

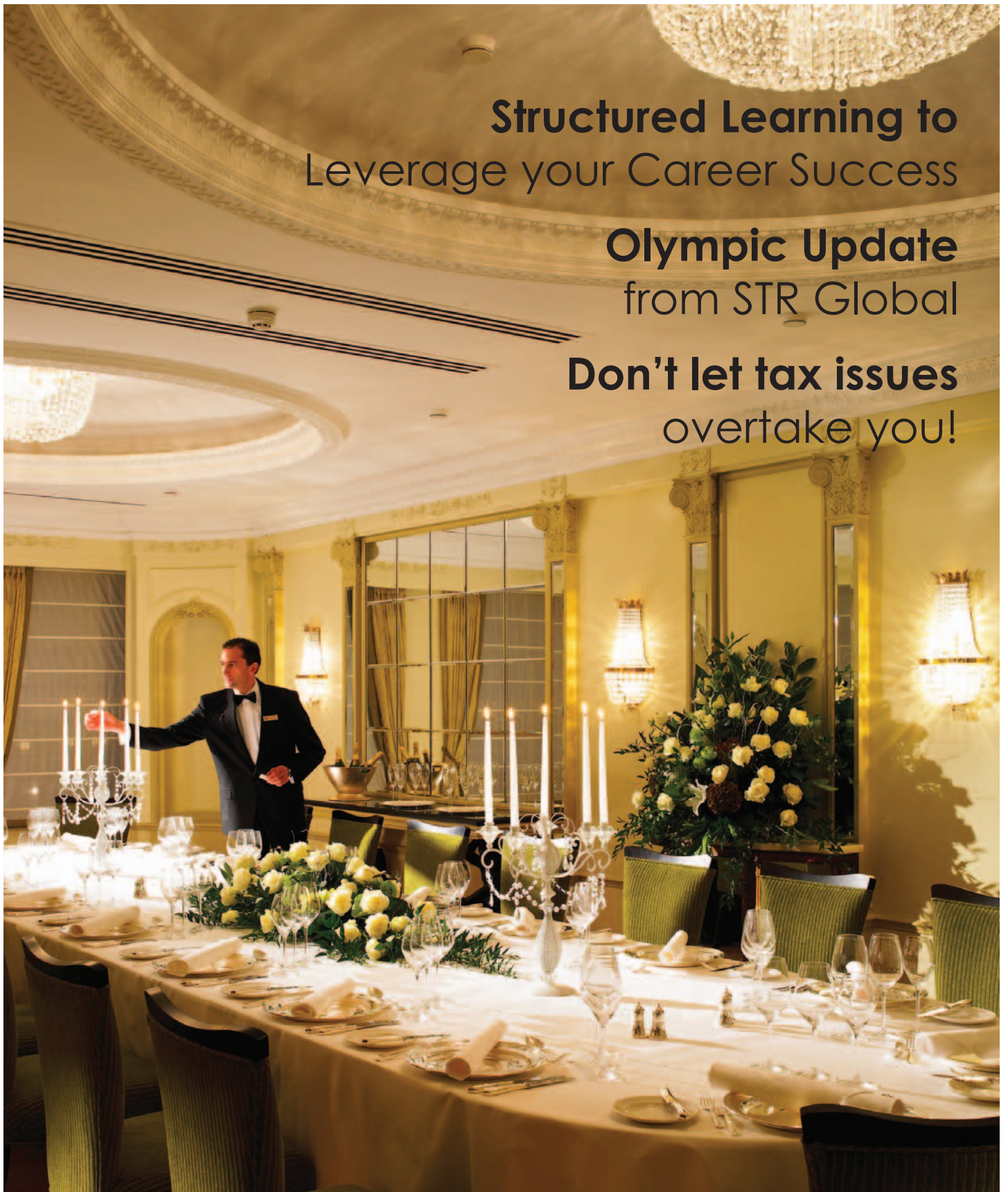
THE OVERVIEW

ISSN 2048-4844 SEPTEMBER ISSUE 2012

**Structured Learning to
Leverage your Career Success**

**Olympic Update
from STR Global**

**Don't let tax issues
overtake you!**



Introducing HOSPACE 2012 - see inside for details

Welcome to THE OVERVIEW

This month HOSPA Patrons, Watson, Farley and Williams (WFW), update readers on the third party harassment provisions from the Equality Act 2010. They remind us that hospitality managers need to be aware of what conduct is and is not acceptable. On September 11th members of the team at WFW have kindly arranged a HOSPA members meeting focusing on immigration and employment issues and will run through the latest updates in employment legislation - please feel free to bring your HR Directors along to this event.

September also marks the start of our next intakes for the HOSPA Education Programmes. These programmes represent an excellent approach for getting careers in Finance and Revenue Management on to the fast track. On page 14, HOSPA patrons FM Recruitment discuss how structured learning is the route to career success. Accredited learning is key, as well as maintaining your own personal strategy for continuing professional development (CPD). On page 23 the HOSPA Events calendar provides members with a range of opportunities to get CPD underway and our LinkedIn groups provide the platform for finding your voice!

Keep learning for success!

Debra Adams

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HOSPA

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BAHA Moving Forward

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Third party harassment – an issue for hoteliers



Asha Kumar



Constance Daws

By Asha Kumar & Constance Daws

The Government is currently consulting on whether to repeal the third party harassment provisions from the Equality Act 2010 (the Act). The provisions of the Act have particular relevance to the hotel industry which, as a service industry, requires its employees to deal with a wide variety of third parties, including guests, event speakers, suppliers and agency workers, often in close, social situations.

The background to the third party harassment provisions stems from the interaction of EU and UK law. In the UK in 1996 the high profile 'Bernard Manning' case was heard. This case concerned two Afro-Caribbean women who worked as waitresses at a well-known hotel. They were working during a function at which Bernard Manning was performing. His act included sexist and racist remarks, some of which were aimed directly at the waitresses. After the show one male guest subjected the ladies to further racially and sexually offensive behaviour. The hotel function manager had been aware of the content of Bernard Manning's routine, but failed to ensure that it would not be offensive or that the waitresses were removed from the function room once they had been harassed.

The Employment Tribunal held that the employer was directly liable for sex and race discrimination arising out of Bernard Manning's discriminatory acts, as it had failed to take steps to avoid its employees from being subjected to the harassment in circumstances which it could control. The compensation awarded was uncapped. The Act introduces a common statutory definition of third party harassment that applies across all strands of unlawful discrimination. Employers are duty-bound to protect their employees from harassment from third parties where they



(i) are aware that at least two incidents of harassment (not necessarily by the same third party or being the same type of incident) have taken place; and (ii) have failed to take reasonable steps to protect the employee from further harassment.

The Government now claims that the definition of third party harassment contained within the Act is "unworkable" and consequently, is consulting on abolishing the provision.

In our view, even if third party harassment is removed from the Act, hoteliers will continue to have a general duty to protect staff from harassment at work from any source. As an employer you may still be liable if you have control over a third party (for example an entertainer hired for an event) or if an employee makes a personal injury claim. Furthermore, without the clear definition provided by the Act, hoteliers may find themselves at risk of a claim after just one incident of harassment, not two.

Your staff may work long, irregular hours which may include night and holiday shifts and this may bring employees into contact with drunk or emotionally charged customers. An expected emphasis on customer satisfaction may leave employees feeling vulnerable and unsupported, particularly when faced with offensive customers. This can have a knock-on effect on the stability and morale of the workforce. Therefore, it is key for employers to establish procedures which

enable employees to raise concerns about harassment, especially as it is often difficult, if not impossible, to control third party behaviour. This should be combined with ensuring managers have adequate training to provide the support that staff need in dealing with third parties, as this will play a vital role in preventing situations which may give rise to claims. In addition, any complaints of possible harassment should be taken seriously, investigated and dealt with promptly.

It is important that hoteliers not only make staff aware of what conduct is and is not acceptable, but also to make third parties aware of levels of acceptable behaviour. One way to achieve this is by cross-referring to your equal opportunity policies in any commercial contracts entered, making it clear that any discriminatory and/or inappropriate behaviour towards employees and guests will not be tolerated on any grounds.

Do you have any experiences in dealing with third party harassment or opinions in relations to the suggested change?

If you would like any further information in relation to the contents of this article, please contact Asha Kumar at AKumar@wfw.com or Constance Daws at CDaws@wfw.com.

Asha Kumar & Constance Daws are members of the Employment team at Watson, Farley & Williams



Nick Warner
VAT Partner - London

To talk to a PKF expert about any of the issues raised in this article, please contact Nick Warner on 020 7065 0333 or nick.warner@uk.pkf.com

Don't let tax issues overtake you

With so much attention focused on the Olympics in recent weeks, it is important not to let key tax issues pass you by. PKF's Tax Advisory Group highlights a number of current tax-related issues that may impact the Hotels & Leisure sector.

Exhibition stands: new VAT policy announced

HMRC has now set out a revised policy on the place of supply of exhibition stands, which goes some way towards relieving the uncertainty that has surrounded their VAT position since the Inter-Mark decision in the European Courts in 2011. For now, this provides some welcome clarification for exhibitors and event organisers, but HMRC's new policy (set out in Revenue & Customs Brief 22/12) skirts over many of the issues raised by the Inter-Mark case and may not be the last word on the subject.

HMRC still believes the provision of a defined space for an exhibition stand with no accompanying services is a supply of land. For VAT purposes, this would be supplied in the country where the exhibition space is located. The supply would therefore be exempt from VAT unless the provider has specifically 'opted to tax' supplies of land at that venue. Where an option to tax applies, VAT will be charged to all exhibitors, regardless of whether they are from the UK or overseas.

However, HMRC now thinks the supply of a stand as part of a package of exhibition services is a 'general rule' supply. This would be subject to VAT when hired by UK exhibitors, but outside the scope of VAT when hired on a B2B basis by an overseas business. HMRC says that a package of services is supplied when the hire includes benefits such as the design and erection of a temporary stand, security, power, telecommunications, hire of machinery or publicity material.

This means that if a supplier provides only the space for the stand, it will be VAT exempt, unless an option to tax has been made, in which case it will be standard rated. That would mean that the customer would have to either make a claim through the UK Portal or register for VAT in the UK.

However, if the supply includes the other benefits set out above, then it is a reverse charge, provided the usual B2B VAT conditions are met. This should be far simpler for the business customer than the opted space-only scenario.

Vouchers – are you getting the VAT treatment right?

Face value vouchers (FVVs) can now be divided into two broad groups, with a different VAT accounting treatment for each.

Multi-purpose vouchers, i.e. where the voucher covers a number of supplies, continue to be treated as before, with any VAT that is to be accounted calculated upon redemption. This is for the perfectly good reason that until redemption, there is no way of knowing what the customer will choose to purchase, and hence the tax rate on it. This also has the cash flow advantage that no VAT is payable if the voucher is never redeemed.

However, since 10 May 2012, single purpose vouchers (SPVs) have a different VAT treatment. Since a SPV relates to services of the same type, which are taxable at the same rate, it is possible to determine the amount of output VAT that needs to be accounted for. This needs to be done when the voucher is issued, which could be a long way in advance of its redemption (whether or not it is actually redeemed).

It seems to us that there has been some confusion as to what constitutes a SPV, but we have had it confirmed by HMRC that, for example, a voucher covering a hotel room and breakfast in the morning is a SPV, despite there being two distinct types of service. The inference is that if a voucher covers a range of supplies by the hotel that are taxed at the same rate, then it will qualify as a SPV. This is in contradiction to HMRC's initial view which saw hotel accommodation and food as separate.

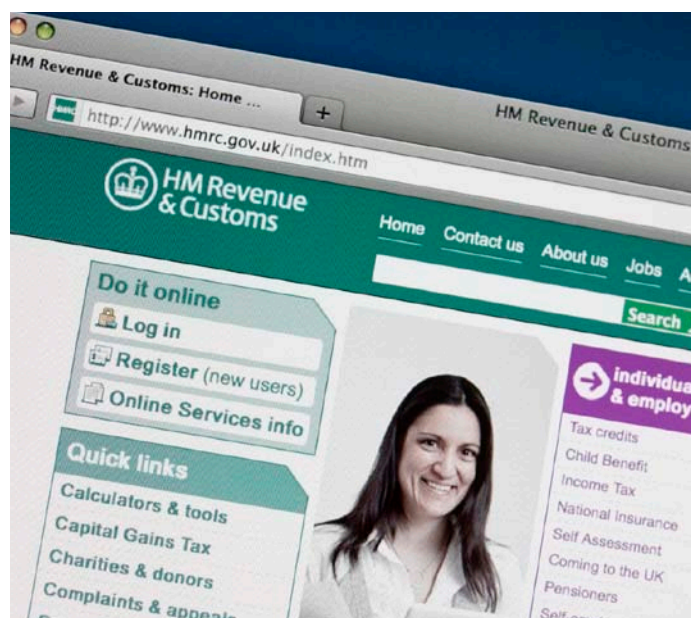
What is clear, however, is that if a zero-rated newspaper is added to the voucher, then it becomes a multi-purpose voucher, and falls outside of the new treatment.

Real time information – teething problems and penalties

HMRC's pilot exercise has now been running for five months and has already identified some teething problems.

As you would expect, before employers start providing real time information (RTI), HMRC needs to validate payroll data. This is provided using either employer alignment submissions (EAS) – for large PAYE schemes (over 250 staff) and for split payrolls (e.g. an employer with both weekly and monthly payrolls) – or the first full payment submission (FPS) in other situations.

One problem involves individuals who are paid expenses only (not liable to tax or NIC) which are correctly included on the EAS or first FPS, but where the irregular payment pattern (IPP) indicator is not set. This error causes the individual to drop off



the system after three pay periods and to be shown as ceased.

In addition, duplicate records can occur if the EAS shows individuals who ceased employment in 2011/12 or earlier years. Equally, showing a start date in 2012/13 for employees first paid in April 2012 but who actually started in March 2012 (so are already set up) causes problems.

Problems can also occur if the employer fails to show all the appropriate BACS payments references.

HMRC still sees the pilot as working well, with more volunteers signing up. Despite some calls to delay, it seems on course for full implementation between April and October 2013. What is clear is that time spent cleaning up your payroll now will be a sound investment.

HMRC has also begun consulting on how the current late filing and late payment penalties should be adapted to monthly or weekly filing under RTI. For almost all employers, RTI filing will be virtually automatic as the payroll process is completed by their payroll software, with the filing deadline for that month or week being the date that payment is made to employees. The following key facets seem likely to be adopted:

- **immediate automatic electronic warning of a missed deadline**
- **each instance of late filing of data for a single employee will be a default**
- **no penalty for the first default in the year**
- **automatic minimum penalties of £100 for the second default (higher penalties for larger employers)**
- **additional penalties for RTI returns that are six or twelve months late**
- **nil RTI returns will be required.**

Pleasingly, given possible teething troubles and a potential penalty of £100 each month, HMRC does not intend to impose RTI late filing penalties until April 2014.

Olympic update



STR Global, the leading service provider of market information to the hotel industry, is reporting the recent performance of London hotels during the 2012 Olympic Games. The games started with the opening ceremony on Friday, 27 July 2012.

From 27 July until 5 August 2012, hoteliers across London reported 87.7 percent occupancy and £216.42 average room rate (ADR). This represents an increase of 3.2 percent and 87.1 percent, respectively compared to the same days the year prior. STR Global tracks daily performance from more than 2,400 hotels across the United Kingdom.

“Hotels across London continue to report increasing occupancy levels and average room rates during the Olympic period when compared to last year”, said Elizabeth Randall Winkle, managing director of STR Global. “We are also seeing improvement from weaker occupancy performances in June and early July so it is good to see that performance has been picking up during the Olympics. However, Heathrow and Gatwick, in the west and south of London and therefore less convenient for Olympic venues, have reported occupancy declines for the Olympic period”.

Olympic period 27 July to 5 August for London and its airports

	Occupancy %	ADR £	RevPAR £	RevPAR % Change
London	87.7	216.42	189.89	+93.1
Heathrow	79.6	85.05	67.70	+20.3
Gatwick	75.9	66.04	50.13	+15.1

Source: STR Global

The Olympic football tournament has been taking place across six venues, five being outside of London: Cardiff, Coventry, Glasgow, Manchester and Newcastle all hosted matches. Cardiff and Coventry saw the most matches so far with 10 and 11 games, respectively. Both markets have a smaller hotel offering than the other host cities and both hosted Team Great Britain matches. The most matches with the men and women home teams took place in the Welsh capital; Cardiff saw four matches, each match boosting occupancy levels to 90 percent and above for the night of the game.

25 July to 5 August for football venues outside London

	Occupancy %	ADR £	RevPAR £	RevPAR % Change
Cardiff	77.6	64.94	50.41	+40.3
Coventry	69.7	53.60	37.36	+43.7
Glasgow	80.2	58.17	46.66	-3.7
Manchester	70.8	61.71	43.67	+5.0
Newcastle	79.2	61.15	48.45	+7.6

Source: STR Global

*Editor’s note: The daily data for this article was extracted on 7 August at 11.30 am. Note that the occupancy reported to STR Global is based on physically occupied rooms, which means any paid and unoccupied rooms are excluded.

About STR Global:

STR Global provides clients - including hotel operators, developers, financiers, analysts and suppliers to the hotel industry - access to hotel research with regular and custom reports covering Europe, Middle East, Africa, Asia/Pacific and South America. STR Global provides a single source of global hotel data covering daily and monthly performance data, segmentation data, forecasts, annual profitability, pipeline and census information. Hotel operators can join the surveys on a complimentary basis and benefit from free industry data. STR Global is part of the STR family of companies and is proudly associated with STR, RRC Associates, STR Analytics and HotelNewsNow.com. For more information, please visit www.strglobal.com

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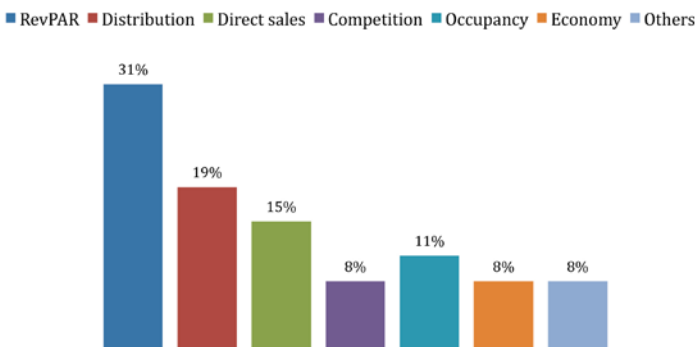
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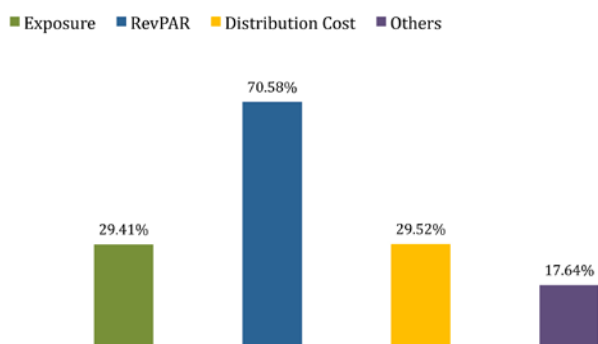
eRevMax – RateTiger and École Hôtelière de Lausanne investigated the challenges hoteliers were facing on a local level, away from the hype of mass surveys and leading industry topics. The sample base of over 70 hotels representing UK, France, Spain, Germany and USA, were asked their experience and opinions on channel management.

Hotels' main challenge today in maximising yield and revenue



The discussion on the challenges that hotels faced in 2010-2011 confirms it was a difficult time for hotel bookings, with fickle demand and a significant shift in the volume of bookings from different customer segments. The survey shows a broad variety and dispersion of issues and solutions, yet two conclusions may be drawn: 1) having a reliable channel management tool is the norm; and 2) revenue management is more than ever about the right distribution channel in terms of exposure and costs.

Challenges of a Revenue Manager



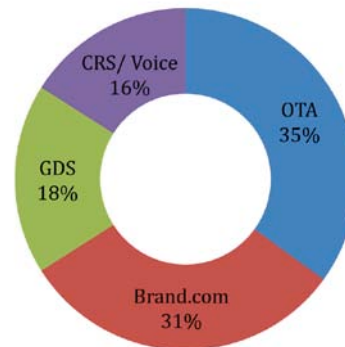
The study shows the continuation of challenges hotels had in 2010-2011 with some nuances and updates. The top 3 issues being: 1) increase RevPAR, 2) control costs of distribution/ e-business, 3) increase exposure.

The sample defined the strategies they have put in place for 2012: RevPAR improvement has to be achieved from higher rates and ADR, or by increasing LOS (length of stay). The management and control of distribution costs is being done by increasing the number of bookings on brand.com, and negotiating the level of commission with third party intermediaries (the latter of most importance to individual/independent hotels). Exposure

is increased due to the diversification of distribution channels, as well as new media and social promotional channels.

Distribution Mix- The main development in distribution during 2011 was a focus on direct sales, containing online travel agency (OTA) sales within a certain proportion of overall sales, increasing exposure for new customers and new markets, and the increase of the share of direct and corporate sales in the mix.

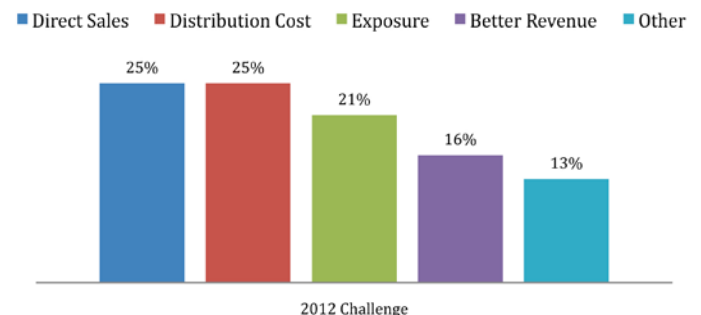
Booking by Channel



For the overall hotel sample, OTAs are taking approximately a 35% share of all bookings, with brand.com and other direct sales accounting for about 31%. The global distribution systems (GDSs) still play a role for many hotels (18%) that are looking at increasing this proportion alongside more corporate clients and contracts.

France (especially more so) and UK hotels are relying on OTAs, accounting for more than 40% of bookings, versus 23% for the US properties. An individual hotel in a premium location practises a mix of 60% direct bookings and 40% walk-ins which is rather unique. The US properties did, on the whole, show a more balanced distribution mix than their European counterparts.

Spanish hoteliers rely on achieving 50% bookings from their own website showing a focus on direct bookings rather than third parties and intermediaries. Though it was noticeable that Spanish hoteliers had been using channel management technologies longer than other regional counterparts.



Future- The study identified that the challenges for the next year are mixed but the main themes continue 1) direct sales, 2) more contracts, 3) less distribution costs and 4) better revenue. As for the future, the hotels ranked direct connectivity and better OTA capabilities high for distribution requirements, while mobile and social media are considerations.

Science or Art?

The Revenue Manager's Soft Side: Intercultural Communication



EMELIE ELISABETH ARONSSON



In the hospitality industry, multicultural knowledge and communication have both been recognised as important skills (Hebard, 1996 as cited in Kriegl, 2000). Intercultural management and cross-cultural communication ensure businesses run smoothly across borders as well as in local but multicultural work environments. This article, written by a recent graduate of Oxford Brookes University, will explore why it is important for revenue managers to possess intercultural communication skills.

Growing Diversity

A growing diverse workforce and market diversity has meant that intercultural communication has grown in importance (Guirdham, 2005) as understanding characteristics of both verbal and nonverbal communication minimises cultural misunderstandings (Gudykunst, 2003). Nonverbal communication includes bodily contact, eye contact, gestures, tone of voice and postures (Chaney and Martin, 2007) and expresses attitudes and emotions (Samovar et al, 2009). To cope with increased globalisation, intercultural communication skills along with social openness is increasingly valued in employees on all levels (Anghel, 2012), hence managers and employees of the future will need to have at least equal amounts of soft and hard skills (Dubrin, 2012).

Cultural Differences are the Single Greatest Barrier to Business Success

Cultures differ in their approaches to management, work ethics and business practices (Schein, 2010). Levels of formality differ, as so called high-context cultures like China and Japan tend to place greater importance on tradition,

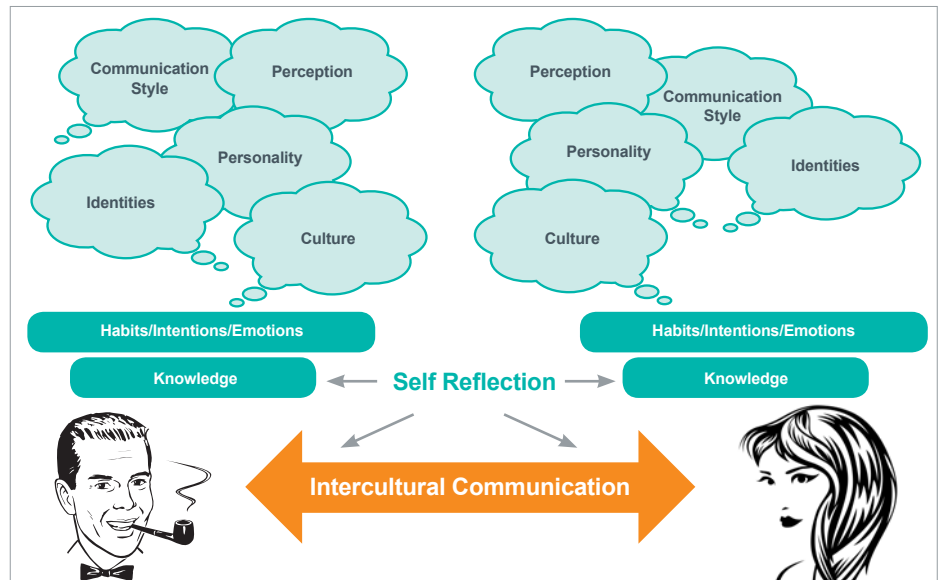
status and hierarchy, which relates to how age and position can influence communication style and people's freedom to challenge leaders, as opposed to low-context cultures such as Sweden and the U.K. (Huijser, 2006). Individuals of high-context cultures may take offence by the efficient, direct way of expression typical for low-context cultures, while a person from a low-context culture may feel that the increased use of non-verbal communication among people from high-context cultures can make messages come across as unclear, as there is greater focus on context than content (Schein, 2010). French (2010) identifies that individuals can exhibit both high and low-context characteristics, and it can be assumed that people living in the same culture still differ due to the corporate culture of the organisation they work for and the function they provide in that organisation.

Cultural intelligence is defined as a person's level of adaptability to unfamiliar cultural settings (Earley and Ang, 2003, in Nefzger, 2011) and the ability to interact effectively with people from different cultures (Lawson, 2011). Passmore (2010) explains that how one interprets others and one's ability to deal with everyday difficulties in communication is strongly related to emotional intelligence.

Vuckovic (2008) identifies self-reflection and awareness of one's own culture as an important factor when developing intercultural communication competence. To fall into stereotypes and presumptions can hinder communication (Holliday et al, 2004), hence it may first be necessary to discipline one's own perceptions and prejudice.

Earley et al (2006) examined how training programs in related topics for managers can increase both the individual manager's and the company's effectiveness in managing a diverse workforce. Davidsson and Fielden (2003) state that limited informal interaction among colleagues due to communication difficulties may lead to exclusion from decision making groups, which could have negative effects on productivity.

Figure 1. Dynamic Model of Intercultural Communication



Adapted from: Vuckovic, 2008: p.48

A Consistent Revenue Management Culture

An indication of the presence of a healthy RM culture is that it is adopted and truly taken on by those that have a role to play in revenue optimisation (IDeaS.com, 2012). To maintain that culture consistently, over a large number of properties around the world, is also a challenge. Lieberman (2011) states it is crucial for hotel businesses to facilitate interdepartmental collaboration in order to enhance the flow of knowledge.

Culture & How Customers Perceive RM & Pricing

Chinese advertisements indicate a distinct tendency to favour the digit 8 which is associated with prosperity, and to avoid the digit 4 which is associated with death. This highlights the role of superstition in the Chinese marketplace and offers guidance on pricing strategies in this growing market (Simmons and Schindler,

2003). It also provides an interesting example of how culture influences customer behaviour.

In times of economic uncertainty, the importance of developing RMs has been increasingly acknowledged (Kimes, 2009) as it has positive effects on business objectives (Mabey, 2005). Successful pricing decisions appear to become increasingly dependent upon non-economic factors, such as culture, traditions and beliefs. In a recent survey on revenue managers' views, it was recognised that the three most important skills needed are analytical, leadership and communication abilities. Regarding the later, RMs need to effectively communicate with different stakeholders and must be able to work across various departments on the implementation of RM processes (Kimes, 2011). Revenue managers also need to take responsibility for training, motivating and leading reservations agents and other staff that take part in upselling and other initiatives with the purpose of profit maximisation (O'Fallon & Rutherford, 2010).

Figure 2. Personal Skills Required for Revenue Managers



Intercultural skills are soft skills (a.k.a. non-cognitive skills) like; cooperation, leadership, ethical behaviour and emotional intelligence (Mathis and Jackson, 2011). A revenue manager's ability to influence and persuade others is crucial, in order to convince superiors to make the right decisions regarding proposed strategies (Beck et al, 2009). Effective RMs need to illustrate their strategies in a way that makes them available and understandable to everyone concerned (Cross et al, 2009). As this may include colleagues unfamiliar with RM terminology, it might need to be communicated in creative ways, adapting language and communication styles to the receiver of the information.

Adapted from Varini and Burgess, 2010: p.174

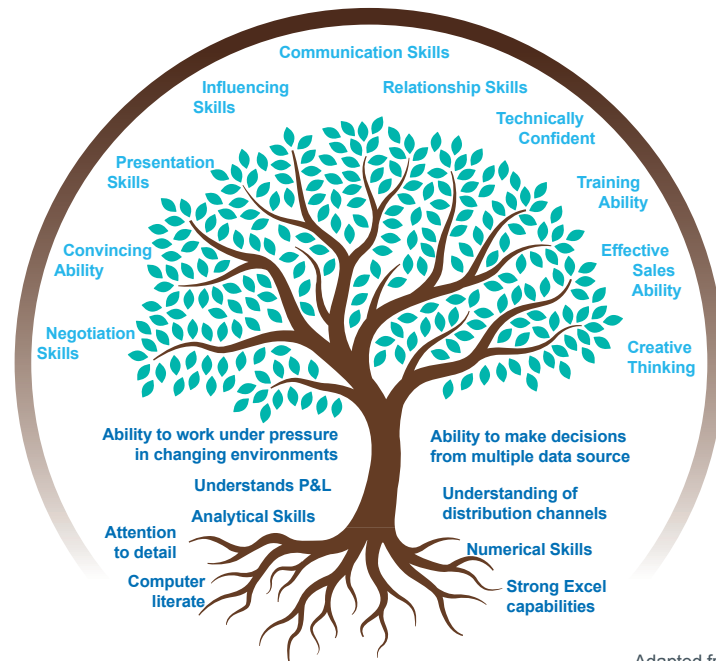
Main Interview Findings

Industry professionals Jennifer Keen (JK) from Total Revenue Solutions and Kriti Barr (KB) from the One Aldwych hotel were interviewed on the relevance of intercultural communication skills in the enhancement of RM culture. They indicated that hard and soft skills are equally important:

There should be a balance ... you're communicating with the team, and it's the human touch that makes all the difference. (KB, 2012)

... There is a foundation of introductory skills that are basic for a RM ... We then move up the skills tree, we look at things like negotiation skills, relationship skills, team building, communication and training ... I don't think you can flourish and progress and become a well-rounded manager unless you also have those softer skills. (JK, 2012)

Figure 3. The Skills Tree: a visualisation of different levels of RM skills



Adapted from: Keen, 2012

Art or Science?

(JK, 2012): 'A unique blend of Science and Art'.....The artistic and creative side of RM is about responding to customer needs, understanding how they feel about products, but also the soft skills as in acting as interpreter between Finance, Sales and Operations ... RM is essentially 'Social Economics', which clearly indicates how important the social and communicative aspect is.

When asked about Intercultural Communication skills, it was suggested that these are useful not only in terms of internal communication across departments and with team-members from different backgrounds, but also in terms of the cultural backgrounds of guests, as value is driven from our own cultural experiences and contexts (JK, 2012, KB, 2012).

KB (2012) also recognises the importance of emotional intelligence to be able to stay calm and assertive when communicating with senior management. Both respondents identify presenting 'in the right way to the right audience' and adapting communication methods as critical, as levels of understanding and interest vary among staff on different levels.

When asked about RM Culture:

Culture is something that a group of people understand or believe in, so to understand RM culture, one would need to understand what RM means ... If everybody in the hotel understands what part they can play to increase profitability of the hotel, then you're on your way to having a RM culture. (JK, 2012)

I can't think of a single position in a hotel that doesn't impact revenue performance, and therefore in some way, absolutely everyone is involved. When I was growing up in the hotel industry I was told we're all in Sales, and I think it's true to say now that we're all in Revenue Management. (JK, 2012)

Responses stress the importance of involving employees on different levels, in different departments and having them strive towards the same goals whilst understanding the role they play in revenue maximisation. 'As long as everyone is working towards their own set of targets, we're not going to have a true revenue culture' (JK, 2012). KB (2012) adds about organisations and their transparency culture:

Some organisations have a very transparent culture ... talk about figures, occupancy, average rate, projects ... Whereas in some organisations, certain figures are confidential, so it really depends on how transparent you are and how on board everyone is with your vision. (KB, 2012)

'Communication is Coordination', as expressed by KB (2012) underscores the importance of communication and coordination as part of an effective RM culture.

Conclusion

This paper has indicated that revenue managers need both soft and hard skills, and that there needs to be a consistent understanding of how these contribute towards building a strong RM culture. Intercultural communication training should highlight the cultural differences and similarities among individuals in multicultural work-environments. Also reflections on how culture and communication impacts upon product appropriateness, brand names and use of appropriate vocabulary in international negotiations would be advised. This would enable the revenue manager to effectively communicate RM strategies thus creating positive effects on communication and cooperation, ultimately providing all members of staff a better understanding of revenue management principles and a clear vision of how they contribute to the company's bottom line profit and success.



Stephen Easthope
ETC Hospitality Limited

→ ETC HOSPITALITY LIMITED

Getting over an Olympic hangover

ETC Hospitality provides bespoke accountancy systems, market leading technology and sector specialist expertise to smaller businesses in the hospitality sector.

Any chance we can just carry on with the Olympics? Seriously, do you think anyone would object if we dragged it out at least until September? Following two weeks of gold-after-gold and all round national jubilation, I can't be the only person dreading going back to reading about a stumbling economy, Eurozone bailouts and mass unemployment?

The last fortnight has made it easy to forget that the UK's economic woes show no sign of abating. We may have rediscovered a long-forgotten sense of national pride and shown the world once and for all that we are definitely better than Australia. But the fact remains that there is not an awful lot in the national piggy bank and that isn't about to change anytime soon.

As we have seen over the last five years, when times are hard the hospitality and leisure industry tends to be one of most adversely affected. Walk down most high streets on a weeknight and those restaurants that have managed to weather the storm thus far, aren't exactly packed to the rafters. According to PricewaterhouseCoopers, more than 150 restaurants became insolvent in the second quarter of 2012. Although fewer than in the same period last year, this is worryingly high, especially to those small businesses that are striving to compete with the high-street's big boys.

Part of the battle is having a complete understanding of exactly what is coming in and out of the business. It can be extremely challenging pulling together all the financial elements of the modern restaurant – payroll, purchase ledger, EPOS, menu costing – and finely tuning that to create a successful and competitive business. You're going to need to know more than just the sum function in Excel. Restaurateurs tend to be passionate about two things: hospitality and food. Quite understandably, they can find it difficult to summon up the same level of all-consuming passion when it comes to accountancy. But getting it right is crucial if you want to succeed.

Cloud computing is a great leveller. It provides smaller businesses with access to exactly the same technology and systems as far wealthier multi-national businesses. At etc Hospitality we take that technology and combine it with our sector-specialist expertise to provide bespoke systems to restaurants of all sizes. Knowing that we are adding up all the numbers gives restaurateurs the confidence to focus on putting dinners on plates.

What you need is someone counting up all the gold and silver. Sure it has been fairly abundant over the last couple of weeks but for Team GB's hospitality industry the next four years are likely to be a far different prospect.



HOSPA Corporate Memberships



We are delighted to welcome three companies to corporate membership of HOSPA – Travelodge, Jones Lang LaSalle and Jurys Inn.

All three companies have chosen the HOSPA corporate membership package for companies with five or more members from the **Finance, IT and Revenue Management** disciplines.

The HOSPA corporate membership package brings a range of benefits over individual membership, not least a saving on membership fees:

- All new members have their joining fee waived (saving £50 per member)
- 5% discount on invoice total for 5-15 members
- 10% discount on invoice total for 15-30 members
- Ability to change/replace members throughout the year with ease and no additional joining fees
- Various other discounts and offers available for corporate members at our annual events
- Associated mailings - but only one centrally billed invoice and multiple copies per month of The Overview
- Plus - all the other great benefits of individual membership. Please visit www.hospa.org/benefits for details

There are several categories of membership available:



Ordinary:

This membership category is for those who are not directly involved in the financial, revenue management or IT functions but wish to take advantage of the opportunity to extend their contact with the industry or for

- those who have recently embarked upon a career in hospitality accounting and finance, revenue management or IT or in junior positions within these functions or
- those embarking on the HOSPA Education and Training Programmes in finance, revenue management or IT

Associate – AHOSPA (FM, RM, IT)

Finance:

The applicant will be someone to have completed successfully the HOSPA Education and Training programme or an alternative deemed to be of an equivalent professional standing or 2 years' experience in the following areas: Assistant Financial Controller of a self-accounting unit or on-site Financial Controller of a

centralised accounting unit, or Assistant to the Group Financial Controller, or Leading Consultant for a firm of Consultants, or Audit Manager of a firm of Accountants responsible for Hospitality Audits.

Information Technology:

The applicant will be someone to have successfully completed a programme such as HOSPA Education and Training Programme or a similar course deemed to be of an equivalent professional standing or 2 years' experience in the following areas: Assistant IT/Systems Manager or IT/Systems Manager at unit or multi-unit level, or Assistant to the Group IT/Systems Manager, or Leading IT Consultant for a firm of Consultants.

Revenue Management:

The applicant will be someone to have completed successfully such a programme as HOSPA Education and Training Programme or a similar course deemed to be of an equivalent professional standing or 2 years' experience in the following areas: Assistant Front Office Manager or Revenue Manager at unit or multi-unit level, or Assistant to the Group Revenue Manager, or Leading Revenue Management Consultant for a firm of Consultants.

Fellow – FHOSPA (FM, RM, IT):

This grade of membership can be achieved in four ways:

Either:

To those who have completed five years as an Associate (AHOSPA) providing they have had at least 2 years' experience as a Financial Controller/Revenue Manager/IT Manager of a self accounting unit or in an equivalent position/experience.

Or

Through an accelerated route based on the engagement in a range of CPD activities from HOSPA approved providers over 3 consecutive years.

Or

To those who have completed two years as a member, providing the same work experience has been completed.

Or

Immediate election for Fellow is considered by a special committee and is normally only awarded to those occupying senior financial, IT or revenue management positions within the industry.

For further information on corporate membership packages with HOSPA and how this can benefit your organisation please contact Wayne Gosden by telephone on 01202 889430 or email wayne.gosden@hospa.org.



Structured Learning to Leverage your Career Success

There are many tools and techniques that a reasonably capable person can use to maximise career success. 'Read a book a week for the rest of your life' is advice that Jim Rohn, a business guru, once gave an up and coming young executive. Not everyone enjoys reading, but the central lesson is critical: learning will improve a person's performance.

Professional organisations know this only too well, and have structured training – continuous professional development or 'CPD' as part of maintaining one's 'license to practice' or professional certification. Can you imagine a surgeon not being up to speed with the latest instruments and techniques? That applies right across the professional piste – you know too well that taxation and fiscal regulations change regularly.

Success Needs More than Professional Skills

However, useful learning extends beyond the strict tools of one's trade. In the Accountancy profession, success can be measured in several ways – monetary reward and/or responsibility and/or profile – such as becoming an authority on offshore taxation for example. To become a successful Accountant requires a wider range of skills than being able to make profit from a failing company or prepare a clinching argument in a High Court tax battle.

Success depends on effective interaction with one's juniors, peers and superiors, and the wider world, as well as sharp professional skills. Times have changed, and although networking over lunch or at the golf course still plays its part, the networks have grown, the volume of information to take in (and understand) has grown, and the pace of business has multiplied manifold since even the 1970's. Even Tolleys Tax Tables have doubled in size since 1997 – they are now 11,520 pages in length (2011 figures).

Promote Yourself – No-one Else Will

Networking in its many guises – including one's professional body, conferences and social events – is a part of marketing oneself. It is only twenty years since the profession in the UK relaxed its rules on advertising and promotion. Firms now are sponsoring charity walks and even the horticulture on local highway roundabouts, but individuals perhaps continue to be more reticent about self promotion. Individuals overlook it at their professional peril and many still see golf and lunches as their only marketing.

The flip side is that anyone who markets themselves actively has to be seen as a 'strong currency'. That means being up to speed with events, knowledge and capability – and that requires learning as an ongoing process.

Types of Learning

There are three broad categories of learning that you should build into your overall professional development plan, to ensure that you progress measurably on all fronts. You do have a PDP don't you? It may be a distant long-term idea such as 'become the CFO of a FTSE 250 Company within fifteen years', or it may be a step by step plan for progression.

1. CPD. Membership of a professional accounting association, such as ACCA or CIMA usually carries the requirement for mandatory evidence of CPD. But in addition to the requirement, there are three important benefits of Continual Professional Development.

- **Maintaining professional competence**
- **Developing further skills and capabilities**
- **Maintaining the integrity and credibility of the qualifications held**

It is these career development aspects that should be considered when assessing what CPD to complete. Look online for courses and providers within the industry, check reputation and think ahead.

2. Wider learning. There are two aspects to this.

Transferrable Skills. Refer back to your professional development plan and look for training and learning opportunities that will help you achieve that (or contribute to your performance in that or preceding roles). Think outside your professional niche Courses are wide ranging – for example:

- **'Writing for Your Reader'**
- **'Negotiation Skills'**
- **'Handling Conflict in a Team'**

If your career aim is high, then Public Speaking is transferrable and potentially very powerful. If you choose carefully, 'transferrable' skills will carry over and you get extra leverage should your career path ever change.

Remember that organisations seek all-rounders – they have a broader view of business and their solutions to problems can be more versatile. An ability to see the impact of an action from other business perspectives leads to fully balanced judgements which are underwritten with knowledge.

There is one more aspect. Everyone's learning should include at least one course which covers sales training. Understanding the sales process is essential, whatever your role in an organisation. 'Everyone's a salesman' may be a hackneyed phrase, but it is highly relevant – even if you only ever 'sell yourself' at interview.

General Learning. This is the business equivalent of being 'well read' in the literary sense. You can pick up the latest top selling business book at the book shop – or check online and see what business books are the best sellers on Amazon. Do you know what El Niño is and how it affects the global economy?

The MBA may have come in for criticism in some quarters but it still remains a valuable learning route, with good networking opportunities too. You might even get your firm to sponsor you as many organisations see it as building their human capital (whilst you are showing career aspirations).

It remains one of the best ways to gain in-depth knowledge across the full range of business operations.

Subscribing to relevant business online newsletters is a quick and powerful way to gain greater understanding about the industry and general business news, improving your thinking and your opinions. Your broad knowledge will mark you out in your networking activities.

Finally, attending relevant professional conferences is a superb way of learning and widening your network.

3. The Digital World. It is essential to keep up with the digital world, both to understand new technologies and their potential impact, and to build your own visibility. The reality is that you have to participate and build a profile in the digital world – your profile is your personal marketing brochure. You need to make it accessible to people who are recruiting and networking.

Your professional competitors will be active in this field. Watch what they are doing online, when their names crop up and where. Learn from their actions and profiles.

Formal and Informal Learning

It is important that your learning is balanced – formal training is important and demonstrates your continuing ability to engage in structured learning. There's a very high chance that you will take away skills and ideas which you will then teach to others so the employers payback for underwriting such courses may extend much further.

Training courses usually provide a 'course completion certificate', or even a formal accreditation. Occasionally, you might be asked for evidence as part of a 'credentials check' during a recruitment process. The certificates provide that validation, so do retain them. And note that it is not only your professional qualification evidence that may be checked.

Your Marketing Plan

It may sound crass, but everyone needs a marketing plan. If you can plan to take three marketing actions every week, then that is a great start. Then make it one a day. There are many channels in today's professional world - even social media has its place when used sensibly.

Disparity is important too. That means engaging with several different channels simultaneously. It is not quite as challenging as juggling, and can easily be managed by most professionals. In today's world it is easy enough to post to a blog from your Blackberry or iPhone whilst on the train home.

Here is a typical list of marketing actions. You can easily carry out one or two a week:

- **comment on an FT financial story, online**
- **post an update on LinkedIn (the professional person's Facebook)**
- **contribute to a specialist group in your professional association's online forums**
- **comment on Accountancy Age's forums**
- **comment on appropriate topics on your firm's intranet or internal online bulletin board**

When commenting online, make sure your comments are relevant and if possible, authoritative.

Over time, your profile will build, and others' links to yours will build. Two actions a week equates to one hundred a year.

Ensure that you attend at least one conference a year – HOSPSPACE – of course...

Other Ways to Get Noticed

Register yourself with one or two specific recruitment firms in your sector and ensure that you stay in contact with them. You may not want to move position for some years, but in the meantime you will have a regular feed of opportunities coming through which will inform you of business activity in your sector.

When you attend training and educational courses, be sure to add the presenters to your professional network.

Ultimately, as your career reaches a successful apex, you may need to consider employing a part-time 'profile manager', to manage your online presence.

Contributing to Others' Learning

When opportunities arise, present a training course or other 'teach-ins' which demonstrate your capability, get you noticed and widen your network. The ultimate, of course, is to become a keynote speaker at a conference.

Everything in Moderation

Building a successful career has many aspects to it: your skills and abilities, judgement, knowledge and marketing, underpinned of course by commitment.

There are many aspects raised here, but don't be overpowered by them. Build them in to a regular pattern – there is no need to go overboard.

Learning is the key, and this article forms a part of that process. Hopefully it will be a foundation stone in your professional and general learning programme. 'Discontinuous professional development' does not work.

So, when and where is your next training course?



Chris Denison Smith is a Director of FM Recruitment, a long standing specialist financial recruitment business in the hospitality sector responsible for placing hundreds of candidates into key finance roles globally. Chris has been with FM Recruitment since 2000, and has a thorough knowledge of the market and issues affecting finance professionals and their careers. FM Recruitment is part of the Hospitality People Group and can be found at www.fmrecruitment.co.uk

**For more information about the HOSPA Education and Training programmes visit <http://www.hospa.org/en/education/>
The next intake starts 17th September 2012 for Financial Management and Revenue Management programmes.**

For information about HOSPSPACE 2012 visit <http://www.hospace.net/>

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HOSPA

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for September 2012

The HOSPA Education Programmes provide a framework for developing the skills and knowledge needed at first-line and middle management levels. Our courses have been developed by leading educators in the appropriate field of expertise in conjunction with hospitality industry experts.

Ideal as a stand-alone education programme or one that can sit alongside your existing in-house training, this suite of courses is pitched at undergraduate level and acknowledges the increasing significance of encouraging employees to not only obtain appropriate qualifications, but also to continue in full-time work – earning while learning.

Studying in their own time, learners are supported by a study pack, online classroom resources including EBSCO and subject tutors, plus all learners are encouraged to have a work-based mentor. Our study materials utilise both contemporary terminology and professional examples from the industry, together with a mix of work-based and academic assessments. This means that learners can apply what they learn directly to their workplace.

Each programme is studied in three separate stages, each taking six months to complete. Each stage costs just £750 + VAT.

For more information call Debra Adams, Head of HOSPA Education Services, on 01202 842809 or visit the HOSPA Education pages at: www.hospa.org/education/education-and-training-programmes





Damp July pegs growth for pub & restaurant groups

- *Collective like-for-like sales slightly down by 0.2%*
- *Weather and run-up to Olympics make impact*

The UK's leading restaurant, pub and bar groups saw combined like-for-like sales dip marginally by 0.2% in July compared with the same month last year, according to latest Coffer Peach Business Tracker data. It follows a 1.3% like-for-like increase in June.

Total sales across the 25 companies in the Tracker sample were up by 3.6% on July 2011, however, reflecting the increasing market-share that major players continue to win in the domestic eating and drinking out market.

"This is being driven by a consumer move towards brands, the importance of value as well as quality in customer choice and the continued roll-out of new sites by established operators," said Peter Martin of Peach Factory, the business intelligence specialist that produces the sector Tracker, the sector's biggest and most comprehensive performance barometer, in partnership with Coffer Group and UBS.

"The weather has not helped progress this year," Martin added, "but Tracker data still shows the annualised like-for-like sales growth rate for the leading groups is currently running at 2.2% year-on-year, with total sales running at around 5.8% up. This may be only in-line with inflation, but this sector is beating the economy as a whole when it comes to growth – and is something the Government should perhaps recognise."

Olympic impact - "There has been much speculation of the impact of the Olympic Games on the pub and restaurant market. Our July figures include the week running up to the opening ceremony and the first weekend, which was actually the worst performing week of the month, and the one that pushed an otherwise generally flat period into just negative territory," said Martin.

"However, the full impact will not be seen until the August figures are published, although we do know from provisional figures that for the market as a whole the first full week of the Games was marginally up on the same week last year."

Regional trading - This month's figures also continue to show pub and restaurant operators delivering better like-for-like figures than high street casual dining. "This is most

marked within the M25 where restaurant groups are up against increasingly intense and diverse competition. Pubs seem to be doing better in London, and are providing part of that competition," observed Peter Martin. "In the market overall, chains are finding more growth away from the capital," added Martin.

The Coffer Peach Tracker* industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 25 operating groups, representing combined annual turnover of over £6 billion, and is recognised as the established industry benchmark.

"While only monthly headline figures are released to the public, participating companies receive a fuller detailed analysis of monthly performance, as well as weekly figures. It is a free service for the market, and open to any restaurant, pub or bar group with over £10m in annual sales," explained Martin.

Trevor Watson, director at Davis Coffer Lyons, part of the Coffer Group, commented: "Although these statistics don't at first sight look a gold medal performance, the fact that the overall figures are broadly neutral should probably be treated with both satisfaction and a degree of caution."

"Comparing trading figures in the restaurant and pub industry across the summers of 2011, 2012 and 2013 will be challenging as the English Riots of 2011 and the Olympic Games of 2012 distort trading patterns at the local level. The statistical background is complex, with underlying UK population growing, but visitor numbers to the UK (which has a profound effect on London trade) disappointingly down in H1 2012, as the Eurozone crisis continues and sterling strengthened."

Jonathan Leinster, head of UBS European Leisure Research, added: "A particularly wet July has continued the trend of weather having a negative impact on pubs and restaurants this summer. But despite negative LFL growth, total sales were up 3.6% implying almost 4% increase in units."

"This is a continuation of the strong growth in openings with year-to-date new unit growth averaging 4.1%. This is a positive for the industry as it illustrates that brands are continuing their roll out schedules despite the tough economic climate. We believe consumers are as focussed as ever on value-for-money propositions offered by leading brands and this is encouraging further openings."

Pub and restaurant group monthly sales performance for past 12 months

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
LFLs	0.6%	2.8%	0.9%	2.1%	9.9%	-2.1%	-3.7%	1.9%	-2.0%	2.6%	1.3%	-0.2%
Total	3.7%	6.9%	5.1%	6.2%	13.7%	2.2%	0.6%	6.3%	1.9%	6.5%	5.0%	3.6%

Source: Coffer Peach Business Tracker

Coffer Peach Business Tracker is powered by Demographix

For more information please contact

Peter Martin, Peach Factory | 01704 550383; 07889 209896 | peter@peach-factory.com

In Line with Growth Plans, Guestline Announces New Hires & Relocation

Shrewsbury, UK – 26th July 2012 – As part of a strategic push to expand the reach and breadth of its business, Guestline has made three key management appointments and is moving its headquarters to larger premises. These changes reflect Guestline's plans to further cement its reputation as a proven provider of innovative technology solutions that deliver revenue for the hospitality industry.

Peter Brooks has joined Guestline as Non-Executive Chairman, and will engage with the Board on a number of strategic initiatives. Peter held the position of Managing Director of Lloyds TSB Development Capital Ltd (LDC) in London, and now holds a number of Non-Executive Board roles in various industries.

Rupert Gutteridge has been appointed as Guestline's Group Sales & Marketing Director. Rupert has extensive experience in the field of hospitality technology, having previously been Regional Sales Director for EMEA at IDEaS Revenue Solutions. Prior to that, Rupert was at MICROS Inc. for 10 years. He said, "Guestline is growing rapidly on the back of its trusted and expanding technology portfolio. I am excited about my new role, and greatly look forward to contributing to the company's continued development."

Matt Willacy has joined the Guestline team as Corporate Sales Manager. Prior to this appointment, Matt worked as Sales Manager for New Business at MICROS Inc., and Sales Manager at SoftBrands. He will use his extensive knowledge of the hotel and leisure sector, and the business challenges faced by operators, to craft integrated solutions from Guestline's portfolio.

In addition to its new appointments, Guestline are moving to new, larger headquarters located in Shrewsbury Business Park

to accommodate current business and planned future growth. Commenting on the move and the new hires, Phil Davidson, Managing Director at Guestline, said: "Guestline's performance has been consistently strong over the past three years, and we are making strategic investments in order to continue on this trajectory. Not only are we moving to larger premises, but we are also delighted to welcome Peter, Rupert and Matt – each a valuable, exciting addition to Guestline's senior management team."

About Guestline

Established in 1991, Guestline is a privately-held, leading supplier of hospitality software solutions, delivering revenue through technology to over 1,000 hotels across the United Kingdom and Europe.

Guestline specialise in developing, implementing and supporting unique software solutions for the industry to meet and exceed the ever-changing demands of a continually evolving marketplace.

For additional information, please contact:

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HOTSTATS

The intelligent route to higher hotel profits

UK CHAIN HOTELS MARKET REVIEW - June 2012

London hoteliers undone by Jubilee celebrations and Olympic anxiety

Hotels in London recorded by far the worst performance of 2012 as the extended holiday for the Queens Diamond Jubilee and governmental warnings around transport and fears over accommodation pricing before and during the Olympics meant that the city suffered a detrimental decline in business visitors, according to the latest HotStats survey of approximately 560 full-service hotels across the UK by TRI Hospitality Consulting.

Profit per room at London hotels declined by 9.3% in June to £85.87 as Total Revenue per Available Room (TrevPAR) dropped by 5.0% to £165.83 on the back of a 5.7 percentage point decline in room occupancy to 83.3%.

Although at 0.8% the drop in achieved average room rate for London hotels in June was minimal, it represented the first time in 32 months that this measure suffered a drop, to £148.18 from £149.34.

The drop in revenue was further exacerbated by a 2.1% increase in payroll costs per available room to £35.99, contributing to a 1.5 percentage point increase in payroll to 21.7% of total revenue.

The 2.1 percentage point increase in demand from the leisure sector, driven in part by the first week's play at Wimbledon, was not enough to offset the decline in business demand due to the double bank holiday over the Diamond Jubilee, which had a similar effect on London hotel performance as the Royal Wedding in April 2011, and pre-Olympic travel anxieties.

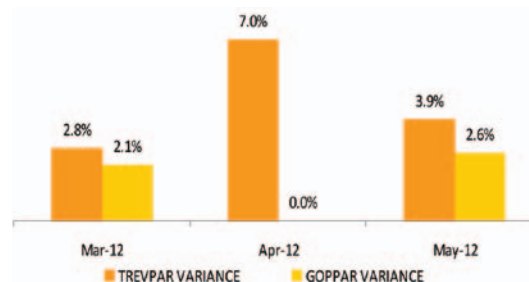
The residential conference sector was the worst hit with a 0.9 percentage point decline in the proportion of demand attributed to this segment combined with a 6.7% decline in the achieved sector rate to £171.19 from £183.40.

In addition, the achieved rate in the Best Available Rate (BAR) sector, which is a good barometer of peak demand periods, dropped by 13% to £177.17 from £203.67.

"Although the Jubilee festivities enabled London to look busy in June, the city was primarily filled with day visitors with everyone else choosing to escape to the country or overindulging on street party tea and scones.

Amongst the doom mongering brought about by the decline in headline performance levels, we must remember that at a room occupancy of 83.3% and an achieved average room rate of £148.18, the performance in June was well ahead of the year-to-date stats for London and remains very strong," said David Bailey, deputy managing director at TRI.

LONDON LAST 3 MONTHS YEAR-ON-YEAR CHANGE



HotStats London Main KPIs

LONDON

	Jun '12	Jun '11	Var b/w	
Occ %	83.3	89.0	-5.7	▼
ARR	148.18	149.34	-0.8%	▼
RevPAR	123.47	132.95	-7.1%	▼
TrevPAR	165.83	174.51	-5.0%	▼
Payroll %	21.7	20.2	-1.5	▼
GOP PAR	85.87	94.71	-9.3%	▼

	YTD '12	YTD '11	Var b/w	
Occ %	79.2	79.1	0.1	▲
ARR	132.00	129.73	1.8%	▲
RevPAR	104.59	102.63	1.9%	▲
TrevPAR	143.55	140.72	2.0%	▲
Payroll %	24.8	24.5	-0.3	▼
GOP PAR	66.12	65.71	0.6%	▲

ARR - Average Room Rate, RevPAR - Revenue per available room, TrevPAR - Total Revenue per available room, - GOP PAR Gross opportunity profit per available room.

Provincial performance is a wash out and the rain threatens to prolong the pain

Hotels in the Provinces suffered a decline across all measures in June as volume in the business segment was hit by the extended Jubilee bank holiday and price in the leisure sector softened as the rain fell relentlessly, according to the latest HotStats survey of approximately 560 fullservice hotels across the UK.

Whilst the 5.0% decline in profit per room for Provincial hotels was not an unfamiliar trend in 2012, hotels in the regions struggled to increase Revenue per Available Room (RevPAR) in June as they have successfully done so in most other months.

Although achieved average room rate remained comparatively stable, hotels in the Provinces suffered a drop in the proportion of demand attributed to the corporate (-3.6 percentage points) and residential conference (-0.6 percentage points) sectors to a cumulative total of 37.5% of total demand, which is low for June.

Additionally, as the popularity of 'staycations', which have supported Provincial hoteliers so favourably since the onset of the current economic downturn, continues to wane due to the terrible weather and strengthening sterling, hoteliers are dropping rates, exemplified by a 2.7% decline in achieved rate in the leisure sector in June.

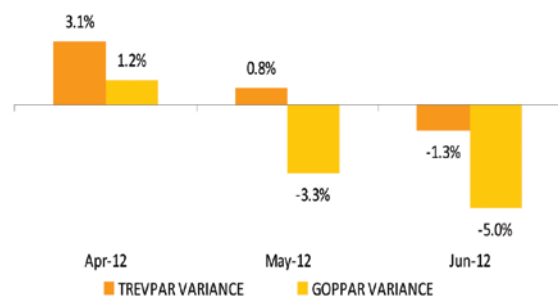
Provincial hoteliers are also relying more and more heavily on support from third party websites to drive leisure demand into their hotel, with this measure increasing by 11.4% on a per room let basis in June, to £4.61, equivalent to 6.4% of rooms revenue. Added to other deductions related to 'Direct Rooms Expenses', this resulted in an achieved Net Average Room Rate of £61.46 for June, against £62.53 during the same period in 2011.

"Provincial hoteliers just can't seem to catch a break at the moment. The poor weather has caused events that would usually drive the demand for hotel accommodation to be cancelled across the country, such as the North Yorkshire County Show, the CLA Game Fair at Grantham and the Godiva Festival in Coventry.

And although the ONS is reporting year-to-date inflation levels declining to 2.4%, which is good news for food costs, a lack of rain in the US and too much rain in the UK is threatening to put upward pressure back on to food prices in the medium term," added Bailey.

Profit per room in the Provinces has now declined by 5.1% in the first half of 2012 to £22.94 from £24.16 during the same period in 2011.

PROVINCES LAST 3 MONTHS YEAR-ON-YEAR CHANGE



HotStats Provinces Main KPIs

PROVINCES	Jun '12			Jun '11			Var b/w		YTD '12			YTD '11			Var b/w	
	Occ %	ARR	RevPAR	TrevPAR	Payroll %	GOP PAR			Occ %	ARR	RevPAR	TrevPAR	Payroll %	GOP PAR		
	75.9	71.46	54.28	102.13	30.2	33.61	-1.0	▼	67.7	68.84	46.60	88.14	33.8	22.94	0.4	▲
	77.0	71.92	55.35	103.42	29.7	35.36	-0.6%	▼	67.3	68.64	46.17	88.07	33.5	24.16	0.3%	▲
							-1.9%	▼							0.9%	▲
							-1.3%	▼							0.1%	▲
							-0.5	▼							-0.3	▼
							-5.0%	▼							-5.1%	▼

HOTSTATS Briefing Data

UK Chain Hotels - Performance report Currency: £ Sterling



The month of June 2012

	Jun '12	Jun '11	Var b/w	
TOTAL UK				
Occ %	78.6	81.4	-2.8	▼
ARR	100.86	102.94	-2.0%	▼
RevPAR	79.29	83.78	-5.4%	▼
TrevPAR	125.16	129.47	-3.3%	▼
Payroll %	26.1	25.0	-1.2	▼
GOP PAR	52.50	57.10	-8.1%	▼
LONDON				
Occ %	83.3	89.0	-5.7	▼
ARR	148.18	149.34	-0.8%	▼
RevPAR	123.47	132.95	-7.1%	▼
TrevPAR	165.83	174.51	-5.0%	▼
Payroll %	21.7	20.2	-1.5	▼
GOP PAR	85.87	94.71	-9.3%	▼
PROVINCES				
Occ %	75.9	77.0	-1.0	▼
ARR	71.46	71.92	-0.6%	▼
RevPAR	54.28	55.35	-1.9%	▼
TrevPAR	102.13	103.42	-1.3%	▼
Payroll %	30.2	29.7	-0.5	▼
GOP PAR	33.61	35.36	-5.0%	▼

The Calendar year to June 2012

	YTD '12	YTD '11	Var b/w	
TOTAL UK				
Occ %	71.8	71.5	0.3	▲
ARR	93.75	92.82	1.0%	▲
RevPAR	67.32	66.37	1.4%	▲
TrevPAR	107.94	106.90	1.0%	▲
Payroll %	29.5	29.3	-0.2	▼
GOP PAR	38.38	39.03	-1.7%	▼
LONDON				
Occ %	79.2	79.1	0.1	▲
ARR	132.00	129.73	1.8%	▲
RevPAR	104.59	102.63	1.9%	▲
TrevPAR	143.55	140.72	2.0%	▲
Payroll %	24.8	24.5	-0.3	▼
GOP PAR	66.12	65.71	0.6%	▲
PROVINCES				
Occ %	67.7	67.3	0.4	▲
ARR	68.84	68.64	0.3%	▲
RevPAR	46.60	46.17	0.9%	▲
TrevPAR	88.14	88.07	0.1%	▲
Payroll %	33.8	33.5	-0.3	▼
GOP PAR	22.94	24.16	-5.1%	▼

The twelve months to June 2012

	Rolling '12	Rolling '11	Var b/w	
TOTAL UK				
Occ %	73.9	73.6	0.3	▲
ARR	94.29	93.03	1.3%	▲
RevPAR	69.69	68.49	1.8%	▲
TrevPAR	112.12	111.29	0.8%	▲
Payroll %	28.5	28.3	-0.2	▼
GOP PAR	42.14	42.86	-1.7%	▼
LONDON				
Occ %	81.4	81.9	-0.5	▼
ARR	132.87	129.18	2.9%	▲
RevPAR	108.21	105.81	2.3%	▲
TrevPAR	147.99	145.82	1.5%	▲
Payroll %	24.0	23.9	-0.1	▼
GOP PAR	70.77	70.36	0.6%	▲
PROVINCES				
Occ %	69.7	69.0	0.7	▲
ARR	69.21	69.17	0.1%	▲
RevPAR	48.26	47.73	1.1%	▲
TrevPAR	92.17	92.08	0.1%	▲
Payroll %	32.6	32.2	-0.3	▼
GOP PAR	26.20	27.56	-4.9%	▼

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Taking the Investment Forward

is the title of HOSPACE 2012



Commenting on HOSPACE 2012, HOSPA Chief Executive Carl Weldon said: "Following on from the success of HOSPACE 2011, the 2012 event promises to be even more informative, thought provoking and enjoyable. In the wake of the summer's events, HOSPACE 2012 will focus on building a positive future through adopting a balanced and innovative approach

to our investment in people, management practices and systems – examining how we deliver profitability and quality, as well as create value."

HOSPACE 2012 will enable UK and international delegates to get an informed and cutting-edge view from a line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value. Highlights include: 'A Leaders' Panel' comprising a line-up of some of the UK hospitality industry's most influential executives who will be looking at present issues, trends and developments affecting all hospitality professionals; a top-level Finance Panel discussion on 'Getting the wheels of Hotel Finance to turn again'; a Revenue Management session asking the question: 'What is the Revenue Management contribution to strategy and future leadership in hospitality?'; a 'Hospitality IT Debate'

entitled: 'Can outsourced IT services really support the needs of Hospitality IT for both internal business requirements and guest services?'; and a programme of industry specific educational workshops – all led by top specialists in their subjects.

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

HOSPACE 2012 promises to be invaluable for networking, professional updating – through expert presentations, panel forums and educational workshops – ideal for Continuing Professional Development (CPD).

The event's grand finale Gala Dinner – including the signature 'HOSPA Pub Quiz' – is one of the traditional social networking highlights of the conference.

For regularly updated information on HOSPACE 2012 (HOSPA Conference and IT Exhibition), visit the HOSPACE 2012 Website at: www.hospace.net. For bookings and further details for HOSPACE 2012, contact the HOSPA Membership Services Office on telephone: 01202 889 430; fax: 01202 887 967; or email: bookings@hospace.net

Member's News

This year's Quiz Night took place on Thursday 12th July at the Prince of Wales, Drury Lane for the second year running. The quiz saw nearly 100 attendees spread across 17 teams, as always with the brain teasing Sarah Dovey as Quiz-master, hosting for the first time as HOSPA.

The quiz format, as in previous years, consisted of 10 'quick fire' rounds, including 2 rounds of sound quizzes and a very testing James Bond themed picture round, testing the teams knowledge in all areas from Soap (as in 'cleaning soap' and not the TV category!) through to Olympic trivia and more.

The winners, for the second year in a row, were 'Universally Challenged' from Solution Builders, who won the quiz night with a resounding lead above second place 'Quizzie Rascals' from Revenue by Design.

The event was a great success and we would like to thank all who attended in the teams, Stewart Fidom for his IT support and, in particular, Sarah Dovey for her fantastic organisation of the event and her compering on the night.

This was the first ever HOSPA quiz and we will, of course, be back next year on Thursday 11th July 2013 at the same venue for the second HOSPA Quiz Night - **don't forget to book early to avoid disappointment!**



The full list of final scores for each team can be found below:

Company Name	Team Name	Score
Solution Builders	University Challenged	107
Revenue by Design	Quizzie Rascals	98.5
Marriott Hotels	Suffolk and Close	97
PSL	Campbell's Meatballs	97
Akkeron Hotels	Akkeron Hotels	95.5
BT Wi-Fi	50 Shades of Grey Matter	95.5
PKF	ProKoForte	94
PointOne PoS	PointOne	84.5
Red Carnation Hotels	Quiz-Team Aguilera	82.5
Redstone	The Inquizzitions	81.5
Fourth Hospitality	Fourth Element	79.5
FWF	Cannot be named for legal reasons	75
Call Systems	Call Systems Techies	70
Wyndham Hotel Group	The 'Wyn' Team	64
Fourth Hospitality	The Quasi Rascals	55.5
Rate Tiger	403	33

Members' Events



Forthcoming events

- Sep 11** **HOSPA Evening Workshop - London**
Immigration and employment issues: stay out of jail!
Presented by Watson, Farley & Williams LLP and held at The Park Lane Hotel from 6.00pm. This workshop will provide practical guidance as to how employers should conduct ID checks and protect themselves against civil and criminal liability in compliance with the Asylum and Nationality Act 2006, highlighting the common risk areas, particularly in relation to business visitors and students. What is the meaning of sponsorship under Tier 2 of the points-based system and how should sponsors prepare for an onsite audit from the UK Border Agency? We will also run through the latest updates in employment legislation so that you are not caught out by recent changes.
- Sep 21** **HRMC Scottish Regional Breakfast Workshop – Edinburgh**
Held at the Apex International Hotel, 31-35 Grassmarket, Edinburgh, from 9.00am for a 9.30am start. This workshop will provide the opportunity to discuss issues of your choice, followed by presentations from industry vendors. Coffee and croissants will be provided!
- Oct 16** **HOSPA Evening Workshop - Real Time Information and payroll processing: what does this mean for you?**
Presented by the HMRC and held at Mazars LLP, Tower Bridge House, St Katherine's Way. This workshop will provide practical guidance as to how employers should prepare for the changes to be introduced from April 2013. Do you keep records of hours worked, gender and nationality? Does your company offer share options? Will your payroll software be ready to report all the necessary information every month instead of just at the year end? What about tronc? Hear how your employees will benefit from the changes and the positive feedback from the companies involved in the rollout so far.
- Nov 2** **HRMC Regional Breakfast Workshop – Manchester**
From 9.00am for a 9.30am start. Further details and venue to be confirmed.
- Nov 7** **HOSPA Breakfast Seminar - London**
Financial reporting and tax – are you up to date with the latest developments?
Presented by PKF LLP. "CPD made easy"... everything you need to know in just 90 minutes, served up with coffee and croissants! This event is from 8.00am for a 8.30am start and is to be held at the PKF London Office.
- Nov 22** **HOSPACE 2012, Sofitel Hotel, Terminal 5, Heathrow, London**
For details, including the outline programme and registration, please visit www.hospace.net.
- Dec 4** **HOSPA Evening Members' Meeting - London**
Hotel valuations – is it still all about the price of a bottle of coke?
Presented by Russell Kett, Chairman, HVS International. Further details and venue to be confirmed.
- Dec 19** **HOSPA Awards Lunch 2012 – London**
Join us to celebrate the achievements of the HOSPA prizewinners with awards for the highest achieving learners on the HOSPA Education Programmes in the past year.
- Jan 15** **HOSPA Evening Members' Meeting - London**
Owner – Operator disputes continued... management contracts
Presented by Felicity Jones, Watson, Farley & Williams LLP. Further details and venue will be released in due course.
- Registration is necessary to attend all the above workshops and meetings: please visit the events section on our website or email wayne.gosden@hospa.org with your details.

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HOSPSPACE

Conference & Exhibition



22nd November

Sofitel London Heathrow, Terminal 5

Taking the Investment forward

Making the most of the investment in your people and business to create value

A Leaders Panel

To debate latest trends and issues in the industry:

- Paul Dukes, Chairman, Kew Green Hotels and HOSPA
 - Robert Cook, Chief Executive, De Vere Hotels & Village Urban Resorts
 - Grant Hearn, Chief Executive, Travelodge
 - Surinder Arora, Chairman, Arora Hotels
- Together with leaders from Hilton and Apex Hotels.

Finance Panel Session

Getting the wheels of Hotel Finance to turn again

Revenue Management Session

What is the Revenue Management contribution to strategy and future leadership in Hospitality?

Hospitality IT Debate

Can outsourced IT Services really support the needs of Hospitality IT for both internal business requirements and guest services?

Industry review and update

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3x7 Variety of Specialist Educational Workshops

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- Senior Hospitality Directors
- Financial Controllers and Accountants
- Revenue and Distribution Managers
- IT Managers
- General and Commercial Managers

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