Ventures to name just four,” said Campbell.

### City centres with biggest growth in licensed premises in the last five years

City Centre	Increase in total sites	Increase in food-led sites	Increase in drink-led sites	Total sites as of March 2016
Cardiff	23.0%	45.8%	6.7%	219
Leeds	22.3%	37.3%	10.7%	335
Liverpool	20.8%	17.1%	17.1%	372
York	19.0%	19.8%	18.5%	263
Newcastle	17.9%	32.4%	3.6%	389
Bath	16.9%	33.7%	-1.6%	194
Manchester	16.5%	32.7%	1.3%	566
Southampton	15.2%	36.4%	-14.0%	121
Leicester	12.3%	27.6%	0.0%	229
Norwich	12.2%	9.7%	16.7%	184

Note: Includes cities with more than 100 sites only

## Entrepreneurs driving restaurant and pub openings in competitive market



**Casual dining restaurants and food-led pubs continue to open up around the country - a trend being led largely by a crop of ambitious, aspiring branded chains.**

Latest figures from Market Growth Monitor, the quarterly measure of GB pub, bar and restaurant openings and closures produced by AlixPartners and CGA Peach, show that this growth in entrepreneurial food-driven businesses - as well as the continued conversion of drink-led pubs to food establishments by major pub groups - is helping to offset the on-going decline in marginal sites, in particular community pubs.

The latest Monitor shows a slight dip in overall numbers. As of March this year the country had 123,732 licensed premises - 0.5% fewer than the same time last year, but 4.4% fewer than five years ago.

“This is a relatively small year-on-year fall, and may only be

a blip, as it contrasts with the last three quarterly reports, all of which showed the country’s stock of licensed premises in net growth over the previous 12 months. But it does reflect a general slowing down in the eating out sector on both the business and consumer side over the last six months or so,” said CGA Peach’s vice president Peter Martin.

Britain’s stock of pubs and bars fell by 2.7% in the last year, and by 9.9% over the last five years. Net closures totalled 5,778 over those five years. Restaurants have made up much of this shortfall, and there are now 0.6% more than there were a year ago, and 21.3% more than five years ago. The trend is even larger in the food-led branded pub sector, where stock is up by 17.1% over the 12 months to March, and by 46.6% in the last five years. A lot of these additions have been

conversions of drink-led locals into eating-focused pubs.

“Although the last quarter may have seen a tightening of market conditions both in terms of site numbers and sales growth, this does not appear to have dampened the flow of new entrants to the market. There is no let up at the smaller chain end of the market,” added Martin.

Over the past three years, restaurant groups with between five and 25 sites have grown site numbers by 39%, or around a net 500 new openings, while growth among established brands with over 100 sites was a more modest 13%, or just under 300 net new openings.

“Perhaps unsurprisingly net site supply in the pub and restaurant market is now trending more in line with the movement in demand - which has proved relatively flat so far in 2016,” said AlixPartners managing director Paul Hemming.

“This is of course at the macro level. The overall picture masks a three-tier world. At the top we see strong performance being reported by both a selection of established operators and exciting newcomers. Businesses like Wagamama, Las Iguanas and Blanc Brasserie or Red’s True Barbecue, The Botanist and Leon are showing there is plenty of growth for well-run offers that fit a target market.

“We then see the bulk of the market producing flat-to-plus-three like-for-like sales, with a tail of offerings, including the likes of Frankie & Benny’s, finding the current competitive market conditions challenging after years of success. As the competitive nature of the market becomes more pronounced, so are the experiences of the winning concepts versus the rest.”

Peter Martin concluded: “The figures illustrate the incredible success story of casual dining in this country over the last few years - and the spread of new restaurants around the country has been fairly even. With consumers being given more choice than ever, competition will only increase, sales growth is going to be hard won.”

The AlixPartners and CGA Peach Market Growth Monitor is compiled quarterly from data supplied by CGA’s Outlet Index, a continually updated database of all licensed premises. For more information, contact CGA Peach account director Jamie Campbell at [jamie.campbell@cgapeach.co.uk](mailto:jamie.campbell@cgapeach.co.uk).

The Monitor is delivered in partnership with AlixPartners, the leading global financial advisory firm. Contact managing director Paul Hemming at [phehming@alixpartners.com](mailto:phehming@alixpartners.com)

## Net openings and closures in the 12 months to March 2016, by region

Region	Food-led sites	Drink-led sites	Total sites
Anglia	0.9%	-1.8%	-0.7%
Central	0.9%	-2.0%	-0.9%
Granada	1.2%	-2.2%	-0.8%
London	0.5%	-1.4%	-0.2%
Meridian	0.9%	-2.0%	-0.4%
Scotland	1.1%	-0.6%	0.2%
Tyne Tees	1.4%	-1.6%	-0.5%
Wales	1.5%	-2.3%	-0.7%
Westward	0.3%	-0.9%	-0.3%
Yorkshire	-0.6%	-1.9%	-1.3%

North England	0.6%	-2.0%	-0.9%
Central/Wales	1.0%	-2.1%	-0.8%
South England	0.7%	-1.6%	-0.5%

Source: AlixPartners CGA Peach MarketGrowthMonitor, May 2016

## Pub groups see sales fall



**Britain's eating and drinking-out market continued to slow-down in April, according to latest figures from the Coffer Peach Business Tracker. Collective like-for-like sales across managed pub and restaurant groups were down 0.8% against the same month last year, and follow a modest 0.6% increase in March.**

While restaurant groups saw like-for-like trading increase 2.5%, pub groups experienced a 2.7% decline on April last year. Regionally, London outperformed the rest of Britain, with like-for-likes up 1% against a 1.3% fall outside the M25.

"April's performance can in part be put down to the cold weather, to Easter being in March rather than April this year and also to the general slow-down in the wider economy in the run-up to the Brexit vote, but the underlying fact is that the overall market has been essentially flat since the start of the year, with April's numbers coming on the back zero growth in February and only a small uptick in March," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, RSM and UBS.

"The cold weather in the month also helps to explain why restaurants did better than pubs, as poor weather always tends to favour restaurants and good weather pubs," added Martin. "But taken together we are seeing a slowdown in market growth."

"Industry sentiment at the start of the year was that 2016 was going to be a tougher year than last, and that seems to be panning out. Optimism levels among operators are still positive, but down on 2015," he said.

Total sales for the month among the 31 companies in the Tracker cohort were up 3.1% on 2015, reflecting the fact that groups are still opening new sites, if at a slower rate than previously.

The underlying annual trend shows sector like-for-likes running at 1.5% up for the 12 months to the end of April.

Trevor Watson, Executive Director, Valuations at Davis Coffer Lyons, said: "The global business environment is now learning to deal with a period of long term uncertainty. This has led to UK economic indicators weakening - it is not just about Brexit. Announcements from Tata Steel, BHS and Austin Reed are all leading to more cautious consumer sentiment. Against this background, the latest Coffer Peach Business Tracker statistics are only to be expected. With the number of new openings continuing to exceed closures, the pressure on operators is unlikely to diminish for the rest of the year."

Paul Newman, head of leisure and hospitality at RSM, added: "This month's figures again show a disappointing like-for-like trend, particularly outside of London. This slowdown in growth is in part driven by an increasing number of exciting new concepts taking market share from the established, mainstream operators whose results dominate Business Tracker.

"This disruption is provoking these operators to review their brand portfolios and is driving increasing trade M&A activity in the sector, as witnessed by Whitbread acquiring a stake in Pure and Pizza Express acquiring upmarket pizza delivery chain Firezza. We see this trend set to continue throughout the remainder of the year."

Jarrod Castle, leisure analyst at UBS Investment Research, observed: "The 12-month like-for-like moving average growth rate has slowed and came in at 1.0% in April, compared to March at 1.2%, February 1.1% and January 1.3%."

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

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
<b>LFLs</b>	2.1%	1.7%	1.1%	0.6%	1.2%	2.5%	-0.2%	1.3%	1.9%	0.0%	0.6%	-0.8%
<b>Total</b>	6.2%	5.8%	4.8%	4.3%	4.6%	6.1%	3.5%	4.7%	5.4%	3.2%	4.9%	3.1%

Source: Coffer Peach Business Tracker



## Conference drives NW growth

Hoteliers in the North West of England recorded an 11.7% year-on-year increase in profit per room in April fuelled by a 19.5% increase in the achieved rate in the residential conference segment, according to the latest data from HotStats.

Despite a 0.1 percentage point decline in room occupancy, RevPAR (Revenue per Available Room) increased by 5.7% for the month, with the residential conference segment contributing to a 5.9% uplift in achieved average room rate, to £80.88 from £76.41 during the same period in 2015. In addition to the growth in the residential conference segment rate, an 8.2% increase in conference & banqueting revenue on a per available room basis was recorded, which contributed to a 5.5% increase in TrevPAR (Total Revenue per Available Room) to £109.00 for the month.

Whilst year-on-year payroll levels were up by 3.3% on a per available room basis, as a result of the growth in total revenue, hotels in the North West recorded an 11.7% increase in profit per room in April, which contributed to year-to-date growth of 1.6%.

### Newcastle Hoteliers Feel the Pinch as New Supply Dilutes Top and Bottom Line Performance

Despite recording an 8.5% year-on-year increase in profit per room this month, year-to-date GOPPAR (Gross Operating Profit per Available Room) has dropped by 5.5% in 2016 against the same period in 2015 as new supply has contributed to a dilution of headline performance levels.

Whilst hotels in Newcastle were able to record a 0.1% increase in RevPAR in April, year-to-date this measure has fallen by 7.7%, which has primarily been as a result of a 5.7 percentage point decline in room occupancy, suggesting that the hotels within our sample have been impacted by new openings.

As regional economic indicators for the North East have remained positive, the supply increase in Newcastle has been significant, with an increase of 817 branded hotel rooms since the beginning of 2015, which have included the 251-bedroom

Crowne Plaza Stephenson Quarter, 160-bedroom Hampton by Hilton, 222-bedroom Motel One and the recent opening of the 216-bedroom Premier Inn (The Gate).

Although food & beverage revenue remained broadly stable at £29.87 per available room, which has tempered the year-to-date decline in TrevPAR to 4.4%, a 1.6 percentage point increase in payroll as a proportion of revenue contributed to the decline in profit per room for Newcastle hotels in the four months to April 2016.

### Stratford-upon-Avon Hotels Bounce Back in April Despite Shift in Easter Trade

Although the Easter holidays moving from April to March this year has upset the balance slightly for hotels in Stratford-upon-Avon, they have responded well recording a 26.7% increase in profit per room for the month, as hotels in the town were able to drive volume and price in the commercial segment.

Whilst hotels in the Stratford-upon-Avon market are typically heavily reliant upon demand from the leisure segment in April, volume from this source (ie individual leisure and group leisure) fell to 25.6% of total roomnights sold from 31.9% during the same period in 2015.

In its place, demand from the commercial sector increased to 43.1% of total demand, due to an increase in the volume of demand attributed to the residential conference (+8.2 percentage points) and corporate (+1.5 percentage points) segments. The shift in demand also contributed to the 56.3% increase in conference & banqueting revenue on a per available room basis at hotels in Stratford-upon-Avon for the month and the subsequent 8.8% year-on-year increase in TrevPAR.

Despite the uplift in April, year-to-date RevPAR at Stratford-upon-Avon hotels remains 2.2% behind the same period in 2015 with profit per room now 9.5% below, as payroll levels have increased by 2.1 percentage points in the first four months of 2016, to 38.6% of total revenue from 36.5% during the same period in 2015.

## The month of April 2016

	Apr'16	Apr'15	Var b/w		
NORTH WEST	Occ %	75.8	75.9	-0.1	▼
	ARR	80.88	76.41	5.9%	▲
	RevPAR	61.29	57.98	5.7%	▲
	TrevPAR	109.00	103.33	5.5%	▲
	Payroll %	30.2	30.8	0.6	▲
	GOP PAR	35.05	31.38	11.7%	▲

	Apr'16	Apr'15	Var b/w		
NEWCASTLE	Occ %	76.4	75.9	0.4	▲
	ARR	67.01	67.35	-0.5%	▼
	RevPAR	51.19	51.15	0.1%	▲
	TrevPAR	91.38	91.51	-0.1%	▼
	Payroll %	33.2	32.7	-0.4	▼
	GOP PAR	25.05	23.08	8.5%	▲

	Apr'16	Apr'15	Var b/w		
STRATFORD-UPON-AVON	Occ %	70.3	69.0	1.3	▲
	ARR	77.72	74.16	4.8%	▲
	RevPAR	54.61	51.14	6.8%	▲
	TrevPAR	96.06	88.32	8.8%	▲
	Payroll %	35.6	35.8	0.3	▲
	GOP PAR	27.59	21.77	26.7%	▲

## The Calendar year to April 2016

	YTD'16	YTD'15	Var b/w		
NORTH WEST	Occ %	70.5	72.0	-1.5	▼
	ARR	77.59	74.88	3.6%	▲
	RevPAR	54.71	53.93	1.4%	▲
	TrevPAR	98.97	98.07	0.9%	▲
	Payroll %	31.4	31.4	0.0	▼
	GOP PAR	28.08	27.64	1.6%	▲

	YTD'16	YTD'15	Var b/w		
NEWCASTLE	Occ %	70.8	76.5	-5.7	▼
	ARR	64.80	65.00	-0.3%	▼
	RevPAR	45.91	49.75	-7.7%	▼
	TrevPAR	84.94	88.80	-4.4%	▼
	Payroll %	33.6	32.0	-1.6	▼
	GOP PAR	21.23	22.45	-5.5%	▼

	YTD'16	YTD'15	Var b/w		
STRATFORD-UPON-AVON	Occ %	61.5	63.5	-1.9	▼
	ARR	74.35	73.71	0.9%	▲
	RevPAR	45.76	46.79	-2.2%	▼
	TrevPAR	83.12	85.17	-2.4%	▼
	Payroll %	38.6	36.5	-2.1	▼
	GOP PAR	17.87	19.74	-9.5%	▼

## The twelve months to April 2016

	Rolling'16	Rolling'15	Var b/w		
NORTH WEST	Occ %	76.0	75.9	0.0	▲
	ARR	78.34	75.38	3.9%	▲
	RevPAR	59.50	57.23	4.0%	▲
	TrevPAR	109.21	106.25	2.8%	▲
	Payroll %	29.5	29.8	0.4	▲
	GOP PAR	35.52	33.36	6.5%	▲

	Rolling'16	Rolling'15	Var b/w		
NEWCASTLE	Occ %	75.4	80.3	-5.0	▼
	ARR	67.92	64.07	6.0%	▲
	RevPAR	51.19	51.45	-0.5%	▼
	TrevPAR	93.47	94.28	-0.9%	▼
	Payroll %	30.8	30.7	-0.2	▼
	GOP PAR	27.62	27.14	1.7%	▲

	Rolling'16	Rolling'15	Var b/w		
STRATFORD-UPON-AVON	Occ %	70.9	69.1	1.7	▲
	ARR	76.11	74.22	2.5%	▲
	RevPAR	53.93	51.31	5.1%	▲
	TrevPAR	96.45	94.01	2.6%	▲
	Payroll %	33.9	32.6	-1.3	▼
	GOP PAR	27.33	28.31	-3.5%	▼

**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:**

call +44 (0) 20 7892 2222  
 email [enquiries@hotstats.com](mailto:enquiries@hotstats.com)  
 visit [www.hotstats.com](http://www.hotstats.com)  
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# Members' Events

**27 June**

## ***The Hospitality & Tourism Summit***

### **Location**

The Grange, St Pauls, London

### **Event Details**

The Summit is the Davos of Hospitality & Tourism; connecting leaders of the UK Plc who are seeking solutions to the big issues affecting our industry. It provides an exclusive platform for inspiration, innovation and debate. It is our ambition to ensure the future success of our industry and a level playing field for tourism and hospitality businesses that operate in the UK.

The agenda for the Summit in 2016 will focus on issues affecting the whole industry including alleviating the impact of National Living Wage; our industry's stance on the Europe In-Out debate; continued devolution; gaining competitive advantage in the global tourism marketplace; making the digital economy work for our industry; improving profits; and future trends.

The BHA's Summit attracts leaders, CEOs, politicians, investors, and suppliers to discuss the issues that matter most within the industry. We are delighted that Global Hospitality Services (GHS) and its London Hotel Partner, Grange Hotels will host The Summit at their London City flagship, The Grange St. Paul's Hotel.

We look forward to welcoming you to the 5th Hospitality & Tourism Summit.

[summit.bha.org.uk](http://summit.bha.org.uk)

**6 July**

## ***Content Marketing***

### **Time**

6.30pm - 8.30pm

### **Location**

Grange Hotel Holborn, London

### **Price**

Free to HMA and HOSPA members; £25 to non-members

### **Event Details**

Following on from their successful seminar at the National Hotel Marketing Conference in May, we welcome back two of the country's leading experts on Content Marketing.

- Petra Clayton is Managing Director of top leisure industry PR agency Custard Communications.
- Yvonne Brennan is Group Marketing Manager of Redefine BDL Hotels, one of the country's largest hotel management companies.

Hotels need a strong content strategy that excites their target audiences, yet doesn't cost too much. This session will look at how you can set goals and execute clever content marketing with the right words, images and stories for your audiences.

Email [hospa@hospa.org](mailto:hospa@hospa.org) to register your attendance

**7 July**

## ***Annual HOSPA Quiz London***

### **Location**

The Judge's Court, Browns, Covent Garden, WC2N 4AG London

### **Event Details**

Book now for HOSPA's Annual Quiz Night!

The event starts from 6.00pm on 7th July for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Cost: £30.00 (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

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; London Quiz Night Booking Form and send back to Jenny Rose; [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)

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

"What was the first Disney animated film that was not based on an already existing story?"

Come join us for a fun and competitive evening!

**13 July**

## ***Reputation Management***

### **Time**

6pm

### **Location**

TBC

### **Event Details**

- Looking from the guest perspective.
- What does a guest really want when booking a hotel room?
- Competitive sets - do hotels set their sights on the correct hotels?

In hospitality we always want to give our guests exactly what they want. With service as well as product we try to deliver the right value proposition for each one of our guests. This is of key importance as consistent non-delivery would lead to bookings drying up and the hotel being half empty. So from the service and product side, we generally have most boxes ticked.

One area we potentially do not live up to the guest expectation is the booking experience. There is no hotel that has a quick book now button like Amazon has. OTAs are much more successful in converting business than we are on our website. Do we really understand what our guests want or do we even really understand our guests?

We will share some interesting insights from different angles and have an interactive discussion about what it is our guests want.

Book Now by emailing [Jenny.Rose@hospa.org](mailto:Jenny.Rose@hospa.org)

**15 September**

**Regional Quiz Night In Glasgow**

**Location**

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

**Event Details**

Join us for the Regional HOSPA Quiz Night! 15th September in Glasgow!

The event starts from 6.00pm on 15th September for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Cost: £20.00 per person (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

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 6 please download and complete the booking form; Regional Quiz Night Form 2016 and send back to Jenny Rose, [jenny.rose@hospa.org](mailto:jenny.rose@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?"

**19 September**

**HOSPA IT Event**

**Location**

London, tbc, 6pm

More information to follow.

To book, please contact [Jenny.Rose@hospa.org](mailto:Jenny.Rose@hospa.org) / 0203 418 8196

**19 October**

**Cost Control for F&B Operations**

**Location**

London

**Event Details**

Cost Control for F&B Operations is designed for all those involved with the management of food and beverage operations, from head chefs to food and beverage controllers. No prior knowledge of finance and accounting is required.

**What is this course about?**

This one day course has the purpose of assisting businesses with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability. Taking a practical approach, the course is highly interactive and uses a series of worked examples, case studies and discussions. Divided into seven key topic areas, the course covers:

- Best practice in purchasing and stock control
- Menu planning, standard costing and gross profit management
- Impact of sales mix
- Wage and salary scheduling control
- KPI's for food and beverage control
- Break-even analysis for F&B outlets
- Action plans for profit improvement

**What does it cost?**

This one-day course is priced at £300 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

**How do I register?**

To register your place at this event, please email [education@hospa.org](mailto:education@hospa.org) or call the Professional Development team on +44 (0)1202 889430.

For more information

Please email [education@hospa.org](mailto:education@hospa.org)

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## BOOK NOW! HOSPACE 2016

Thursday 10th November

Sofitel London Heathrow, Terminal 5

### Hospitality Conference Exhibition

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

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

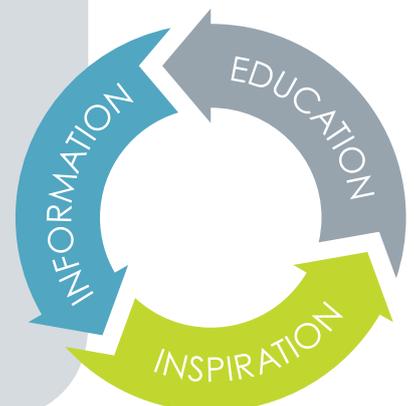
HOSPACE is also home to an Industry Specialist Solutions Exhibition - covering all aspects of your Hospitality business.

#### 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

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

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



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