

# THE OVERVIEW

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## The Apprenticeship Levy, one year on



Atos joins HOSPA  
HOSPA seeks a president

# Welcome to THE OVERVIEW

This month sees HOSPA welcome the Atos membership, bringing with it expertise in Big Data, cyber security and cloud services, which have leapt into the 'must-have' file for all hospitality businesses.

At the time of writing, the UK had a minority Conservative government, after an election in which none of the parties ran campaigns which are likely to be taught to the politicians of tomorrow. Given the current state of global politics, it seems unlikely that we will be enjoying it, the DUP, or Theresa May for much longer, but what can be agreed on is that it puts the UK in a weaker position than ever when it comes to the Brexit negotiations.

And, for a sector staring down the barrel of higher wage costs, rates and a weak Sterling (good for staycations, bad for attracting EU staff), the need for technology to prove its worth and drive business while improving efficiency and cutting costs has never been more pressing.

At a recent event in London, Chris Mumford, managing director of Aethos Consulting Group, told attendees that there was potential for improved productivity from smarter working. Mumford said artificial intelligence held promise, commenting: "There's quite a lot of places where tech will have an impact." His own business is exploiting ways to automate the process of filtering applicants in the recruitment process. "LinkedIn has probably replaced the CV," he added.

Once you've hired your employee, personalisation is also a factor when tasking them with dealing with the consumer. Avvio CEO Frank Reeves added that "consumers have an expectation of personalisation" which, when successful, could be used to drive a "focus on advocacy", when the guest does the marketing for you.

In these staff-straitened times, being able to cut down on marketing staff because the guests are doing it for you sounds like efficiency you can take to the bank.



*Katherine Doggrell*

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# HOSPA

Hospitality Finance, Revenue and IT Professionals

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## HOSPACE 2017 preview



**We certainly live in unpredictable and challenging times.**

**Who would have guessed we would end up with a hung parliament? The result has led to much uncertainty and many questions. What does this mean for the UK hospitality industry and the Brexit negotiations? Is it going to be a hard or soft Brexit? What will happen to the industry's EU migrant workers? The list is endless.**

Well, I cannot offer you answers here and now but come to HOSPACE 2017 on 2 November, when we will know a lot more. At HOSPACE 2017, we have got the same excellent panel of experts, who discussed Brexit at last year's event. They are returning by popular demand to discuss the issues and possible outcomes at our exciting new central London HOSPACE 2017 venue, The Royal Lancaster.

We look forward to welcoming back the Brexit panel of Martine Ainsworth-Wells, Head of Destination Engagement, ETOA (European Tour Operators Association); Jeremy Robinson, Partner, Watson Farley Williams; and Mark Essex, Director, Public Policy, KPMG. Keeping them in order and providing the probing questions will be panel chairman Robert Barnard, Partner, BDO, responsible for BDO's hotel/hospitality consultancy.

Given the current political and economic uncertainty, one of the best things we can all be doing as an industry, is to give our full support to Ufi Ibrahim and the excellent work she is doing on our behalf at the British Hospitality Association (BHA). As Ufi said, following the pared-back Queen's Speech, setting out the Government's legislative agenda for the next two years: "The hospitality and tourism industry, the fourth largest in the UK, looks forward to working with Ministers to build the widest consensus on Britain's future outside the EU. The Government is already aware of the industry's vital need to have continuing access, in the short term, to the EU labour market while we encourage more UK workers to take up a career in hospitality and tourism.

"We have also made clear that the National Living Wage should be decided by the Low Pay Commission after 2020.

"The trade bills announced to help British businesses export to markets around the world should also consider that tourism is the UK's sixth largest export. With this in mind, it is essential that the immigration system encourages, rather than deters, tourism to the UK and allows visa-free access for Europeans."

Amen to all that! We are indeed fortunate to have such a proactive and effective trade association as the BHA.

This is undoubtedly a very challenging time for ensuring tourists feel welcome and safe in our major cities, with the recent terrorist atrocities in Manchester and at the capital's Finsbury Park and London Bridge. Though it is inevitable these events will have a short-term adverse impact on our industry, there is every reason to be positive about the future. I have no doubt that both Manchester and London will bounce back very quickly. Visitors to these shores can be comforted by the reassuringly quick response time and highly efficient actions of our heroic police force, as well as the insight of our intelligence services.

We are a very resilient nation with no intention of giving in to terrorism; and always at our best when our backs are against the wall. As in Manchester after the concert explosion, dozens of Londoners and businesses opened their doors to people stranded in the capital after the London Bridge attack. The local Premier Inn did a great job in helping those caught up in it, as did the Andaz Liverpool Street Hotel. Uber was commended for offering free rides in the wake of the Manchester Arena attack, and Black Cabs followed suit in London. It makes you proud to be British!

It would be impossible to write about this without mentioning Hospitality Action and the amazing work that they do for people in need in our industry. Thank goodness for their hard-working team, who I know have been taking a lot more calls from people in our profession caught up in the recent attacks. They are also offering help to any hospitality workers involved in the horrific Grenfell Tower fire. Please take a look at [www.hospitalityaction.org.uk](http://www.hospitalityaction.org.uk) to see more about the great work they do.

Next month I will report on my trip to Toronto for HITEC but prior to that, I hope to see many of you at the annual quiz night in London on 6 July and also the annual National Hotel Marketing Conference on 13 July at St George's Park, Burton-on-Trent.





**Jillian Malone**

Director, FM Recruitment

## Cultivating hospitality: Infrastructure, Government and Tourism

Amaris Hospitality and Jurys Inn have put together a report suggesting a pro-tourism strategy to present to the UK government<sup>1</sup>. In times of political change, it is no wonder that moves are being made to protect the industry. Government support and infrastructure changes can certainly make or break industries. In order for any business to flourish the conditions on the ground and in the air need to be hospitable. The best habitats will be regularly tended to and growth will be encouraged. Within hospitality this is particularly evident in property development, recruitment, and tourism attraction.

One of the biggest current changes for hospitality in the UK is of course Brexit. This could massively affect the way companies are recruiting operations staff. KPMG say that the labour shortfall 10 years after Brexit would be 1 million if EU migration fell to zero from 2019<sup>2</sup>.

Currently, 75% of waiters and waitresses, 25% of chefs, and 37% of housekeeping staff are from the EU. The British Hospitality Association (BHA) has also presented a strategy to the government for recruiting a substantially higher proportion of its workforce from the UK to fill this gap.

It is not just the UK that is making big decisions. In January, Barcelona actually made a move to curb tourism by banning the building of new hotels even if old ones are closed. Projects that are already in place will be completed, and because of the existing pipeline it has been suggested that an impact will not be seen until 2019. But this does mean that hospitality companies looking for places to grow will be discounting the Spanish tourist hub from their plans.

Further afield there is evidence of governments continuing to push tourism growth forwards. Dubai has been working towards its 2020 goals for several years now and the country continues to build infrastructure to accommodate an increase in visitors. The successful signing of US\$3bn credit facilities<sup>3</sup> as part of financing for the expansion and development of Dubai International Airport, has recently been announced. This development will allow the airport to serve up to 146 million passengers by 2025.

### Where to plant your business?

#### Watch the weather

Before committing to a new location for your venture, it is vital to be across the rules and processes that may be specific to that region. Find local partners who can help get you up to speed, and keep an eye on any changes that are in the pipeline that could turn an ideal habitat into difficult terrain.

#### Space to grow

Many companies are choosing to invest in developing economies as the room for growth is so much greater than in dense cities like London. This kind of opportunity might also be found in underrated provinces in developed countries. Companies can also tap into concentrated geographical markets by creating a unique product that answers a new consumer need.

#### Transport links

With the exception of the hardy few travellers who might take on a challenging trek to the North Pole or a climb up Everest, most people want the travelling part of their holiday or business trip to be as simple and stress free as possible. Every accommodation owner must have full knowledge of local transport hubs, possible routes, and potential hurdles in getting visitors to their destination.

Good transport links can mean a good place for development, while heavy traffic volumes and noise pollution can be downsides to being too close to a hub. Choosing an ideal location is always a balancing act depending precisely on what you want to offer your guests.

#### Events

Being part of a big event or being in a location near a sports or entertainment arena will give you a reliable supply of guests. Areas which become known for events are also likely to build up more facilities and other services which will make the location more popular.

#### Safety

Safety and Security are becoming an increasingly important part of the pull of any area. This is not always entirely within the control of the individual hotel, but having reassurance that there are safety procedures and support in place if needed will decrease the likelihood of losing guests to safety fears.

<sup>1</sup>[http://www.bha.org.uk/bha\\_members\\_news/amaris-hospitality-hospitality-executives-petition-pro-tourism-strategy/](http://www.bha.org.uk/bha_members_news/amaris-hospitality-hospitality-executives-petition-pro-tourism-strategy/)

<sup>2</sup><http://dip9shwvohtcn.cloudfront.net/wordpress/wp-content/uploads/2017/05/BHA-EU-migration-final-report-170518-public-vSTC.pdf>

<sup>3</sup><https://www.visitdubai.com/en/departments-of-tourism/press-centre/tourism-news/dubai-announces-3-billion-airport-expansion-project>

## Evergreen hospitality

There are certain elements of hospitality that will help you stay relevant regardless of location or changes.

### Good service

Treat your guests well and give them a reason to come back. Follow through on what you offer, anticipate needs and be ready to resolve problems. There will always be people who need beds to stay in and you need to be there ready for them.

### Stay competitive

The more you drive to innovate, improve, and listen to your customer the more secure your place in the industry will be. Strive to be the best in show, the clear choice for what you are offering. Don't risks falling by the wayside; instead be the thing that people cannot go without.

### Have a back up

It is always good to have an idea of what you would do if your current source of revenue dries up. What changes to your facilities could you make? How could you readjust for a new market? Even if you do not need to implement these changes now it takes the pressure off to know that you do not have to rely on your current strategy to survive.

## Embed in the local community

Open yourself up to locals. You do not always need your guests to have travelled miles to see you. Make your bar or restaurant a treasured local facility and you may see many returning guests.

## Gardeners

Smaller companies and independents may feel less sturdy in the winds of government and infrastructure changes that are out of their control; but joining together with others in your situation can give better support. There are always groups working for the best interest of the hospitality industry which you can look to, or work with, to get advice and ensure the best conditions for your business. In the UK the BHA is a champion of the industry. There are also global alliances like HOFTEL which works to act as a voice for hotel owners in larger debates. Finding the right group for you may be a good way to protect your crop.

Jillian Malone 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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## Diane Little - Assistant Cluster Rooms Revenue Manager - Principal Hotels

### Winner: Revenue Management Level 2

Diane commenced the Revenue Management programme in September 2015 and became the prize winner for Level Two for achieving the highest combined course work and examination grades. She has now completed the programme and became an Associate member of HOSPA in March this year.

Within her current role, Diane supports the setting and delivery of the Revenue Management strategy for The Bonham Hotel, The Principal Hotel Edinburgh, and The Roxburghe Hotel, with specific responsibility for The Bonham Hotel. She is also responsible for ensuring the accommodation budget for all three properties, which have 488 rooms combined, is exceeded.

Diane started her career within the hospitality industry in 2003, working in part-time Food and Beverage roles during the summer. In 2006, she started a Higher Diploma in Hospitality and Tourism Management, which then led her to develop her skills and experience further within Front of House, starting as a Guest Service Centre Agent. After a few years she decided to move to the UK with the intention to progress her career. Diane then spent six years in reservations and progressed from Reservations Agent to Reservations Supervisor and Reservations Manager.

In May 2015 Diane was promoted to Cluster Data Analyst. Eager to continue her learning and development, Diane enrolled onto the HOSPA Revenue Management course, which she says has helped broaden her Revenue Management perspective and has supported her in her role.

Since then, in October 2016, Diane was promoted to her current role of Assistant Cluster Rooms Revenue Manager. She says the course “has been a fantastic opportunity to gain industry specific training and ultimately a qualification related to my chosen career”.

Diane is determined to keep progressing in her chosen career path of Revenue Management and looks forward to applying her skills as Profit Manager.

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.

The Professional Development Team are keen to meet with Heads of Departments and team members, cluster controllers and revenue executives to provide information about the HOSPA professional development programmes. Enrolment for the September start date begins now! We can visit you and present at your next team meeting!

Contact [education@hospa.org](mailto:education@hospa.org) or visit the website at [www.hospa.org/education](http://www.hospa.org/education)

## Welcome to our new Associate Certified Members

Congratulations to the following learners who have this month successfully completed their Financial Management studies and who are now awarded Associate (Certified) membership of HOSPA:

Shilen Pattni - Jurys Inns

Paolo Stabile - Double Tree by Hilton Docklands

Kamila Lipnicka - Radisson Blu Belfast

### Good Luck to all our learners!

Good luck to all Financial Management and Revenue Management learners taking their exams on 18th July in 12 different countries around the globe - UK, Ireland, Italy, Kenya, Mauritius, Netherlands, Portugal, Qatar, South Africa, Switzerland, United Arab Emirates and Vietnam!

## Apprenticeship Levy



**Now the Apprenticeship Levy is in place, we're taking another look at the changes to the legislation and how it works in practical terms.**

**Jill Whittaker FCA, Managing Director of HIT Training, gives clarity around the Apprenticeship Levy and what this means for the industry.**

"Arguably, the biggest shake-up in apprenticeship funding for a generation took place earlier this year in April, when the new Apprenticeship Levy came into play. The Levy means that businesses with an annual pay bill of more than £3m, now pay a 0.5% payroll tax which goes into a fund to support apprenticeship training.

"Because it's still early days for the Levy, you might not be aware that you can already start putting your new apprenticeship programmes in place - but you most certainly can.

"The Apprenticeship Levy funding can really benefit a business by helping to cross and up-skill their workforce, from new starters right through to the senior management team. To help the hospitality providers understand how they can make the most of the Levy and get started on developing their apprenticeship programme, we've put together these top facts:

- Levy payments are recorded on the Apprenticeship Service website, where each employer has their own account. If you haven't yet signed up to this, then now is the time.
- The Government tops up Levy contributions by 10 per cent, so for every £1 you pay in, there is £1.10 in your digital apprenticeship account to spend.
- Levy payments expire after 24 months of being in a digital account, so it's best to plan your apprenticeship strategy sooner rather than later.

- Levy vouchers can only be spent on apprenticeship training and assessment with an approved training and assessment provider. The list of government approved providers is available [here](#). We strongly recommend working with a specialist company like HIT Training to plan a business-wide strategy and maximise the value of your funds.
- Levy payments can be used to fund apprenticeships across your organisation, not just for new entrants. A staff progression programme that promotes employees into more senior positions can be framed around a management apprenticeship, or a higher or degree apprenticeship.

"For those of you with an annual pay bill less than £3m and who are therefore a non-levy payer, you are still able to draw from the Levy funding to train new apprentices and up-skill existing members of staff.

"In practical terms, this means that:

- You now pay 10% of apprenticeship training costs with the government co-investing the remaining 90%.
- If you have less than 50 employees and take on 16-18-year-old apprentices or 19-24-year-olds with an education and healthcare plan, you do not need to pay anything as 100% of training costs is covered by the Government.
- Increased amounts of funding are available for apprentices who come from the most deprived areas of the country.



This provision is in place for the first 12 months when it will then be reviewed; so if this can help you, make sure you act quickly.

- Under the new process, apprenticeships need to be administered by a registered and accredited training provider like HIT Training.
- Unlike larger Levy-paying businesses, you don't need to use the Apprenticeship Service to pay for apprenticeship training and assessment until at least 2018, when further advice will be issued by the government.

"So that gives an overview of how you can make the most of the Levy. However, it's important to note that there is a lot that the money can bring to your business far beyond simply employing apprentices and implementing training. Used wisely, your fund will become a cornerstone of your staff retention and management development programme, creating financial efficiencies, improving performance and ultimately driving profits.

There are numerous benefits of hiring an apprentice which include:

- A positive impact on the whole team, with 80% of employers stating a significant increase in employee retention<sup>1</sup>.
- 92% of companies find that having an apprenticeship

- programme has led to a more motivated and satisfied team<sup>2</sup>.
- 72% of businesses report an increase in productivity of £214 per week from employing an apprentice<sup>3</sup>.
- 90% of apprentices stay in employment after finishing their qualification, with 71% staying with the same employer<sup>4</sup>.

"As these statistics show, training is essential to the lifeblood of any company and ensuring that team skills are up-to-date leads to more satisfied service users and staff, a better reputation and potentially increased profitability. The introduction of the Apprenticeship Levy can seem somewhat complex but once you take the time to understand how it works, it's clear it's good news for our industry; helping employers to better structure their apprenticeship programmes and making it easier for them to identify, retain and recruit talented staff."



For more information about the Apprenticeship Levy and HIT Training visit [www.hittraining.co.uk/apprenticeship-levy](http://www.hittraining.co.uk/apprenticeship-levy) or call 0800 093 5892.

Jill Whittaker FCA  
Managing Director of HIT Training

<sup>1</sup> Skills Training UK: [www.skillstraininguk.com/docs/E-Benefits%20of%20Apprenticeships.pdf](http://www.skillstraininguk.com/docs/E-Benefits%20of%20Apprenticeships.pdf)

<sup>2</sup> Skills Training UK: [www.skillstraininguk.com/docs/E-Benefits%20of%20Apprenticeships.pdf](http://www.skillstraininguk.com/docs/E-Benefits%20of%20Apprenticeships.pdf)

<sup>3</sup> CIPD, October 2014

<sup>4</sup> Skills Funding Agency, Key Facts About Apprenticeships, December 2014



# HOSPA

Hospitality Finance, Revenue and IT Professionals

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The HOSPA Financial Management and Accounting programme is the only course of its kind providing future finance managers in hotels, restaurants and leisure with an industry specific in-depth programme of study.

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# Sky Select launches - a new way for hotels to deliver stunning HD content to their guests



**Sky today unveils Sky Select - a new way for hoteliers to give their guests stunning HD entertainment in every room. Powered by the Sky Bright Box, a sophisticated method to deliver HD quality content to multiple TVs in a hotel from a centralised location. It completes Sky's HD portfolio, bringing quality, choice and flexibility for hotels in room and in bar.**

The new service, Sky Select is:

- The first and only centralised distribution system available in the UK that allows hoteliers to tailor a selection of Sky HD channels to distribute in HD across their hotel.
- Ideally suited to hotels with more than 50 rooms, giving hoteliers the flexibility of changing their channels without any additional hardware or installation costs.
- Offers a welcome channel, seamlessly integrating into the on-screen guide for a better guest experience.

Whether it's the drama of the Premier League on Sky Sports, a highly-anticipated US series like Game of Thrones on Sky Atlantic, or box-office hits like Rogue One: A Star Wars Story on Sky Cinema, Sky Select gives hoteliers an unrivalled choice of Sky's HD channels for all of their hotel rooms while also incorporating their guests' favourite Freeview and foreign channels. In addition, hoteliers have the flexibility to easily swap existing channels or add more at any time.

The Sky Bright Box has been designed as a dedicated commercial solution to enhance the TV entertainment experience hotels offer their guests. With an integrated installation, hoteliers can incorporate a tailored welcome channel to greet their guests, alongside Sky's familiar EPG with channel synopsis information for an outstanding guest experience.

Compatible with both coaxial and IP network cabling and offering 24/7 remote monitoring, the Sky Bright Box delivers the flexibility to suit the needs of every hotel.

Damian Saunders, Strategy & Commercial Director at Sky Business, comments:

"With guests demanding and expecting more from their in-room TV viewing, it is important for hoteliers to offer an entertainment experience that matches what their guests enjoy in their own homes. Sky Select provides the opportunity for hotels to exceed guests' expectations, by delivering a breadth of unmissable content in stunning high definition, with the flexibility to suit their business needs".

"At Sky we are committed to helping hotels create the best possible experiences for their guests with innovative new solutions and services, and Sky Select is one more way for them to do that".

Sky Select offers four channel packages to choose from, covering sports, movies, entertainment, music, news and documentaries all in stunning HD - giving hotel guests an unrivalled choice. To find out more contact the Sky hotels team on [hotels@sky.uk](mailto:hotels@sky.uk)



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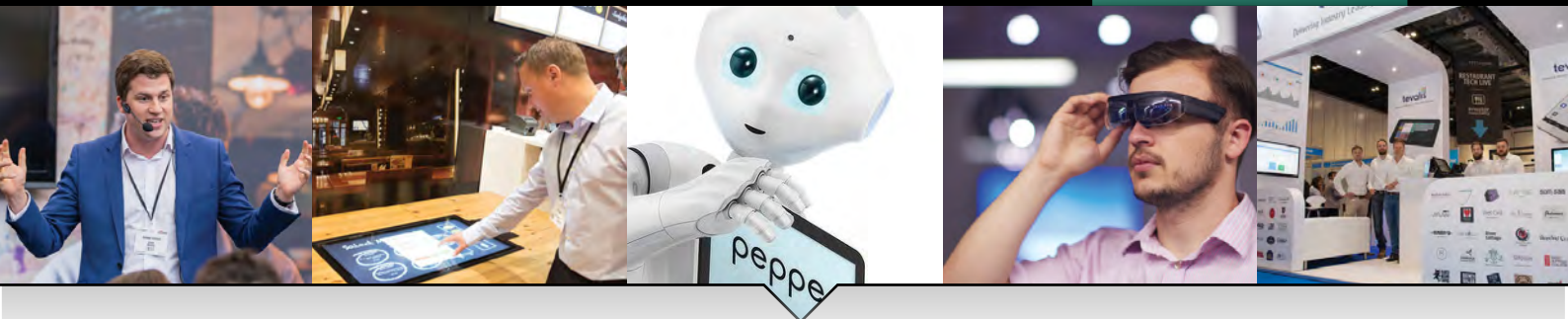
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# Atos and HOSPA - a new partnership

**We are delighted to announce that Atos has recently joined HOSPA as a brand new member organisation and partner.**

**A**tos is a leading digital services organisation with 10,000 employees across the UK & Ireland and a global team of 100,000+ business technologists. Atos brings digital transformation to life for a vast range of public and private sector organisations including Accor, Travelodge, McDonald's, Marriott and many more, helping them to drive innovation for customer experience and reinvent their business for the digital age.

Joaquim (Kim) Marques, Head of Hospitality for Atos UK&I had the following to say:

"I'm very excited about the partnership and can't wait to start working with HOSPA and its members as a trusted partner for their digital journeys. Hospitality is a significant sector so it's great that we can focus on it in the UK and Europe and work

with HOSPA to bring the latest insight, thought leadership and digital solutions to members."

Serving a global client base, Atos is the European leader in Big Data, Cybersecurity, Digital Workplace and provides Cloud services, Infrastructure & Data Management, Business & Platform solutions, as well as transactional services through Worldline, the European leader in the payment industry. With its cutting edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients.

For more details on Atos, the partnership with HOSPA or to discuss your own digital journey please contact Kim directly at [Joaquim.marques@atos.net](mailto:Joaquim.marques@atos.net) or visit [www.uk.Atos.net/Hospitality](http://www.uk.Atos.net/Hospitality).

## → HOSPA POSITIONS

# HOSPA is looking for a president with 'strategic and leadership expertise'

**The HOSPA President is an official representative of HOSPA. He or she should be a credible and ethical individual and should aim to increase the visibility and popularity of HOSPA.**

There is a suggested minimum two-year term associated with the role, which may be extended, following a vote from the HOSPA board. The President will represent HOSPA in a positive light and by doing so help to increase brand awareness and revenue generation. The role is assigned to a single person who is (or has been) successful in the hospitality arena and is generally well known and well connected. The president should be the position to encourage membership as well as sponsorship of HOSPA. The HOSPA president should not only spread the word about the values of HOSPA but will occasionally hear feedback on the association which could benefit the future development and management of HOSPA.

Key responsibilities throughout the year:

- Encourage attendance and attend key events such as HOSPACE to offer a welcome and facilitate networking
- Help present certificates and trophies at the Professional Development Awards Ceremony and Professional Of The Year at the HOSPACE Gala Dinner
- Meet with the CEO & team to discuss strategy

HOSPA CEO Jane Pendelbury said: "This opening comes at a time when HOSPA is growing in numbers and in relevance, in a fast-evolving sector. The board generate great debate and offer valuable feedback during our quarterly meetings - guidance from a leader within the industry will be invaluable."

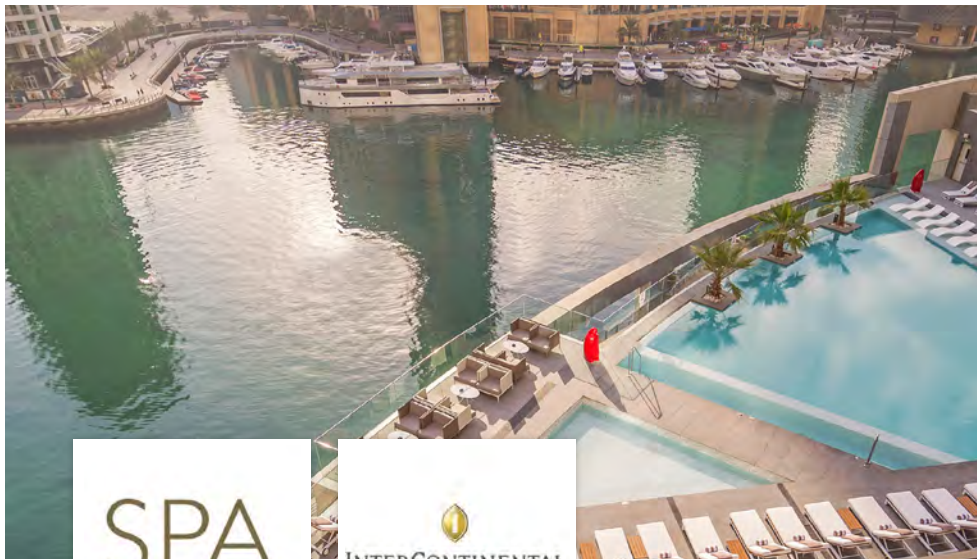
HOSPA aims to:

- Influence the promotion of the highest professional standards in financial, IT, revenue and marketing management within the hospitality industry
- Develop the reputation of the members and the Association within the hospitality industry
- Provide the membership with professional updates and technical guidance on issues relevant to the hospitality sector
- Encourage professional development for all members to maintain the high quality standards of competence and governance expected by the sector
- Enable good ideas, best practice and solutions to be shared within the sector
- Encourage networking between members at regular meetings and social functions

In line with HOSPA's articles of association and ongoing policy to promote new energy and ideas, the HOSPA board wishes to invite applications from the membership of the organisation for the role.

HOSPA would like to thank the outgoing HOSPA President Robert Cook for his leadership and contribution to the association over recent years.

More information is available on request. Please call Jane Pendelbury on 0203 418 8196 email [jane.pendlebury@hospa.org](mailto:jane.pendlebury@hospa.org) or [chris.upton@hospa.org](mailto:chris.upton@hospa.org)



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### At the CORE of a true urban escape

Located on one of the world's most iconic waterfronts, InterContinental® Dubai Marina sits amongst Dubai's elite hotels and makes no excuse for its contemporary décor and surroundings.

A true international hotel, SPA InterContinental at the InterContinental Dubai Marina hotel attracts guests from across the globe time and time again, providing a true urban escape that is seamlessly managed by Core by Premier Software – the ultimate business management software solution.

Whilst the hotel lives up to its world-class reputation, it is SPA InterContinental which offers the ultimate urban retreat. Featuring six exclusive treatment rooms providing female, couples or a male only service, personalisation is a key factor at SPA InterContinental.

Outwardly the therapists and spa managers deliver a professional, friendly and discreet service, which is supported behind the scenes by a business management system, providing the same seamless service.

Core by Premier Software (Core) has been created specifically for the spa, wellness and leisure industry, to provide a single and multi-site business management solution that matches and exceeds expectation.

Developed to meet SPA InterContinental's exact needs, Core has a depth of functionality that is unrivalled by any other software system. From online bookings through to automated marketing and financial reporting.

InterContinental Dubai Marina has been working with Core for almost two years. SPA InterContinental's focus on the client experience is mirrored by Core's ability to segment client data to provide a truly unique service as Natthida Klangmontri, spa manager at SPA InterContinental, explains: "Delivering a first class service is all about personalisation. Knowing your guests, the treatments and products they prefer and use, and being able to provide promotions which suit their exact needs, is why SPA InterContinental is so successful."

Although Core has been designed for the spa operations within a hotel, it fully integrates with existing PMS systems ensuring hotel guests can utilise the spa's facilities without having to use two separate payment systems.

PCI-DSS compliant and SEPA accredited, Core provides a multi-layered business system which includes a depth of reporting unrivalled by other software systems.

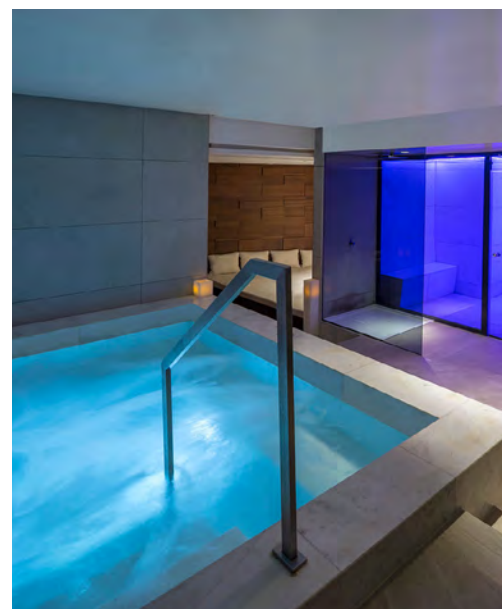
Core by Premier Software can be installed as a global single and multi-site business management solution.

**tel:** +44(0)1543 466580 **email:** sales@premiersoftware.co.uk **web:** www.premier-core.com



*"Anyone looking for a new business management system should look no further than Core."*

Natthida Klangmontri  
Spa Manager, SPA InterContinental,  
InterContinental Dubai Marina





# Using technology to simplify and secure partner relationships



**The acceleration of technology, and its impact on customer expectations, has transformed business models, departmental structure, and partner relationships in the hospitality industry. Let's take the hotel industry as an example.**

We have noticed that hiring has slowed, and hotels are relying on external partners to keep the wheels turning. What this means is that while historically brochures, promotional materials, and menus would have been created in house, they are now being outsourced. Everything from event contractors dressing function rooms, photographers to capture rebrands and re-designs, to software experts to train teams on internal hotel systems.

This causes a headache for finance directors who need to manage the individual payment terms of each partner, and ensure rates are negotiated within budget. All the way through to IT teams, also need to ensure content is shared securely with partners, and more importantly that the hotel retains control of all assets being shared.

## **Protect your IP by keeping content sharing secure**

Leaders in IT are actively taking management control over external content sharing. Instead of sharing via email, and losing track of the content, file versions and in many cases, the IP, they are approaching with a very different stance - one of active collaboration. Collaboration that enables the added security of access tracking, version control and administration management.

For Dropbox customer Warren Elliott, Marketing Lead at Elite Hotels UK, it's a familiar story: "In the marketing department we have six marketers across the group - all in different hotels - sharing content with external partners, journalists, and guests daily. We needed one centralised cloud tool to keep all of our content, our social media assets, email marketing, internal brochures or newsletters, shareable and secure."

## **Save time by simplifying the partner relationship process**

It's not just about managing partner relationships externally though - with different payment terms and negotiated rates, the cloud can help reduce admin and save time with internal partner management too. All you need to do is give partners access to a secure accounting folder, where they can add their VAT number, invoices, and payment terms in real time, or on a project by project basis.

If you're unsure how it would work, check out this Q&A with Mandy Bagot from Cloud Bookkeeping - [dropboxbusinessblog.co.uk/accounting-clouds-bookkeeping-revolution/](https://dropboxbusinessblog.co.uk/accounting-clouds-bookkeeping-revolution/). Worried accountancy was 'behind the curve' she set up a 100% cloud based book keeping company to ensure sensitive third party information remained secured, and more importantly that she remained compliant. "We receive a lot of important and sensitive documentation but are no longer restricted to using a freestanding scanner or printer; it's now an instant process," she says.

When it comes to partner relationships the cloud can help improve the security of content sharing for the business, and simplify the management process for accounting teams - whilst ensuring they remain compliant.

If you need cloud insights, or have any questions about how you can use the cloud to simplify partner relationship, please contact me at [techtalk@dropbox.com](mailto:techtalk@dropbox.com)



## Surprise your guests with a little bit of culture and tradition



**In a service oriented hotel or restaurant operation, guests usually come first. We try to make the impossible, possible and no is never a good answer, at least in an ideal world. That is what hospitality should be all about. However, sometimes we are so busy pleasing our customers with all the wishes they might have or we are overwhelmed with work, stressed out and can barely see the light at the end of the tunnel.**

Sometimes we forget the quintessence of an extraordinary service experience. The true meaning of hospitality; the little details which create lasting memories and loyal customer relationships. The goal of every service oriented business should be to anticipate our guest's needs and demands, without them reminding us, or even better, without our guests even realising they had this wish in the first place. The difference between a good and a great hospitality business is the ability to create demand where no one expected it to be.

Take coffee as our main example today, everybody is so busy serving mediocre coffee supplied by a standard hospitality distributor. The hotel bars offer wrongly "pulled" espresso or cappuccino without proper froth. Sure, the taste is there and customers are unlikely to complain. If they are not enjoying it, well the next Starbucks is just around the corner. No harm done.

With an evolving gourmet cuisine where the priority lays on food and Michelin stars, the chefs are treated as celebrities

and the atmosphere and ambience of a restaurant is designed by the latest architects. We forgot one thing: the beverage side of the business. Yes, sure a sommelier will recommend matching wines with every course, someone might add, but what about after the meal?

The world of coffee is as diverse and interesting as wine. Flavours and aromas differ depending on brewing style, roast level and origin, yet very few establishments have experience on this subject. Imagine a customer spending a few hundred dollars on a well-executed meal prepared using the finest local ingredients available, yet when it comes to dessert, all one can offer is an espresso with poor crema and little flavours. Is that what we are aiming for in an industry where we sell a "feeling"?

Let's take it one step further. Did you ever hear about Vietnamese coffee and Vietnamese coffee culture? Well, let me explain. Vietnam is the world's second largest producer

of coffee in the world, yet this is a very little known fact. The coffee culture in this country is extraordinary and fascinating. I often refer to it as the complete opposite of our western drinking culture where everything has to go fast and on the move. Vietnamese celebrate their coffee time and cautiously enjoy it with friends and family, or with the daily newspaper on hand to catch up on the latest happenings. You will never see a Vietnamese running on the street with a cheap paper cup in his hands drinking coffee. One must sit down and take the time to enjoy.

Let me explain the brewing process very briefly. Vietnamese brew their most favourite drink in a so-called “phin”; a stainless steel contraption which sits on top of the glass. The ground coffee is placed in the chamber of the filter, when hot water is added, the grounds soak it up and the delicious black gold is slowly dripping into the cup below. This process can take a few minutes, depending on the water to coffee ratio, which creates the perfect time window for people watching, reading or just enjoying valuable time with the friends you love. Also, Vietnamese often drink their coffee mixed with sweetened condensed milk and as iced coffee. Why? Vietnamese coffee in general can be very bitter sometimes; the sweetness of the milk balances the bitterness of the coffee and creates a coffee experience unlike anything else. It is the perfect dessert coffee and a refreshing cold brew on warm summer days.

So in the future when you think about your clients, don't just anticipate their needs. Create demand. Imagine you serve traditional Vietnamese coffee in your hotel bar or fine dining restaurant. Not only will you create the perfect conversation piece, but you will unconsciously allow your clients to take a

step back from reality and to focus on the little things in life. And isn't this what hospitality really means?

To top everything off, we here at Farmers Blend Coffee, set as a mission to introduce the fascinating Vietnamese coffee culture to the world. To reach our goal we have recently launched our crowd funding campaign on Kickstarter.com “Farmers Blend Coffee - a Vietnamese Specialty” and we'd like to invite you to support our vision to bring this delicious treat to consumers around the globe. Please have a look at our campaign, and if you have any further questions, or need some more ideas on how to exceed your customers expectations using coffee, please let us know. Happy Brewing.

By Dietmar Vogelmann

Dietmar Vogelmann has a Bachelor's degree in hospitality management and has worked in various luxury hotels around the world, including Six Senses Resorts, Westin and privately owned boutique hotels. Coming from the Food & Beverage part of the industry, Dietmar is familiar with increasing customers' demands and how to fulfill them. Now living in Vietnam, the world's second largest coffee producer, Dietmar followed his passion and started Farmers Blend Coffee Company in 2014 with the goal to introduce the exciting Vietnamese coffee culture to the world. With a strong focus on hospitality, Farmers Blend Coffee is able to customise coffee and directly export it to hotels around the globe. Farmers Blend specialises in in-room coffee solutions to match customers' expectations. Contact Dietmar at [info@farmersblend.coffee](mailto:info@farmersblend.coffee).

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# HOSPANA

Hospitality Finance, Revenue and IT Professionals  
Professional Development

## Learn about Revenue Management with HOSPANA

This modular programme is delivered online and provides an opportunity to study in-depth the revenue management strategies and techniques applicable to the hospitality sector. You will benefit from:

- Expert tuition and guidance from leading practitioners
- Up-to-date course materials and access to industry journals
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Introductory modules are available for those new to Revenue Management leading to modules designed specifically to enable learners to apply the techniques to every day practice.

Enrolling now for September 2017, to learn more contact us:

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[www.hospana.org](http://www.hospana.org)





# Hotels and restaurants escape inflation squeeze in May



**Hotels and restaurants continued to enjoy strong increases in consumer spending in May, despite an overall fall in consumer spending growth to a 10-month low.**

That's according to the latest figures from Barclaycard, which found that entertainment spending remained resilient during the month, with restaurant spending up 11.7% and spending on hotels up 11.4% as consumers planned their summer break.

The overall drop in consumer spending growth to 2.8% year-on-year in May represented a 10-month low. Shoppers rowed back on spending across a number of categories, forgoing material goods in favour of experiences.

Although consumers still prioritise spending on leisure time compared to material goods, they are feeling increasingly cautious about their spending power overall. Just over half (5%) said they felt confident in their household finances - the lowest level since Barclaycard started tracking confidence data in Q1 2015 and down from 70% in March.

Consumers' confidence in their ability to spend on non-essentials also dipped a further two percentage points in May to 41%, with a slim majority (52%) of Brits saying they are 'feeling the squeeze' due to a combination of inflation and subdued wage growth.

Of these, 69% said the sentiment is because their weekly

shop is more expensive than it used to be, and another three in 10 (31%) say it is because of increased fuel prices - highlighting the impact of rising prices on groceries and essentials more broadly.

But some Brits will spend as usual this summer, with a fifth (20%) planning to increase spending on entertainment next month. A similar proportion (22%) will be splashing out on holidays.

Paul Lockstone, managing director at Barclaycard, said: "Consumer spending growth was subdued last month as shoppers paused for breath after an Easter bounce in April. With CPI running at its highest rate since 2013, it's no surprise that more of us are starting to 'feel the squeeze' of inflation and slower wage growth, perhaps prompting small changes to our spending patterns.

"It's far too early, however, to suggest that this is the beginning of a period of increased caution. In May we witnessed the resilience of the 'experience economy' and all signs indicate spending on leisure time will continue to be a priority. As we head into summer, it will be interesting to see how the spending picture might change after consumers reassess their household budgets."



# Pub and restaurant groups see sales slip back in May



**Britain's managed pub and restaurant market experienced a dip in trading in May, with operators recording collective like-for-like sales down 0.4% compared to the same month last year, latest figures from the Coffe Peach Business Tracker show.**

Groups trading in London did slightly better with like-for-likes up 0.1%, compared to a 0.6% fall outside of the M25.

Mays numbers will be a disappointment for operators as they come after a 4.4% increase in April, but the truth is we are seeing an essentially flat market, said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffe Group and RSM.

Eating and drinking out has proved resilient, with the public continuing to go out even through the last downturn. Our BrandTrack consumer surveys show frequency of both eating and drinking out-of-home staying fairly constant over recent years.

The problem hasnt been so much consumer confidence but business confidence, with mounting cost pressures on operators from rising wages, business rates and food costs. The latest fall in sterling following the general election result will only add to that, he said.

Restaurant chains did marginally better than pub groups in May, with flat like-for-likes compared to a 0.7% decline across managed pubs. Drink-led businesses did better than food-led operations, due mainly to the weather, but overall its been sluggish across the board, Martin added.

Total sales growth in May among the 35 companies in the Tracker cohort was 2.4%, 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 1.3% ahead for the 12 months to the end of May.

Mark Sheehan, managing director of Coffe Corporate Leisure, said: Like-for-likes in May were below inflation. Pre-election jitters will likely have weighed on consumer confidence. Worries over the uncertainty created by a hung parliament, a fraught Brexit process and fears surrounding terrorist attacks could deter some consumers, particularly from visiting city centre restaurants, although stay-cations may offset this in some parts of the country. A weak pound will also help. There are continued headwinds in the eating-out market and despite these numbers the pub sector is generally trading stronger.

Paul Newman, head of leisure and hospitality at RSM, added: "While spending on eating and drinking out continues to be prioritised, the growth in pop-up dining and number of new concepts increases the need for established operators to refresh and innovate their offering just to maintain market share. With inflation continuing to rise and wage growth stagnating, consumers are starting to feel the pinch. We expect these factors to lead to more consolidation in the sector."

*The Coffe Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 35 operating groups, and is recognised as the established industry benchmark. CGA Peach is part of CGA Strategy.*

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

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
LFLs	1.8%	0.3%	0.6%	1.8%	-1.0%	1.1%	1.1%	1.9%	1.7%	-0.5%	4.4%	-0.4%
Total	5.7%	4.0%	4.2%	5.0%	1.9%	4.1%	4.4%	4.4%	4.7%	2.1%	7.4%	2.4%

Source: Coffe Peach Business Tracker



## Events Fuel Profit at Edinburgh Hotels

An array of major events across leisure and business segments fuelled a 52.2 per cent year-on-year increase in profit per room at Edinburgh hotels this month, according to the latest data from HotStats.

In addition to the 1,200-strong delegation at the Microbiology Society Annual Conference hosted by the EICC, the Scottish capital welcomed attendees to the Edinburgh International Science Festival and Melrose Sevens Rugby, which helped drive a 6.6 percentage point increase in occupancy, to 89.2 per cent.

Europe's largest annual gathering of microbiologists as well as the more leisure-focussed events enabled hotels in Edinburgh to record significant increases in achieved average room rate in the Residential Conference (+46.3 per cent), Corporate (+20.1 per cent), Individual Leisure (+21.4 per cent) and Best Available Rate (+19.4 per cent) segments.

The strong growth in volume this month, in addition to a 21.6 per cent increase in achieved average room rate, to £112.70, contributed to the 31.3 per cent increase in RevPAR (Revenue per Available Room). At £98.64 in the 12 months to April 2017, RevPAR at hotels in Edinburgh is currently second only to London.

In addition to the 21.5 per cent increase in TrevPAR (Total Revenue per Available Room), cost savings contributed to the £18.03 profit per room increase, supporting a staggering 30.4 per cent year-on-year profit increase for year-to-date 2017, to £30.92.

### Late Easter Hits Birmingham Hotels' Profit content

The late Easter caused a blip in an otherwise positive year of performance so far for hotels in Birmingham, with year-on-year profit levels falling by 24.0 per cent this month, to £31.73 per available room.

Birmingham hotels performed well in Q1 2017, recording a 5.7 per cent increase in profit per room, to £35.81, which was on the back of a 4.1 per cent increase in RevPAR.

However, the extended holiday period around Easter resulted in a reduction in demand from key commercial sources for hotels in the West Midlands city, with residential conference and corporate demand accounting for just 34.8 per cent of total demand this month, compared to 43.2 per cent in the 12 months to April 2017.

Whilst volume in the commercial segment dropped, hotels in Birmingham managed to maintain rate levels in the corporate and residential conference sectors, unlike in the leisure segment, which saw a crash in the rate achieved in both the individual (-10.4 per cent) and group (-13.7 per cent) leisure sectors.

In addition to a 14.3 per cent decline in RevPAR this month, hotels in Birmingham suffered a year-on-year drop in Non-Rooms Revenues, which contributed to the 14.6 per cent decline in TrevPAR, to £85.68. Despite the drop in revenue, cost cutting measures meant that hotels in Birmingham were able to maintain robust profit levels, equivalent to a profit conversion of 37 per cent of total revenue.

### South West Hotels Profit from Cost

Whilst hotels in the South West recorded a year-on-year TrevPAR increase of just 0.9 per cent this month, a reduction in costs fuelled a 5.8 per cent increase in profit per room.

Hotels in the South West successfully recorded a 4.9 per cent increase in RevPAR in April, which was primarily as a result of rate growth in the leisure segment. However, declines in Non-Rooms Revenue, including Food and Beverage (-8.6 per cent) and Conference and Banqueting (-19.2 per cent) on a per available room basis, resulted in TrevPAR growth being severely diluted.

Despite this decline, cost savings, which included a 1.6 percentage point reduction in payroll to 30.7 per cent of Total Revenue, fuelled the increase in profit per room, to £30.35 and meant the positive story for the region's hoteliers in 2017 continued.



## The month of April 2017

	Apr'17	Apr'16	Var b/w
<b>Occ %</b>	89.2	82.6	6.6
<b>ARR</b>	112.70	92.71	21.6%
<b>RevPAR</b>	100.58	76.60	31.3%
<b>TrevPAR</b>	139.51	114.82	21.5%
<b>Payroll %</b>	27.4	32.2	4.8
<b>GOP PAR</b>	52.59	34.56	52.2%

	Apr'17	Apr'16	Var b/w
<b>Occ %</b>	72.1	80.2	-8.1
<b>ARR</b>	80.90	84.89	-4.7%
<b>RevPAR</b>	58.32	68.05	-14.3%
<b>TrevPAR</b>	85.68	100.31	-14.6%
<b>Payroll %</b>	28.6	24.8	-3.8
<b>GOP PAR</b>	31.73	41.76	-24.0%

	Apr'17	Apr'16	Var b/w
<b>Occ %</b>	76.0	75.1	0.9
<b>ARR</b>	83.65	80.73	3.6%
<b>RevPAR</b>	63.59	60.60	4.9%
<b>TrevPAR</b>	100.73	99.82	0.9%
<b>Payroll %</b>	30.7	32.2	1.6
<b>GOP PAR</b>	30.35	28.67	5.8%

## The calendar year to April 2017

	YTD'17	YTD'16	Var b/w
<b>Occ %</b>	76.4	72.2	4.2
<b>ARR</b>	97.98	88.00	11.3%
<b>RevPAR</b>	74.88	63.55	17.8%
<b>TrevPAR</b>	111.45	99.13	12.4%
<b>Payroll %</b>	32.6	35.0	2.5
<b>GOP PAR</b>	30.92	23.72	30.4%

	YTD'17	YTD'16	Var b/w
<b>Occ %</b>	74.1	74.5	-0.3
<b>ARR</b>	81.22	81.67	-0.6%
<b>RevPAR</b>	60.22	60.81	-1.0%
<b>TrevPAR</b>	91.02	91.81	-0.9%
<b>Payroll %</b>	27.1	26.3	-0.8
<b>GOP PAR</b>	34.79	35.82	-2.9%

	YTD'17	YTD'16	Var b/w
<b>Occ %</b>	70.7	68.7	2.1
<b>ARR</b>	82.00	80.49	1.9%
<b>RevPAR</b>	58.00	55.27	4.9%
<b>TrevPAR</b>	93.83	92.02	2.0%
<b>Payroll %</b>	32.4	33.4	1.0
<b>GOP PAR</b>	24.99	24.21	3.2%

## The twelve months to April 2017

	Rolling'17	Rolling'16	Var b/w
<b>Occ %</b>	84.6	81.7	2.9
<b>ARR</b>	116.62	106.11	9.9%
<b>RevPAR</b>	98.64	86.72	13.8%
<b>TrevPAR</b>	139.78	126.57	10.4%
<b>Payroll %</b>	26.8	27.8	1.0
<b>GOP PAR</b>	54.25	46.68	16.2%

	Rolling'17	Rolling'16	Var b/w
<b>Occ %</b>	75.0	74.8	0.2
<b>ARR</b>	79.68	76.89	3.6%
<b>RevPAR</b>	59.73	57.48	3.9%
<b>TrevPAR</b>	90.73	89.06	1.9%
<b>Payroll %</b>	26.6	26.2	-0.4
<b>GOP PAR</b>	35.08	34.66	1.2%

	Rolling'17	Rolling'16	Var b/w
<b>Occ %</b>	75.9	74.9	1.0
<b>ARR</b>	84.96	81.97	3.6%
<b>RevPAR</b>	64.44	61.36	5.0%
<b>TrevPAR</b>	104.67	102.07	2.5%
<b>Payroll %</b>	30.0	30.8	0.8
<b>GOP PAR</b>	33.22	31.69	4.8%

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

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

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

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

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

**For more information please:**

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visit [www.hotstats.com](http://www.hotstats.com)

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# Members' Events

**28th June**

## **HOSPA Members Meeting**

### **Time**

8:30am - 10:30am

### **Address**

BDO, 55 Baker Street, London, W1U 7EU

### **Event Details**

Join the HOSPA finance community for a breakfast seminar with BDO at their offices at 55 Baker Street.

In this comprehensive briefing you will hear from experts in financial reporting and tax in the hospitality industry.

We will update you on current topical accounting issues under UK GAAP and IFRS.

We will be covering the latest developments in tax including corporate taxes, VAT and the recent employment tax issues. This event will equip anyone working in hotel and restaurant finance teams with an understanding of the topical issues which will have an impact on financial and management accounting processes.

We do hope you are able to join us and if you have any questions please contact Hannah Scarbrough at [hospa@hospa.org](mailto:hospa@hospa.org)

Free for all HOSPA Members to attend!

Send over the details listed below to [hospa@hospa.org](mailto:hospa@hospa.org) and REGISTER YOUR ATTENDANCE HERE NOW!

Full Name:

Job Title:

Company Name:

Membership Number:

Invoice Details (If Non-Member):

**6th July**

## **HOSPA London Quiz Night**

Book now for HOSPA's Annual Quiz Night. The event starts from 6.00pm on 6th 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.

### **Location**

Browns, Covent Garden, WC2N 4AG London

### **Cost**

£30.00\* per person (includes a drink and finger food) with teams of up to six allowed. Individual bookings are also accepted and will be placed together on a team, with a special rate of £160\*.

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 found on the website and send back to us at; [hospa@hospa.org](mailto:hospa@hospa.org)

\*Prices exclusive of VAT

**13th July**

## **Revenue Management for General Managers**

### **Location**

St James Court Hotel, 54 Buckingham Gate, Westminster, London SW1

### **Timings**

9am - 5.30pm

Do you fully understand the factors shaping your hotel's pricing strategy?

Does your revenue strategy support the long term and operational goals of your property?

And while you may be showing growth, how confident are you that your revenue strategy is optimal for your hotel?

There are few functions as crucial to the profitability of a hotel as revenue management. But for many general managers, and those colleagues with a commercial remit, there is a marked lack of understanding around the key factors that shape the very heart of a hotel's performance - their hotels pricing strategy.

This one day course is for all those who have responsibility for a revenue management function.

The workshop will:

- Equip you with what questions to ask of a revenue manager to build the optimal revenue strategy
- Define how to interpret key metrics and reports such as STR
- Identify the critical daily weekly and monthly tasks that must be done to keep your hotel's revenue strategy on point and exceed operational goals
- Uncover how can you support your wider team to succeed in the attainment of the most profitable revenue strategy for your hotel
- Expose the hidden costs of distribution, and why some revenue strategies drive revenue managers to choose the most expensive distribution channels

This is also ideally suited to sales managers or those in your team, who are impacted by your hotel's pricing decisions.

To find out more contact Michelle Casey at [michelle@revenuebydesign.co.uk](mailto:michelle@revenuebydesign.co.uk) or on (0)7718 650 349.

**13th July**

## **The National Hotel Marketing Conference**

### **Location**

The Hilton, St George's Park, Burton-upon-Trent

### **Event Details**

The National Hotel Marketing Conference is the only conference in the UK which deals exclusively with the latest techniques and skills needed to market a hotel or hotel group successfully today.

Founded in 2004, it is a regular and established fixture on the hotel industry calendar and is run by The Tourism Business Ltd in partnership with the Hotel Marketing Association, and with the support of major leading industry associations and media titles.

The Conference takes place over one day in a central and inspiring location and is a great opportunity for hotel marketers to listen to hundreds of tips for smarter hotel marketing from up to 20 top speakers in one great day. A chance to network with over 200 hotel marketing and sales managers, general managers, hotel owners and others, and learn how to make a more positive difference to the bottom line next year and into the future.

Over the last 10 years, speakers at the National Hotel Marketing Conference have included leading lights of the hotel industry, expert marketing suppliers and dynamic business people including Greg Dyke, former Director-General of the BBC.

Who attends the National Hotel Marketing Conference?

- Hotel Owners, Franchisees and Management Companies
- General Managers and Deputy/Assistant Managers

- Marketing Directors and Managers
- Sales Directors and Managers
- Hotel Groups and Consortia - MD's, marketing and sales directors/managers
- Hotel and marketing consultants and business advisors
- Advertising, pr and marketing agencies
- Tourist Boards and destination tourism/marketing officers
- University/college lecturers in hospitality and tourism
- Marketing suppliers to the hotel industry

Visit [www.hotelmarketing.org.uk](http://www.hotelmarketing.org.uk) for Conference Programme and Bookings.

**13th September**

## **Glasgow Quiz Night**

### **Location**

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

### **Cost**

£20.00\* per person (includes a drink and finger food) with teams of up to six allowed. Individual bookings are also accepted and will be placed together on a team, with a special rate of £110\*.

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 found on the website; and send back to us at [hospa@hospa.org](mailto:hospa@hospa.org)

\*Prices exclusive of VAT

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Smart Report

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# Application For Membership



Hospitality Finance, Revenue and IT Professionals

Title (Please tick)	Mr <input type="radio"/>	Ms <input type="radio"/>	Mrs <input type="radio"/>	Miss <input type="radio"/>	Other (Please specify)
Forenames					
Surname					
Date of Birth			Nationality		

Job Title	
Company Name	
Parent Company	
Work Address	
Postcode	
Work Email	
Work Telephone	
Work Mobile	

Home Address	
Postcode	
Home Telephone	
Mobile	
Home Email	
Correspondence Address (Please tick)	Home <input type="radio"/> Work <input type="radio"/>

## 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).

Status (Please tick)	Ordinary <input type="radio"/>	Ordinary Student <input type="radio"/>	Associate <input type="radio"/>	Fellow <input type="radio"/>
Your Signature			Date	

HOSPA, Longdene House, Haslemere, Surrey, GU27 2PH





# 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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