

THE OVERVIEW

ISSN 2048-4844 JANUARY ISSUE 2017

High hopes, high hopes,
into 2017 we go



**The staycation myth
Revenue management talent**

Welcome to THE OVERVIEW

Dear members,

For those of us who had looked forward to 2017 being much less prone to upset than 2016, this year has started off in somewhat unexpected fashion. Unexpected, however, in a good way. After all, it had to, there are only so many times that Prince can die.

2017 has, thus far, resolved to buck the expected. BDO's Optimism Index, which indicates how firms expect their order books to develop in the coming six months, increased from 98.0 to 102.2 in December, above its long-term trend. This signals that businesses are continuing to stay resilient following the EU Referendum result, the declining value of Sterling and volatility in the global economy.

The UK services sector rebounded in December, according to Markit, which said that the "rate of expansion of activity accelerated for the third month running to the sharpest since July 2015, fuelled by stronger growth in new work. Employment rose at a pace unchanged from November's seven-month high, and sentiment towards the 12-month outlook strengthened despite ongoing uncertainty regarding Brexit and European elections".

Most surprisingly of all, the number of outbound UK travellers has continued to rise, despite the falling Pound. There are some who would take this as a sign that people will pay any price to get away from their Brexit-voting neighbours, but the optimists will be looking to travellers who are not anticipating a tanking economy.

VisitBritain said that overseas spending in the UK could hit record levels this year, with the number of visitors potentially rising by 4% to 36.7 million visits. It said that the figures "not only underpin a longer-term pattern of growth for inbound tourism, one of our fastest-growing export industries, but also demonstrates its growing importance as a key driver for economic growth and jobs".

Behind this is, of course, the devalued currency, but also the rising reputation the country's hospitality sector has accrued. A surprisingly happy new year to us all.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

→ In January's issue...

- | | | |
|------------------------------|-------------------------|---------------------------|
| 2. Introduction | 9. Staycations in doubt | 18. London boost for pubs |
| 3. CEO's letter | 11. Avenue9 | 19. NE hotels slide |
| 4. The hospitality family | 13. Mobile travellers | 21. Events |
| 6. Revenue management talent | 15. Business optimism | |
| 8. Education | 16. Sky case study | |

HOSPA

Hospitality Finance, Revenue and IT Professionals

CEO

Jane Pendlebury
jane.pendlebury@hospa.org

Editor

Katherine Doggrell
+44 (0) 7985 401 831
katherine.doggrell@hospa.org

Editorial Board

Paul Nisbett
Chairman - Finance & Accounting Committee

Bryan Steele
Chairman - Information Technology Committee

Michael Heyward
Chairman - Revenue Management Committee

Alec Jones
Taxation Committee

Membership & Events

Robert Maloney
Membership Officer
rob.maloney@hospa.org

Tel: 0203 418 8196

Professional Development

Debra Adams
Head of Professional Development
debra.adams@hospa.org

Jane Scott
Programmes Coordinator
jane.scott@hospa.org

Tel: 01202 889 430

Publisher

Hospitality Professionals Association

The Overview online

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

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

Sponsor of The Overview



www.guestline.com • sales@guestline.com • +44(0) 1743 282300

Happy New Year



Now that we are all fully into the swing of 2017 with Donald Trump already inaugurated as the 45th President of the USA, it seems rather late in the month to wish all HOSPA members, sponsors and partners a Happy New Year.

However, I believe to do so is more important than ever - given the ongoing threat of terrorism and the current climate of economic and political uncertainty both at home with Brexit, and abroad with key elections that could affect the UK in the coming months. May 2017 exceed every expectation and let's hope that the forthcoming months bring prosperity and good health for all of us!

Following HOSPACE2016, thank you to all of you that completed the feedback forms - your views and suggestions are so valuable and much appreciated. As the HOSPACE venue, the Sofitel at London Heathrow's Terminal 5, has worked very well for us for many years and we are grateful to them for all their support. However, the HOSPA team believed it was time for a change, and that was certainly backed up by your comments. Most of you are already aware that we are changing to an easily accessible, top central location in the capital for 2017, so please ensure you have 2 November at The Lancaster London in your diaries. We are currently working on the exhibiting and sponsorship packages and naturally the delegate prices, so we will share those with you shortly. Once again, we will present the 'HOSPA Professionals of the Year Awards', for each of our three communities: Finance, Revenue Management and Technology, during the HOSPACE Gala Dinner - so please start thinking of who you might like to nominate for these prestigious accolades.

Though HOSPACE is the major event on the HOSPA calendar, one of our priority objectives is to keep all our members updated throughout the year about the latest industry issues, developments and legislation affecting hospitality Finance, Revenue Management and IT. A key way we do this is through our popular programme of regular meetings and events. We have already held a well-attended one on Finance at the splendid and luxurious One Aldwych in London's West End.

This covered the vitally important subject of the looming Apprenticeship Levy. We had excellent speakers from the government's Skills Funding Agency, and were given the opportunity to see the Apprenticeship Levy software in action. Throughout each year, we run members' meetings in London, the Midlands and Scotland. The exciting news is that this year we are hoping to add some additional UK locations to the list. If any hoteliers out there would like to host an event and showcase their properties to the HOSPA membership, then please get in touch! The full schedule of 2017 HOSPA Meetings and Events, with dates and locations, will be announced shortly. Do keep an eye on the HOSPA website for details - when doing so, remember we also list other industry happenings that are potentially of interest to you all.

HOSPA's Professional Development team continues to work tirelessly for the benefit of the learners. The January exams have just taken place as we go to print - and the awards for the most successful past candidates will be celebrated at a new HOSPA event - the Annual Student Awards Ceremony, held this year at the Hilton on Park Lane, London.

Finally, as this is still the pantomime season, 'Springderella'! Those of you who attended Springboard's charity 'panto' will probably still be smiling. A hilarious production, made all the funnier by the performances of some very senior hospitality industry leaders - who knew there was such hidden talent and desire to camp it up on stage?! Please do take the time to look at www.Springboard.uk.net to find out more and see how you could get involved and support the wonderful work that they do.

Keep in touch - this is your Association and I always welcome feedback and any suggestions you may like to share:
Jane.Pendlebury@hospa.org



Chris Denison Smith
Director, FM Recruitment

The new-look hospitality family

As the worlds of travel, communication and leisure evolve, hospitality businesses have been sprouting new branches across their family tree. The nuclear hotel family is no more. Definitions of traditional roles have become less rigid and there are new relationships to navigate.

The new-look hospitality family is more dynamic, flexible and diverse - it's the best response possible to the complexities of the modern economy.

The rise of franchising

The separation between owners, operators, and brands in hospitality, is largely down to the fact that organisations are spreading much further and wider into new markets and sectors. In this more mature industry, franchising is becoming far and away the most profitable model for a hospitality brand. Indications are that franchising will enjoy a meteoric rise.

Dominic Seely, Director of Acquisitions, Westmont suggests franchising will only grow in popularity:

"I think there's going to be a lot of mid-size companies who are having a long hard think about what they're going to do and how they're going to compete with the likes of Marriott and Starwood. And also to compete with the cost of business or the acquisition cost of getting to the consumer and to take on the likes of Airbnb and Price Line. We're going to see an acceleration of franchising. Some of the brands that you would not have thought could have been franchised 12-24 months ago are being franchised now in the upscale and luxury segments."

The evolution of brands

Customers have started to demand new experiences and new ways of using hospitality products. Keeping on top of these demands is a role in itself. Hospitality players that understand this have grown faster by lightening their operational loads and focusing on new and exciting product concepts. Nowhere is this more evident than with the best-known hospitality brands. The hospitality giants have shed their real estate assets and their management responsibilities and taken on more of a supervisory role, watching and guiding their brand to the top.

Mark Wynne Smith, Global CEO, Hotels & Hospitality, JLL, suggests some drivers of this change:

"What we see in the US, is how strong these white label operating companies have become, because they're very good at doing things locally. It's difficult with a global brand to both develop brand and develop a consistent management team, and I think it's just a natural evolution. Seeing how brands are evolving now; it is really exciting for owners and for operators alike to see how much energy, passion, and creativity is going into winning market share. I think we've ended up where we should be, which is the brand separate from the management, separate from asset ownership, but fundamentally it always comes down to the exit value. The key driver here is that

selling a hotel without management, and maybe without brand, frequently gives you a higher exit price."

The emergence of smaller players

While the power players are competing for size and notability by encompassing more and more brands, there are plenty of examples of singular brands that also want to grow through franchising. The franchiser's strength is having a clear identity that the consumer will engage with. They also need to be able to recognise the teams and properties that will be an asset to their concept and deliver the promised standard. Making this work can again require adapted forms of that family tree, as Alistair Gosling, Chairman & CEO, Extreme International explains:

"We look very carefully by territory on an operations basis, looking at somebody who has had a franchise before is obviously helpful, even if it's not in our space. But ultimately this is down to running great hospitality linked with the brand. We've got some situations where we are the property developer and ask an operator to come in and take a lease with our brand, and we reduce the royalty and do a good deal for them. So you've got the brand, you've got the operator, and you've got us as the property developer piecing the parts together, which is fascinating."

Balancing everyone's needs

Naturally, each member of this new-look hospitality family has their own agenda - their own priorities. Investors for example want to grow their portfolio and are most interested in having money making assets. Christian Mole, Executive Director, Transaction Advisory Services, Ernst & Young, discusses an investors approach to design:

"The key criteria that investors look at are the capex needs for these hotels. A lot of the deals in the last few years have been driven by the assets that the banks took in during the downturn. They didn't have a lot of capex over that period so a big capex catch up is required now. What you are seeing is some of the brands rolling out new concepts for their hotels. But investors are quite aware that those investments cost a lot of money so they ask themselves am I going to get a material upturn in profit for that?"

With potential conflicts in mind, it is vital to understand the importance of what you do and to play your role to the best of your ability. Good communication between family members is

vital. Be ready to fight your corner, because the system relies on each element getting what they need. At the end of the day the mind-set and resources required to buy, sell, and develop are not the same as the mind-set and resources that allow a hotel to run smoothly and turn a profit daily. So each needs the others' expertise for the hospitality ecosystem to thrive.

Maintaining positive relationships is a big part of the job for Kenneth Hatton, SVP Corporate Transactions Group, Hyatt:

"My development colleagues will be looking to grow thoughtfully across all of the regions. My interest here is to spend time with our owner community, to spend time with the folks who work with the owner community, and really get to understand what it is that's driving their needs, which are probably slightly different to what they've been in the last 25 years. We're trying to help them understand where they are in their cycle in terms of their capital structuring. So if we can do things that will help them be better positioned if a tightening of credit happens in the next two or three years, then that's something that we would really like to be able to do."

You can choose your friends...

While some may say that the hospitality sector is now more complex, more challenging and even frustrating, others see that this is the result of evolution, improvement and progress.

Whatever your viewpoint; from a talent/staffing perspective, your family has fundamentally changed.

In 2017, help your team to be proud of whatever role they play in this complex industry. Owners and operators have long had to learn to work together, and now we must all adjust to work with new partners, without which our family unit would not be as strong. This requires new skills - both organisational and importantly how best to communicate. It may also require revised talent structures.

We have seen the industry demonstrate flexibility and clever thinking with the increasing use of franchise structures - creating new roles and new ways of working. Think about how your business can operate most effectively and embrace whatever form that may take - even if that means reinventing a part of the industry.

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



Growing the hotel revenue management talent pool



Around the globe, hoteliers have been attempting to address the need to build and retain revenue management talent. It's not only a costly venture - according to Deloitte, 45% of operating expenses and 33% of revenues goes toward talent - but also has become even more challenging due to an evolving workforce of Millennials.

However, as neither revenue management nor Millennials are going away any time soon, it may be time to re-evaluate your current outlook on the talent pool and overall retention strategy.

In order to gain a better understanding of the best approach to finding and retaining revenue management talent, consider these three factors:

1. “Millennials” goes beyond a buzzword - it's the reality of our workforce

Millennials now make up one-third of the US workforce, and by 2020 will comprise half of the global workforce. These energetic individuals are the most up-to-date on the latest technology and processes, and will be the future faces of our hotels.

And, as the role of the hotel revenue manager is typically held by those in the 25-35 year old age bracket, Millennials will quickly become the majority of those in this position.

Therefore, we must work to understand their needs in order to keep our industry - and revenue management, in particular - staffed with the best talent.

When it comes to careers, Millennials are widely believed to be a lot more impatient - they want to excel quickly and have a paycheck that reflects their value. But ultimately, they are looking for the same things every employee wants: schedule

control, diversity and inclusion, choice of projects, employee value propositions and learning opportunities.

We all are aiming to grow as professionals. Therefore, hoteliers looking to encourage the interest, loyalty and retention of Millennials (and all employees) may need to reassess their organisational design. Set goals, create management programs, offer topical and functional programs or cross-business training calls, launch certification programs - these are just a few examples of ways to rejuvenate your revenue management team and workforce.

In focusing on the needs of the next generation, you'll end up creating a better workplace for everyone.

2. Talent turnover is a (costly) concern – but it can be addressed

One of the biggest hurdles that the hospitality industry must overcome in relation to talent management is the high degree of employee turnover - not just for Millennial workers, but all workers. The US Bureau of Labor reports that the travel and hospitality industry is the highest in turnover. This results in extra costs in recruitment and training. Deloitte found that 52 percent of the cost of replacing staff is productivity loss and 14 percent is orientation and training.

Although departing employees are more likely to be jumping between jobs than leaving the industry completely, the issue for

the hotel revenue management sector is that there isn't enough qualified talent available. That being said, there is an opportunity to invest in those who will soon be entering the workforce.

Consider connecting with local universities and institutions and offering internships to current students.

Yes, it's back to Millennials again, but engaging with this younger talent will help deepen their understanding of and interest in revenue management, and allow you to grow and personally train your incoming talent pool.

3. Industry reputation matters - don't let it negatively impact your organisation

Though many factors can account for high turnover, there is a perception that the travel and hospitality industry does not offer abundant long-term career prospects, with top barriers including lack of compensation increases and excessive workload.

Millennials, in particular, often leave a job because they feel their input wasn't valued. How can hoteliers combat these misconceptions to attract and keep the right talent?

Determine what is currently being delivered to your employees and aim towards meeting their organisational expectations while expanding their professional capabilities.

This may include clarity on the vision of your organisation, being more transparent about processes or providing a certain work-life balance to all employees.

Also remember that there is a difference between managing and building the talent pool. Your goal should be to spend most of your time building your talent - particularly if you are looking to retain hotel revenue management employees.

Invest time in building the right tools sets for your team, and ensuring all members are expanding their scope and deepening their knowledge.

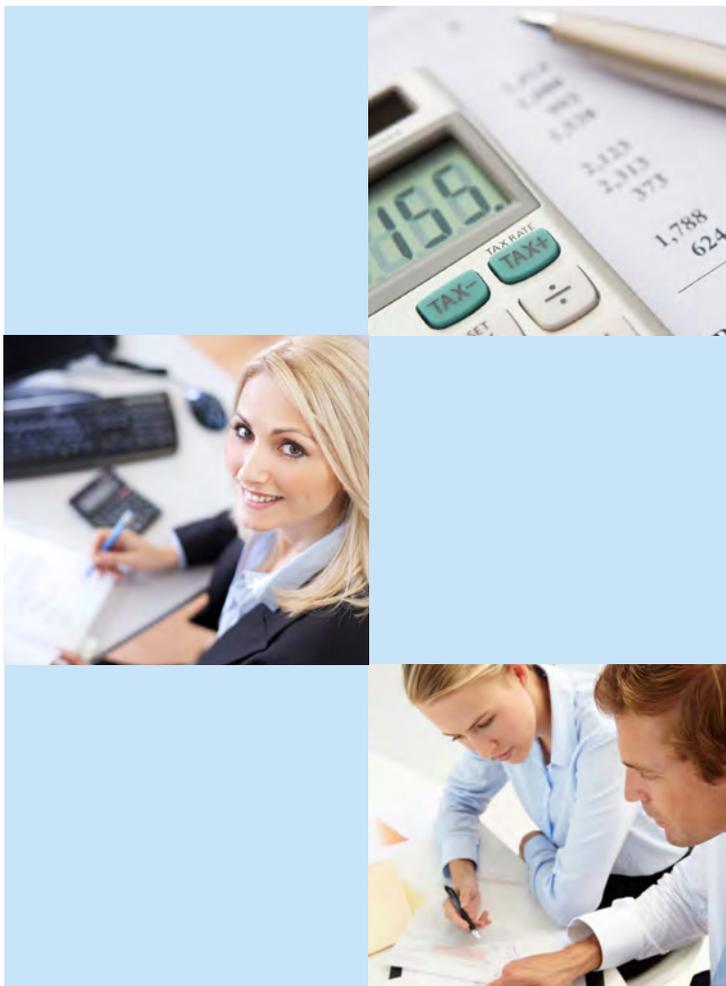
Even if your hotel or organisation feels that it is behind in offering employees the best opportunities, there is time to catch up.

Looking ahead: Where do we go from here?

We are experiencing a significant change in the makeup of the hospitality industry's revenue management talent pool. The impact of Millennials, higher turnover rates and the industry's overall reputation means strategies are needed to build and retain the best employees.

The key is to invest in our RM talent - providing the right tools, meeting their needs and helping them learn and contribute. Even though advanced revenue management solutions are available to help operations run smoothly, technology and talent go hand-in-hand. You still need the people - the revenue managers themselves - to communicate, influence culture and grow your business.

NB: This is a viewpoint by Linda Hatfield, vice president of knowledge management for IDEaS Revenue Solutions.



HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

Study with us on our flexible online programmes in Hospitality Finance

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.

The course is focused on the requirements of the sector combining best practice from the Uniform System of Accounts for the Lodging Industry with statutory accounting. Studying with us:

- Provides the first step towards a professional accounting qualification
- Develops the skills and knowledge to manage a hospitality finance department
- Graduates receive exemption from two components of the CIMA Certificate in Business Accounting (2017 syllabus)
- Leads to HOSPA Associate (Cert Finance) membership of HOSPA on completion
- Is convenient and relevant to your career in hospitality finance

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

education@hospa.org / +44 (0)1202 889430

www.hospa.org

Thinking of a career in Hospitality Financial Management?



It is time to sign up to join the next intake for the HOSPA Professional Development Programme in Financial Management supporting you in your next step to pursuing a career in business and finance in the hospitality sector.

The HOSPA course content is based on best practice in the sector and follows the guidance and recommendations of the Uniform System of Accounts for the Lodging Industry (2014 edition). The course offers three levels of study and successful completion of all three levels leads to Certified Associate Membership of HOSPA enabling members to use AHOSPA Cert (FM) in their business correspondence. This award confirms that the member has the skills and knowledge to manage a hospitality finance department.

Duration: 18 months to complete all three levels of study

Cost: £780 + VAT per level

Entry Requirements: For all those seeking to learn more about hospitality finance and accounting. Ideally currently working in a finance role in hospitality or wishing to transfer into this area.

Start Date: 13th March 2017 with examinations in July 2017.

Course recognition: The course is recognised by People 1st and has been awarded The People 1st Quality Mark which recognises and celebrates training programmes across hospitality, travel and tourism, passenger transport and retail industries that maximise individuals' development opportunities and help raise standards across the sector.

Graduates from the programme receive exemptions from two components of the CIMA Certificate in Business Accounting (2017 syllabus) - these components are:

- BA2 Fundamentals of Management Accounting (after successfully completing HOSPA Stages 2 & 3)
- BA3 Fundamentals of Financial Accounting (after successfully completing HOSPA Stage 1)

What will you study?

The course is studied in three stages; each of which takes five months to complete.

Stage 1: Introduction to Financial Management

- Introduction to accounting concepts
- Double entry book keeping
- Preparing the trial balance
- Preparation of the key statements
- Using the Uniform System of Accounts for the Lodging Industry

Stage 2: Operational Management Accounting

- Costing and cost analysis
- Preparing budgets and forecasts
- Pricing and Revenue management
- Breakeven analysis

Stage 3: Strategic Management Accounting

- Strategic planning
- Sources of funds and capital expenditure analysis
- Discounted cashflows, NPV and IRR

No formal qualifications are required to enrol, but we suggest that learners are preferably working in the finance department of a hospitality organisation but we also welcome applications from operational managers and related roles.

To enrol for the Financial Management or Revenue Management Education Programme email education@hospa.org

Congratulations to these HOSPA learners who have recently been awarded Certified Associate (Financial Management) membership status of HOSPA following successful completion of their studies:

Sherwin Yturalde - Principal Hayley Palace Hotel, Manchester

Claire McQueen - Princes Street Suites, Edinburgh

Rise of staycations in doubt



The fall of Sterling - down by 15% since the EU referendum - was expected to have driven a rise in staycations. The expectation of an increase in domestic tourism has driven a rise in investors coming to the UK in search of a profitable home for their money - although many were also motivated by the hope of a bargain.

The latest deals to have seemingly been driven by a hoped-for rise in staycations were the sales of caravan park groups Park Resorts and Parkdean. At the former the company has been sold by Caledonia Investments to a vehicle of Intermediate Capital Group with an enterprise value of GBP362m.

The latter, a 73-site company, has been bought by Canadian private equity house Onex Corporation for GBP1.35bn from Epiris. Both groups were sold at healthy premiums to their valuations just last year, with Tony Morgan, a managing director with Onex, commenting:

“Parkdean Resorts has built the market-leading affordable holiday park business in the UK, with a strong base of

loyal customers in an attractive segment of the domestic holiday market.”

Despite predictions of a post Brexit surge, the number of leisure tourists coming to the UK has declined for the second consecutive month whilst outbound holiday travel is growing strongly, according to the British Hospitality Association Travel Monitor.

The BHA Travel Monitor, launched by the British Hospitality Association last month, reveals that inbound holiday passengers visiting the UK are in decline whilst outbound holiday passengers are increasing, suggesting a worrying trend for the domestic UK tourism and leisure industry. Some predictions claimed that the fall in the price of Sterling after the

EU referendum would lead to an increase in visitors to the UK but the BHA Travel Monitor puts this in doubt.

There are 450,000 fewer holiday passengers year to date versus the same period in 2015 compared with the 400,000 drop reported in the first Travel Monitor last month. By contrast, outbound holiday passenger numbers continue to grow strongly, suggesting a slowdown in the UK staycation market. A combination of lower inbound holiday passengers and higher outbound holiday passengers is likely putting pressure on consumer-facing businesses.

The BHA Travel Monitor, published monthly and quarterly, also highlights a year on year decrease in overall UK holiday spend by overseas visitors while UK spend overseas is up over 10% YTD.

Ufi Ibrahim, Chief Executive of the BHA said: "We launched The BHA Travel Monitor so that we can provide, through detailed and structured analysis of passenger data, a true picture of hospitality and tourism performance. Our analysis has shown that there is increasing pressure on the industry through lower inbound holiday passengers and higher outbound holiday passengers.

"With political and economic uncertainty increasing it is more important than ever to ensure UK tourism can compete. The UK continues to have on average twice the tourism VAT rate across Europe. Alongside businesses investing in the apprenticeship levy, the national living wage and rising business rates, this signals concern for businesses in the industry, four out of five of which are SMEs.

"The BHA Travel Monitor sets a worrying trend for the short term future of the hospitality and tourism industry which, as the fourth largest sector employing 4.49 million people, is crucial to the UK economy."

VisitBritain said that overseas spending in the UK could hit record levels this year, with the number of visitors potentially rising by 4% to 36.7 million visits. It said that the figures "not only underpin a longer-term pattern of growth for inbound tourism, one of our fastest-growing export industries, but also demonstrates its growing importance as a key driver for economic growth and jobs".

This represents a faster rate of growth than its projection for 2016 but slower than the 5% growth seen in each of 2013-15 so is close to the medium term rate of growth in visitor numbers.

The organisation said that a major uncertainty in the forecast was the path of the exchange rate and the extent to which the favourable exchange rate, should it persist throughout 2017, attracts additional inbound visitors if Britain offers good value for money.

VisitBritain research conducted in July 2016 found that the prevailing exchange rate could act as a net incentive for potential leisure visitors to come to Britain with the benefit concentrated amongst those who have visited Britain before and those with a good knowledge of the exchange rate.

Recent data at time of writing is inconclusive on the impact of the fall in the pound in late June. Visitor numbers grew moderately in July, August and September compared to 2015 although many travel decisions made for the third quarter of 2016 would have been made before the fall in the pound so available visits data at the time of the forecast largely reflects the pre-referendum conditions. Flight bookings data suggest

that arrivals to the UK for November, December and early 2017 were likely to be up year-on-year.

The forecast for 2017 is that spending will grow by 8.1% to £24.1bn. This is a faster rate of growth than in the last few years although inbound spending grew by 13% in 2013 and 7% in 2011 so it would not be exceptional. This growth rate implies an increase in spend per visit of just over 4%: higher than the long term average although faster growth in spend per visit has been seen in some years, for example 2013.

Inflation in 2016 was low and is likely to average well under 1.0%. In 2017 inflation is very likely to pick up due to the fall in the pound - the forecast assumes to 2.7%. Spending growth in real terms, i.e. taking away inflation, is forecast to be 5.3%. Spend per visitor in real terms is forecast to grow by a moderate 1.2%.

As with visit numbers, the impact of the fall in the pound - which has improved inbound visitors' spending power - on the value of visitor spending is so far inconclusive. The ongoing value of the pound itself is a key uncertainty and will depend on several factors. These include the status of EU and trade negotiations throughout the year as well as monetary policy actions taken by the Bank of England and other major central banks abroad.

The global macroeconomic outlook is forecast to be generally benign and stable in most of Britain's key inbound markets in 2017. Most advanced economies have similar central forecasts for 2017 to those seen in 2016. The central forecast for the EU overall is for continued modest economic growth in much of Western Europe and Eastern EU generally seeing healthy growth.

The short term US economic outlook looks healthy although there is considerable uncertainty about specific policies. Some emerging markets, including China and India, are still growing at a strong pace with others, such as Russia and Brazil, slowly emerging from recession.

It is assumed that there will be no unforeseen major events that significantly disrupt travel to Britain, e.g. related to security, health scares or natural disasters. While 2016 did not see a major international sporting event held in Britain (aside from those held annually), 2017 will see the ICC Cricket Champions Trophy and the World Athletics and Para-Athletics Championships held in the UK.

There are both upside and downside risks for 2017. Risks to the visits forecast are judged to be weighted slightly to the upside, reflected in the forecast range, insofar as the continued weak pound could encourage additional visitors in 2017.

Ongoing business uncertainty during 2017 represents a downside risk. The forecast range is wider for spending than for visits, reflecting the greater uncertainty about the response of visitor spending to the currency (as well as uncertainty about the value of the pound), with risks here judged to be weighted to the downside. As a comparison, Tourism Economics are forecasting growth of 6.7% in visits to the UK and 5.8% growth in spending.

The caravan park sector is viewed by investors as recession-proof - there are properties to sell when times are good and to rent when they are not. The rest of the sector will still need to ensure it is attractive to overseas guests, as the Brits continue to look to foreign shores for their travel.

Avenue9 engagement enables £335,000 saving for wasl Hospitality WiFi project

Wasl Asset Management Group, is one of the largest real estate management and development companies in Dubai.



Wasl was established by the Dubai Real Estate Corporation (DREC) in 2008 to oversee the management of its assets and grow its real estate portfolio. Wasl's operations revolve around three main verticals; property development and management, hospitality & leisure and land asset management. Within these three verticals wasl operates in various real estate, lifestyle, leisure, hospitality, and business sectors. Wasl's main objective is to strengthen Dubai's position as the premier hub to live and work in and at the same time be the ultimate destination for tourists.

Wasl hospitality & leisure, another subsidiary of the Group manages a portfolio of 14 hotels with approximately 5,500 rooms. The Dubai-based portfolio includes six hotels under the Hyatt Hotels Corporation - the award-winning Grand Hyatt Dubai, Hyatt Regency Dubai, Park Hyatt Dubai, Hyatt Place

Dubai Baniyas Square, Hyatt Place Dubai Al Riqqa and the Hyatt Regency Dubai Creek Heights; four under Starwood Hotels and Resorts including Le Meridien Dubai, Le Meridien Mina Seyahi Beach Resort & Marina, Westin Mina Seyahi Beach Resort & Marina, Le Meridien Fairway; and two under Hilton Worldwide and they are Hilton Garden Inn Al Mina and Hilton Garden Inn Al Muraqabat in addition to the VOX Cineplex movie theatre complex located adjacent to the Grand Hyatt in Dubai and acts as the Owner's representative to oversee the management of Dusit Thani Dubai hotel.

With IT costs continuing to rise and further IT investment being encouraged by the brands, Avenue9 works closely with asset managers and owners to ensure that any investments align with the owner and asset manager's business objectives. We also have great experience in ensuring that brand standards are met

or are challenged where it is felt that the technology proposed is not appropriate. Furthermore, with our knowledge and experience in the market we are in an optimal position to ensure best value is achieved for the owner and asset manager.

Scope of work

Following an approach to wasl by one of the brands to replace both wired and wireless networks in some of their 5 star properties, the core scope of work by Avenue9 was to:

- Determine if the current infrastructure is fit for purpose or needs replacing
- If appropriate, seek agreement from the brand to retain existing infrastructure
- Review proposals for network replacement
- Define needs and requirements for a replacement solution
- Negotiate network replacement proposals or suggest alternative solutions
- Reduce the current cost of networks or reduce the investment required to replace the networks

In order for Avenue9 to deliver against this scope of work we needed to:

- Spend time at each branded hotel with the operational management to understand any challenges they currently face with the existing network provisions
- Review current infrastructure and capabilities, including whether equipment is fit for purpose or is beyond its economical and functional lifecycle
- Review brand standards for networking
- Benchmark pricing against other providers

The approach to deliver this assignment was split into two parts

The first was to meet with the wasl management team and spend time at the hotels in order to carry out a detailed audit of the current installation, analyse its use and identify any deficiencies and potential risks to the business. Excellent quality Wi-Fi provided free to guests is a prerequisite standard expected in hotels today. Our consultant spent time with the operating teams in each of the hotels to gain a greater understanding of the issues experienced at the 'coal face'. A number of issues were identified which had a negative impact on the business and caused loss of revenue. In addition to not providing the hotel space with 'full' Wi-Fi coverage it was also evident that the current installation was close to 'end of life'

and would not therefore be able cope with the ever increasing demands of guest Wi-Fi, and the number of devices that are likely to be connected in the future.

Wasl had earlier embarked upon an RFP process (seven proposals had been received) to replace the current installation. The company wanted a completely independent review of the proposals to ensure they met Technology Brand Standards and would address any issues highlighted in our review. Of equal importance was to look at how easily the hotels might integrate other projects and future-proof technologies as appropriate.

We recommended the project was given the green light, however the pricing of the RFP responses appeared high and we advised that an approach was made to potential vendors with a view to negotiating the price. The second part of the project was to approach each of the vendors to renegotiate the commercials with a view to obtaining the best possible price.

The operator had expressed an interest in piloting a new mix of Wi-Fi technology (Brocade) during the review and we introduced an alternative vendor into the mix. This process took place over a period of about two weeks, following which the results were presented to wasl and the operator. A significant saving was identified following the renegotiation process.

The project achieved an overall saving of AED1.55m (£335k) on Wi-Fi across the three hotels, assisted by having Avenue9 lead negotiations with the vendors and by expanding the scope to include an alternative vendor. Wasl hospitality engaged Avenue9 for the above-mentioned project, with the Avenue9 team doing an excellent job, completing the assigned scope of work to the great satisfaction of wasl hospitality. The Avenue9 team established excellent two-way communication with the operator, who achieved its objective at a greatly reduced cost.

wasl Hospitality

Working through this project with wasl, we have managed to demonstrate the correct level of diligence required to make the right investment with the right technology and the right partner. The end result is significant in its cost reduction whilst maximising the operation investment that will help in delivering a seamless guest experience that will set these hotels apart from the competitive set.

Kevin Edwards, Managing Director, Avenue9

HOSPA
Hospitality Finance, Revenue and IT Professionals
Professional Development



Context is key for mobile travellers



With travellers' behaviour becoming ever more dynamic and socially connected through the use of mobile technology, tourism practitioners stand to benefit from a distinct conceptualisation of the travel context, observe Assistant Professor Dan Wang of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University and her co-authors in a recently published research paper. The researchers suggest a conceptual framework for understanding the context in which travellers' behaviour takes place, and anticipate that it will be particularly beneficial for developing simple to use mobile systems that are relevant to travellers' needs.

Travellers have become familiar with using information technology (IT) to search for travel related information and organise their trips, the researchers note.

The growth of mobile technology, in particular, has significantly changed the way in which the Internet is used for travel-related purposes. One important feature of mobile technology in this regard is that it can take the user's context into account.

The researchers suggest that context is an important factor in human-computer interaction because a context-aware computer can "sense and respond to aspects of the setting" in which it is being used. The information that computers use to situate travellers may include the time and place of use, and can provide "implicit cues about the objects of interest such as people, places, events, things, information, and media". For instance, a user searching for a specific type of product or

arriving at a certain location “gives rise to the need for different communication services” and allows tourism businesses to “engage with their potential customers”.

Many mobile apps depend on the user’s location, which enables information to be provided about nearby points of interest, restaurants, hotels and so forth. The researchers note that the challenge for contextual computing is on how to improve personalised information and recommendations related to tourism, and other aspects related to “social interaction and mobile commerce”.

The researchers argue that early examples of mobile tourist guides suffered from a lack of detailed information, but developments in mobile technology now allow a much wider range of contextual information to be put to use. However, developments in this area are still hindered by the lack of a “well defined and articulated” notion of context, which is necessary for the development of effective mechanisms to assist travellers.

In response to this situation, the researchers set out to define the notion of context in relation to the “mobile technological environment in travel and tourism”. They aim to offer a richer and more adequate understanding of context in the mobile tourism setting, and then “develop a foundation to understand the new possibilities to support on-the-go tourists’ needs”.

They begin by developing a conceptual framework that divides the travel context into two domains: personal and trip-related characteristics, and environmental characteristics at specific stages of the travel process.

Although these two domains have been extensively considered in relation to tourism, the researchers argue that context is becoming “particularly salient” with advancements in mobile technology.

Today’s travellers, they write, are able to travel both “on the Internet and with the Internet”. Hence, a better understanding is needed of how the two domains affect the nature of travel.

The first domain refers to the traveller’s “sociodemographics, knowledge, personality, involvement, values, attitudes” together with trip-related characteristics such as the reason for the trip, its duration and the distance to the destination.

The researchers explain that these characteristics are often closely connected - the amount of time available, for instance, influences the distance the traveller is prepared to travel. The characteristics of the rest of the travel party also influence the range of possible destinations, potential trip activities and other decisions.

The second domain relates to the travel environment the traveller interacts with and includes factors such as location, weather and temperature. The physical environment includes specific tourism attractions, which are regarded as central to the tourism process, as they are often what motivates people to visit a particular destination.

The researchers’ framework considers travellers’ behaviour at different stages of the travel process. The first stage, for example, usually involves planning when and where to go, who to go with, how to get there and how long to stay. Once they arrive at the destination, however, travellers access information that will help them in getting around, making short-term decisions and making on-site transactions.

Mobile technology thus offers new possibilities for on-the-go travellers, the researchers argue, as it allows planning to be more flexible and many decisions can be left until they arrive at the destination. Mobile technology can also offer more “chances for engagement with others” through social media and other resources. As a consequence, the travel context is becoming “more open, fluid and dynamic”.

Having described the two domains of the travel context, the researchers go on to consider how they affect the nature of travel. Using the stage of travel as an example, they illustrate how context influences four dimensions of behaviour - decision-making flexibility, decision specificity, decision-making time frame and information needs.

The researchers propose that mobile technology creates greater decision-making flexibility during trips. Travellers now postpone decisions about certain “micro” aspects of their travels, such as which restaurants and attractions to visit, until they are en route.

As mobile technology allows travellers to “obtain a better understanding of their geographic and cultural surroundings”, their behavioural patterns become more refined and their decisions about these micro aspects become more specific.

Travellers also have different timeframes for making decisions about “different kinds of products”, the researchers observe. Whereas pre-trip planning such as determining which destination to visit can take weeks or months, once travellers have arrived at a destination, decisions need to be “immediate, unreflective and spontaneous”. Smartphones are ideal for making these kinds of instantaneous decisions.

Finally, the researchers argue that mobile technology, particularly location-based services, make places more “immersive and captivating” for travellers. With the development of social, communication and location-based technologies, such as location-based social gaming, tourists have an enhanced sense and experience of place through “emotional, aesthetical informational, playful and social engagement”, which allows them to be more creative and hedonic.

In providing the first comprehensive definition of the travel context, the researchers offer a conceptual foundation for designing innovative mobile systems for travel and tourism. As travellers are constantly “sending signals and generating new information” about their location, information search history and engagement with social networks to information providers, inferences can be drawn about their travel behaviour.

Such information can ultimately be used as the basis for designing new and more effective mobile systems for travel and tourism.

About the source

Lamsfus, Carlos, Wang, Dan, Alzua-Sorzabal, Aukene and Xiang, Zheng. (2015). Going Mobile: Defining Context for On-the-Go Travelers. *Journal of Travel Research*, 54(6), 691-701. School of Hotel and Tourism Management, The Hong Kong Polytechnic University.

Reproduced with kind permission by eHotelier

UK business optimism highest in 15 months



UK business confidence is rising fast on the back of an upbeat outlook for the UK economy, according to the latest Business Trends Report by accountants and business advisers BDO.

BDO's Optimism Index, which indicates how firms expect their order books to develop in the coming six months, increased from 98.0 to 102.2 in December, above its long term trend. This signals that businesses are continuing to stay resilient following the referendum result, the declining value of sterling and volatility in the global economy.

The rise is a result of a sharp improvement in both manufacturing and services sectors which gained momentum towards the close of 2016. UK car production saw the strongest November in seventeen years. This four-point increase in optimism was the sharpest observed since 2009 and indicates businesses are as confident as they were in September 2015. The cheaper pound has made British exports more price competitive, contributing towards the positive mood. Employment levels are also healthy and have remained resilient through a turbulent 2016. BDO's Employment Index, which reflects firms' hiring intentions, continues to be above the long-term trend and currently sits at 101.1.

However, inflation continues to rise following the increase in oil prices and the weaker pound. BDO's Inflation Index - which

reflects the costs of goods - has risen to 103.8 from 103.6. The full effect of rising inflation is yet to be experienced by businesses and consumers and remains a threat to overall confidence and UK economic growth.

Commenting on the findings, Peter Hemington, Partner, BDO LLP, said: "British businesses are feeling pretty confident at the moment, helped by the impact of the currency depreciation on export competitiveness. There's also a feeling out there that the world economy is picking up again as we go into 2017. Brexit may mean gloomy news in the press and, at times, chaos in government, but our business community is getting on with it on the basis that opportunities for growth are there to be grabbed.

"One bright spot is the way in which the government has reached out to UK business in developing its Brexit strategy - a more pragmatic agenda seems to be emerging as a result. We also encourage the Chancellor and the Bank of England to be highly proactive in their policy responses if EU related jitters are seen in the coming months."

Jurys Inn and Sky



With 36 hotels, ideally situated in city centres across the UK and Ireland, Jurys Inn prides itself on providing their wide mix of guests with an exceptional experience.

Operating in a highly competitive industry, the group is constantly striving to add value to the guest's stay. With a substantial corporate customer base, Jurys Inn has recently introduced a new executive room type to ensure it delivers the service the modern corporate hotel guest needs and Sky In-Room plays a key part in helping achieve their goals.

With over 12 million Sky customers in the UK and Ireland, Sky In-Room provides hotels with an opportunity to offer their guests comfort and hospitality with a taste of home. Declan Gallagher, Group Management Accountant at Jurys Inn says: "A lot of our guests want a home-from-home experience and Sky is part of the service they expect. We want our guests to feel like they can come in, kick off their shoes and sit down in a nice comfortable chair to watch what they want to watch."

The flexibility of content available through Sky In-Room means that different room types can take different content packs. This allows hoteliers to offer the ultimate mix of live sport, entertainment, movies and news programming, encouraging guests to spend more time in the hotel and make repeat bookings. And for Jurys Inn, this had big appeal. Having also introduced a room service offering to help differentiate their new premium rooms, Declan says: "Sky In-Room works hand in hand with the new service, allowing people to watch what they want, when they want to watch it. And, we're already seeing a positive uplift from our room service revenues."

Not only do Jurys Inn now offer Sky's full entertainment package in their executive rooms, but they have been a long standing Sky customer, offering Sky Sports in all of their bars. Something which Declan says has complemented having

Sky in the rooms, providing their guests with more choice and flexibility over what they watch. "We are continually modifying our food and beverage offerings, both in the bar and room service which work alongside Sky's content with the aim of encouraging our guests to spend their evening with us, rather than losing them to another venue."

Sky was the obvious choice for Jurys Inn when deciding what their executive room offering should look like, as the package



ticked all the boxes says Declan. "When you can say you get a full Sky entertainment package, including movies and sports, it's a much better USP to promote the value of your offering to the guest", he adds.

"Being a traveller myself, I believe having access to the full range of content Sky offers adds value and our guests perceive it as enhancing their stay as well."



HOSPA

Hospitality Finance, Revenue and IT Professionals
Professional Development

Learn about Revenue Management with HOSPA

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
- A convenient modular approach
- Relevant and practical learning
- HOSPA Associate (Cert Revenue Management) membership of HOSPA on completion of the full programme

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 March 2017, to learn more contact us:

education@hospa.org / +44 (0)1202 889430

www.hospa.org

Pubs and restaurants boosted by London



Managed pub and restaurant groups saw collective like-for-like sales grow 1.1% in November against the same month last year, according to latest figures from the Coffer Peach Business Tracker - with London providing the biggest increase.

Like-for-like sales in the capital were up 3.5% on last November, when sales were hit by public nervousness in the wake of the Paris terrorist attacks, with chain restaurants feeling the biggest impact.

“London saw like-for-likes fall 1.5% last November and that had a knock-on effect on national figures which were down 0.2% on 2014,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

“So although this November’s overall trading increase is to be welcomed, it has to be put in context. Outside of London, groups recorded collective like-for-likes up just 0.3%, which might be a more accurate reflection of the essentially flat nature of the eating and drinking out market post Brexit vote,” added Martin.

Pub groups had the best of trading last month, with collective like-for-likes up 1.7%, and with drink-led pubs and bars performing better than food-led. Branded restaurant chains were up just 0.2% nationally on November last year.

“These latest numbers come on the back of three consecutive months of sales growth in the sector in July, August and September following the EU-referendum, but a 1.0% decline in October, so operators need to remain cautious with plenty of volatility, uncertainty and competition ahead,” Martin added.

“Confidence in the market is slowly returning after the Brexit vote, although as our latest CGA poll of senior executives shows, longer term optimism for the coming 12 months, at

36%, is lower than confidence for the immediate six months ahead, at 50%,” he observed.

Total sales growth in November, reflecting the impact of new openings, was 4.1% among the 34 companies in the Tracker cohort.

The underlying annual sales trend shows sector like-for-likes running at 0.7% ahead for the 12 months to the end of November, essentially in-line with previous months.

“Trading for eating and drinking out operators in November was up on a soft period the previous year. Many operators are cautiously optimistic about Christmas but more nervous about 2017. With pressure on many costs including wages, food and other commodity costs as well as rent and rates increases, operators need stronger growth to stand still. 2017 could be a year that many simply batten down the hatches, but there are still some excellent schemes and opportunities for expanding F&B concepts in the right locations,” said Mark Sheehan, managing director at Coffer Corporate Leisure.

“Generally positive results for November from across the UK, albeit compared to a relative low base month, will have provided hard-pressed operators with some respite in the run up to the all-important festive trading season. With consumer confidence predicted to falter going into the New Year, it will be interesting to see which operators break ranks to hike menu prices as the sector begins to see the full impact of the much heralded cost headwinds,” added Adam Spencer, associate director at RSM Corporate Finance LLP.

Pub and restaurant group sales performance for last 12 months

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
LFLs	1.3%	1.9%	0.0%	0.6%	-0.8%	-1.4%	1.8%	0.3%	0.6%	1.8%	-1.0%	1.1%
Total	4.7%	5.4%	3.2%	4.9%	3.1%	2.2%	5.7%	4.0%	4.2%	5.0%	1.9%	4.1%

Source: Coffer Peach Business Tracker



Profit slides in North East Hotels

Hotels in the North East recorded a 5.3% decline in profit per room this month, which was the eighth month of profit decline in the region in 2016, according to the latest data from HotStats.

In spite of continued GDP growth and a positive employment outlook in the region, profit per room at North East hotels has fallen by 3.7% for year-to-date 2016, which is in contrast to the profit growth achieved in 2014 (+13.2%) and 2015 (+10.1%) and may be due to the addition of more than 1,400 bedrooms in to the market over the last two years.

The decline is in contrast to the UK overall, which has recorded a 3.0% increase in profit per room in the 11 months to November 2016 to £36.47, which was on the back of a 1.8% increase in TRRevPAR (Total Revenue per Available Room), to £112.58.

With year-on-year profit growth recorded in only April, May and July in 2016, payroll levels increasing by 1.2 percentage points to 31.8% of total revenue and close to 400 bedrooms of stock anticipated to enter the market in 2017, North East hotels find themselves in a challenging period of operation.

Rooms Profit Conversion Faltering at Birmingham Hotels Despite RevPAR Growth

Whilst hoteliers in Birmingham achieved a 4.0% increase in RevPAR (Revenue per Available Room) this month, which contributed to the 7.1% year-to-date growth, rising costs are continuing to eat away at profit in the Rooms department.

RevPAR growth in Birmingham has been steady in 2016 and primarily fuelled by increases in achieved average room rate, with the rate in the corporate (+3.9%) and residential conference (+8.8%) segments supported by a significant contribution from the leisure segment, which recorded an 8.1% increase year-to-date November 2016 to £80.93.

However, the growth in top line performance was, in part, fuelled by an increase in bookings via Online Travel Agents, evidenced

by the 12.9% year-to-date increase in Rooms Cost of Sales, to £6.12 per available room, which was in addition to the 8.8% year-to-date increase in Rooms Payroll, to £8.86.

Despite the 6.2% increase in Rooms Profit per Room, to £41.04, year-to-date 2016 profit conversion in the Rooms Department has decreased to 68.9% of Rooms Revenue from 69.5% during the same period in 2015.

Busy Calendar of Events Boosts Profit for Nottingham Hotels in November

Profit per room at hotels in Nottingham increased by 16.9% this month, driven by an 8.6% increase in achieved average room rate as the city hosted a range of events boosting demand for accommodation in both the corporate and leisure segments.

Whilst the Nottingham hotel market has performed strongly throughout 2016, top line performance peaked in the period from September to November, with RevPAR in the city recorded at £52.92, which was 14.6% above the performance for the 12 months to November 2016 at £46.19.

The growth in achieved average room rate was primarily through the leisure segment rate, which increased by 16.2% year-on-year this month, to £71.22, which is 17.4% above the year-to-date 2016 average of £60.68, with music events at the Motorpoint Arena contributing to demand.

In addition, an uplift in the achieved rate in the commercial sector was due, in part, to major events which included the annual meeting of the British Congenital Cardiac Association, which contributed to an increase in the achieved rate in both the corporate (+4.9%) and residential conference (+0.7%) segments.

Savings in Overheads (-1.0%) on a per available room basis this month contributed to the growth in profit per room to £32.50, equivalent to a 34.0% profit conversion.

The month of November 2016

	Nov'16	Nov'15	Var b/w		
NORTH EAST	Occ %	75.2	76.1	-0.9	▼
	ARR	73.45	74.82	-1.8%	▼
	RevPAR	55.27	56.94	-2.9%	▼
	TrevPAR	98.77	101.29	-2.5%	▼
	Payroll %	31.8	30.6	-1.2	▼
	GOP PAR	27.72	29.27	-5.3%	▼

	Nov'16	Nov'15	Var b/w		
BIRMINGHAM	Occ %	82.0	81.2	0.9	▲
	ARR	86.04	83.62	2.9%	▲
	RevPAR	70.57	67.87	4.0%	▲
	TrevPAR	110.07	107.22	2.7%	▲
	Payroll %	22.6	22.8	0.2	▲
	GOP PAR	48.95	47.51	3.0%	▲

	Nov'16	Nov'15	Var b/w		
NOTTINGHAM	Occ %	76.9	76.4	0.5	▲
	ARR	69.07	63.58	8.6%	▲
	RevPAR	53.09	48.57	9.3%	▲
	TrevPAR	95.51	90.33	5.7%	▲
	Payroll %	27.7	29.2	1.4	▲
	GOP PAR	32.50	27.81	16.9%	▲

The Calendar year to November 2016

	YTD'16	YTD'15	Var b/w		
NORTH EAST	Occ %	75.8	78.2	-2.4	▼
	ARR	72.44	73.16	-1.0%	▼
	RevPAR	54.91	57.20	-4.0%	▼
	TrevPAR	97.17	100.33	-3.2%	▼
	Payroll %	31.8	30.8	-1.1	▼
	GOP PAR	27.91	28.99	-3.7%	▼

	YTD'16	YTD'15	Var b/w		
BIRMINGHAM	Occ %	75.6	74.6	1.0	▲
	ARR	78.78	74.59	5.6%	▲
	RevPAR	59.55	55.62	7.1%	▲
	TrevPAR	90.88	87.75	3.6%	▲
	Payroll %	25.7	25.6	-0.1	▼
	GOP PAR	36.56	34.62	5.6%	▲

	YTD'16	YTD'15	Var b/w		
NOTTINGHAM	Occ %	74.0	73.5	0.4	▲
	ARR	63.59	61.62	3.2%	▲
	RevPAR	47.05	45.32	3.8%	▲
	TrevPAR	82.59	80.76	2.3%	▲
	Payroll %	29.2	30.2	1.0	▲
	GOP PAR	25.95	23.91	8.5%	▲

The twelve months to November 2016

	Rolling'16	Rolling'15	Var b/w		
NORTH EAST	Occ %	74.5	77.2	-2.7	▼
	ARR	72.43	72.94	-0.7%	▼
	RevPAR	53.97	56.32	-4.2%	▼
	TrevPAR	96.73	100.19	-3.5%	▼
	Payroll %	32.0	31.0	-1.0	▼
	GOP PAR	27.78	28.51	-2.5%	▼

	Rolling'16	Rolling'15	Var b/w		
BIRMINGHAM	Occ %	75.1	73.6	1.5	▲
	ARR	78.31	74.18	5.6%	▲
	RevPAR	58.83	54.63	7.7%	▲
	TrevPAR	90.35	86.78	4.1%	▲
	Payroll %	25.8	25.9	0.1	▲
	GOP PAR	36.25	33.96	6.7%	▲

	Rolling'16	Rolling'15	Var b/w		
NOTTINGHAM	Occ %	72.9	72.6	0.3	▲
	ARR	63.40	61.52	3.1%	▲
	RevPAR	46.19	44.66	3.4%	▲
	TrevPAR	82.53	80.89	2.0%	▲
	Payroll %	29.2	30.2	0.9	▲
	GOP PAR	25.77	23.76	8.5%	▲

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

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

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

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

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

For more information please:

call +44 (0) 20 7892 2222
 email enquiries@hotstats.com
 visit www.hotstats.com
 or follow us on Twitter and LinkedIn

Members' Events

25th January

Professional Development Awards

Location

Hilton on Park Lane, London

Event Details

Join us for the HOSPA Annual Student Awards Ceremony on the 25th January 2017 commencing at 2.00pm at the prestigious Hilton on Park Lane, London

The event commences with a Panel Debate with expert participants discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this prestigious celebratory networking event.

Tickets £50.00 per person to include afternoon tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

Sponsored by MRK Associates - a recruitment and career advisory company.

26th January

One-day Forecasting Masterclass for Hoteliers

Location

The Bloomsbury Hotel, London

Event Details

The one-day forecasting masterclass is a natural continuation from our two-day introduction to hotel revenue management. Theoretical learnings are applied immediately, asking attendees to produce their own manual forecast, and then test it by responding to business situations, assessing demand and using market intelligence to make decisions to revise strategies.

The learning environment that we create is friendly and mutually supportive with interactive discussions, and practical challenges.

The course is designed and delivered by The University of Surrey in partnership with SnapShot, a Berlin-based company, which provides analytics for hotel data, stored in the cloud, and presented on an intuitive, actionable dashboard. The School's Centre for Research and Enterprise offers open and bespoke professional development programmes to meet the increasing demand for industry-specific learning and development.

Key Outcome

The programme will provide attendees with an understanding of the data needed to produce a forecast as well as the methods of forecasting. Attendees will leave being able to produce a forecast manually that is accurate and reliable, practically tested and able to drive business forward.

Industry Networking

With time for networking throughout the day, attendees can make

new contacts in their industry.

Topics

- Forecasting methods
- Market awareness, segmentation and identifying trends
- Demand driven decision making
- Gathering data and producing a manual forecast
- Understanding demand levers
- Pick-up, wash, pace
- Assessing business on the books
- Market testing and evaluation
- Understanding variances and amending a forecast

Participants

The course has been designed as a follow on from the two-day introductory course in hotel revenue management or for those who are new to revenue management. Typically, attendees on the course will be hotel managers, junior revenue managers/coordinators or working in front office, reservations.

Delegates are required to have basic excel skills.

For more information and to book visit: www.surrey.ac.uk/school-hospitality-tourism-management/news/two-day-course-in-hotel-revenue-management

21 February

Management, Pricing, and Distribution Conference and Masterclasses

Location

Park Plaza Riverbank Hotel
18 Albert Embankment
London SE1 7TJ
+44 (0) 207 769 2525

Time

8.30am -7pm

Event Details

Start 2017 informed and ahead of the competition! 'Seize Opportunity in Disruption' is a one day conference and educational forum designed to break down the perceived threats to the traditional hotel model with associated disruption and find out how you can make this work for you. Hear first-hand the thoughts from industry experts, key 'disruptors' and fellow hoteliers, how by embracing this 'new world', you can turn disruption to your advantage. The day will consist of a combination of panel discussions and the opportunity to attend educational masterclasses while networking and meeting relevant experts and peers. The ideal opportunity to understand what disruption really means for hotels today and identify opportunities within the exciting developments in the hotel world.

Who should attend?

General Managers, Revenue Managers and Sales Professionals.

Benefits of attending

An opportunity to gain insight into the increasingly complex world of 'disruption' and how this can benefit your business. Leave with valuable take outs that can be implemented on your return to the office. Network with like minded peers. Have fun!

15th - 16th March
ScotHot

Location
SECC Glasgow

Event Details
ScotHot is Scotland's biggest food, drink, hospitality and tourism trade show. Over the two days, key buyers and decision makers from top hospitality and catering establishments networked with a wide variety of suppliers from all areas of the hospitality, tourism and catering industries.

Toby Wand, Managing Director of Fresh Montgomery, said: 'The industry's appetite for ScotHot just continues to grow year on year. As a place where businesses can trade and head hunt, and a platform for chefs to showcase their skills and experts to trade knowledge, it's a beneficial experience for all.'

We are delighted that ScotHot will once again be the centrepiece of the opening of 'Scottish Tourism Week' and expect to welcome over 100 brand new exhibitors that haven't been at the show before. We are looking forward to a packed two days of activity, bigger and better than ever before."

New features for 2017 include Staff Canteen Live, which will showcase the culinary skills of some of the UK's leading chefs, and Liquid Academy Live which will host a number of inspiring speakers demonstrating innovation in Scotland's drinks industry.

The Scottish Culinary Championships, sponsored by Compass Group, is back for its 32nd year, highlighting the skills of Scotland's next generation of top chefs. Scottish Chef of the Year and Scottish Junior Chef of the Year are just two of the accolades that will be awarded.

The Spotlight Stage, sponsored by Scottish Tourism Alliance, will feature expert speakers from hospitality and tourism businesses, who will share their experiences and insight on some of the hot topics of the moment.

Marc Crothall, Chief Executive of Scottish Tourism Alliance, said: "We are delighted once again to be bringing ScotHot under the umbrella of the national Scottish Tourism Week (STW) programme, co-ordinated by the STA, placing the 2017 spotlight firmly on tourism, food, drink and great hospitality. This important trade show, one of five STW Signature events, is the perfect complement to our own National Tourism Conference.

We look forward to building on the success of our 2015 partnership with ScotHot and in 2017 we are delighted to have been given the lead to develop a Spotlight Stage programme that will add to the show's offering and form part of the our own Signature Conference agenda. This will be a great way to kick off the annual tourism week programme. The food and drink experience is such a fundamental part of our tourism offer and one which thousands of visitors travel to Scotland to enjoy every year."

"Our 2017 partnership with ScotHot will provide the anticipated 8,000 colleagues from industry with a 'one stop shop' conference and exhibition experience, offering further value for those travelling afar who have come to hear national and international guest speakers, giving them the opportunity to meet suppliers, network and of course take back knowledge and inspiration to their tourism businesses."

15th March
Members Meeting at ScotHot

Location
SECC Glasgow

Event Details
We will be holding a members meeting for our HOSPA members who are attending ScotHot.

HOSPA Sponsors & Patrons

Gold Sponsors include:

- Agilysys**
- Avvio**
- Cardonet**
- DropBox**
- Exponential-e**
- Guestline**
- Premier Software Solutions**
- Sky Business**
- The Nav People**
- Wi-Q**
- XN Protel Systems Limited**

- Acentic
- AudioCodes
- Avenue9
- Barclaycard
- BDO
- Cendyn
- Digital Alchemy
- FM Recruitment
- Fourteen IP
- Fresh Montgomery
- Fretwell-Downing
- Hospitality
- HFTP
- Hospitality Quality
- Consulting OG
- HotStats
- IDeaS - A SAS Company
- Infor
- JamJou
- Kerry Robert Associates
- Keystep
- Moore Stephens
- Oracle Micros
- PricewaterhouseCoopers
- QDOS Communications
- Rate Tiger
- Springer-Miller
- STR Global
- Watson Farley Williams

HOSPA Partners

- Fresh Montgomery
- HFTP (Hospitality Finance and Technology Professionals)
- Hotel Marketing Association
- Hotel Technology Next Generation
- ICAEW Tourism and Hospitality Special Interest Group
- The IOH
- Smart Report

HOSPA thanks the following companies for being Premier Sponsors of HOSPA:

- BT Wi-Fi
- Fourth



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.

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

HOSPA

Hospitality Finance, Revenue and IT Professionals

Join us for the HOSPA Annual Student Awards Ceremony on Wednesday 25th January 2017 commencing at 2.00pm in the prestigious Crystal Palace Theatre at the Hilton on Park Lane, London.

The event commences with a Panel Debate with distinguished expert speakers discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea followed by networking.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this celebratory networking event.

Tickets £50.00 per person to include Afternoon Tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

Sponsored by MRK Associates - a recruitment and career advisory company.

education@hospa.org / +44 (0)1202 889430

www.hospa.org

