

THE OVERVIEW

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HOSPAC - Facing the challenges



**Professional awards
Asia's evolving opportunities**

Welcome to THE OVERVIEW

Dear members,

HOSPACE this year found itself in the right place at the right time - T5 the day after the US election result. We didn't see anyone fleeing the land of the free, but there was a distinct shifting in international relations.

Top of the agenda at the event was the response of the sector to the decision by the UK to leave the EU, a decision which continues to wax and wane in terms of how 'hard' or 'soft' it is likely to be, the Referendum itself being light on detail.

There is more on the Brexit panel debate and on the excellent content throughout the day on page 6 and throughout this month's issue, with special reference to those who were recognised for their excellence in the sector, including our own former Chief Executive, Carl Weldon, now at HFTP.

The Brexit negotiations have yet to get underway and, with the UK's lack of skilled professionals in this field, going up against the world's most-seasoned team is never going to be an easy task. See also the lowly weight our government places on the services sector - despite it dominating the economy.

So, as ever, the sector is going to have to do it for itself, starting with staffing, which is one area where an impact is as certain as we can be at this stage. Martine Ainsworth-Wells, head of destination engagement, ETOA, told delegates that it was time to start looking at the potential workers who we have in this country, and bang the gong for retraining.

This could be just the kick-start hospitality needs, the chance to present itself as a proper career, for ambitious professionals, with career paths, job satisfaction, pride, everything needed to raise the service, operations and performance of the sector. And something we at HOSPA can help you offer.



Katherine Doggrell

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A hand for HOSPACE



HOSPACE Jane Pendlebury looks back at another success

Amazing! Thank you all so much for making HOSPACE 2016 such a success. From all the sponsors and exhibitors to speakers and delegates - we are delighted with your enthusiasm to help make HOSPACE the most enjoyable event of the hospitality year! It's so encouraging to see all the smiling faces during the day and evening, and then to have received so many positive emails following the event.

There are so many individuals I want to thank - Firstly, Geoff Royle and his wonderful operations team, Caroline, Hayley and Lance without whom the day would not run so smoothly; the eloquent and charismatic Peter Hancock who is set to become a regular feature of HOSPACE and last but not least the HOSPA membership and events team Suzie and Helen.

Katherine Doggrell has written a great summary of the events of the day, which you can see on page six.

The winners of the highly-esteemed HOSPA professional of the year awards are recognised on page 11.

And, who can forget the enterprising entrepreneurs and start-up companies who were based in the lobby area at the

Sofitel? Such an inspiring group of people. We were delighted that Jo Brennan from JamJou won the competition to win a year of HOSPA sponsorship. It is worth taking the time to review what they all do.

Hopefully you will have seen the official HOSPACE photographs taken by Roy Strutt, and spotted yourself. The video footage will be ready shortly.

Finally - Save The Date! 2nd November for HOSPACE 2017. We are delighted to be moving into central London for the first time, and to what will be the newly refurbished Lancaster London. Sally Beck is the inspirational General Manager at the hotel. Those of you who were at HOSPACE for the opening session on attracting and retaining talent will have heard Sally explain her philosophy on effectively managing staff. Removing any 'fear' from employees has certainly resulted in a fabulous team, which was our main reason for choosing the Lancaster over other London properties who could accommodate us. We are looking forward to working with the team at the hotel and to welcoming you all to the conference and exhibition next year. I have no doubt that it will be another wonderful event.



Jillian Malone
Director, FM Recruitment

Asia: An evolving hospitality opportunity

In the first half of 2016, Asia became the largest source of outbound capital for global hotel real estate, according to JLL¹. China alone has enjoyed a booming economy over the past few decades. Despite a relative economic slowdown in many areas, China's economy expanded 6.7% in the first nine months of 2016, and it remains a global powerhouse. Elsewhere in Asia, developing economies present opportunities for new hospitality developments. Across north-eastern Asia, occupancy grew 2.4% year on year (as at September 2016), and RevPar grew 0.2%². So how can your hospitality business be part of the success story - either by launching there, or by marketing your existing product?

Small Screen - Big Opportunity

If you are planning to take your hospitality offering to Asia, you need to be mobile friendly. According to GFK, the preferred way for consumers in Asia Pacific to access the internet is through a mobile device. So make sure your business is well presented on apps and social media, and that your website is mobile friendly. The report³ shows that 83% of people in Indonesia use messaging apps more than once a week, in India 82% of people use them, and in Singapore it's 82%. There is a lower percentage of use in Thailand, at only 55%, but trends suggest this will only rise in the future as access to smartphones increases.

GFK says that China has the strongest continued growth of smartphone sales globally. In the third quarter of 2016, there was a 15% year on year increase in units sold compared to only a 1% increase in Western Europe⁴. This shows that Chinese consumers are embracing the new, so this could be the perfect time - and the perfect market - to upgrade the technological aspect of your offering or try a new tech focused concept.

OTA Giant

A report from PhocusWright⁵ states that by 2020 Asia Pacific's OTA online channel share will increase from 42% in 2015 to 46%, and gross bookings will reach US\$96.5 billion.

CTrip is China's OTA giant, and is increasingly looking towards the international stage. CTrip's Net revenues for the second quarter of 2016 were RMB4.4 billion (US\$664 million), up a whopping 75% year-on-year.

China's business travel market is top of the league

This year China became the country with the largest business travel spend globally, overtaking the United States. According to a Travel Barometer from CITS American Express⁶, average

growth for travel and expense budgets in China for 2016 was 4.86%. Research commissioned by the Singapore Tourism Board has also found that spending in Asia now makes up 38% of the global business travel market, and this is on the rise. It states that from 2014 to 2018, the region is projected to grow four times faster than North America and two-and-a-half times faster than Europe⁷. This is a huge opportunity for travel companies with a focus on the corporate market.

The new world of hospitality

"We're finally seeing the industry getting to accept that we're living in a post 2008 world, and a world where China and Asia will be playing an ever-increasing role."

Andrey Yakunin, Partner and Co-founder,
VIY Management

The Barometer also had some insight into the attitudes towards business travel in Asia, and found that 56% of Asian business travellers view travel as a perk of their job. So it could be worth you considering how you are currently welcoming business travellers.

Consider tailoring a package for business guests and make sure you offer all the amenities that busy working travellers need. It goes without saying that they need desks, fast Wi-Fi and plenty of outlets to charge phones and laptops so that they can get their work done. It is also important that business travellers can check in and out quickly and hassle free so they maximise their rest-time and make that important early morning meeting with time to spare.

Build a relationship with travel planning managers or, even better, find a way to connect directly with the travellers themselves – research shows that individual travellers are gaining more power to make the decisions about their preferred airlines or hotel for their business trip.

But be wary of making your offering too corporate - Asian

¹ <http://www.jll.com/gmp/market-perspective/hotels>

² http://www.hotelnewsresource.com/pdf16/GlobalHotelReview_September_2016.pdf

³ <http://www.gfk.com/insights/infographic/understand-the-habits-of-connected-consumers-in-asia-pacific-1/>

⁴ <http://www.gfk.com/insights/press-release/smartphones-growth-unabated-in-3q-though-china-expected-to-weigh-on-2017-demand/>

⁵ <http://www.phocuswright.com/Travel-Research/Market-Overview-Sizing/Asia-Pacific-Online-Travel-Overview-Ninth-Edition-Online-Travel-Agencies>

⁶ <https://www.amexglobalbusinesstravel.com/blog/china-business-travel-grows-barometer/>

⁷ <http://www.mckinsey.com/industries/travel-transport-and-logistics/our-insights/cracking-the-worlds-biggest-business-travel-market?cid=other-eml-alt-mip-mck-oth-1607>

business travellers are two times more likely than Europeans to extend business trips to include weekends. Perhaps reward your business guests with special access to entertainment at the end of their busy working week.

Alternatives in Asia

Related to the business traveller opportunity is the popularity of serviced apartments. Asia is one of the key markets for apartments along with the US. According to The Apartment Service, it is estimated that, over the last 10 years, demand for serviced apartments across the Asia-Pacific region has grown by up to 25%⁸. This has meant that serviced apartments are more widely recognised as a standard accommodation type here than in other regions.

Another alternative to hotels, hostels, are becoming increasingly popular across the globe. This trend has been led by younger social travellers who are seeking adventure and experience.

HostelWorld say that the opportunities for hostels are particularly big in emerging economies. It found that the highest hostel revenue growth over the next year will be in South and Southeast Asia, followed by the Middle East, Eastern Europe, and Northern Asia - spearheaded by China⁹.

AirBnB has taken a large share of some Asian Pacific Markets. In Manila, Philippines, AirBnB active rentals are equivalent to 70% of hotel supply. In Seoul AirBnB has 18% of supply and in Phuket has 17%¹⁰. The business is also successful in China, where more than 500 million people are participating in the sharing economy.

But it is not all smooth sailing for the sharing economy in Asia. It

has recently been reported that AirBnB could wipe out 70% of its listings in South Korea¹¹, if they are found not to comply with the country's lodging laws.

New concepts like AirBnB will always come up against barriers when expanding because there are fewer precedents to follow. They must work out for themselves how they fit in different markets. And so it is for any business thinking about moving into a new market - always make sure you get great local advice about the laws and customs first or risk extra work later.

The New Market Checklist

Whenever you are looking to take your product to a new market - whether physically or purely via marketing it there - it is essential that you have done your homework. A design of a hotel may need to be tweaked slightly to fit with consumer expectations in a new location. When working in a new country, having local partners who know the infrastructure and procedures can be essential to ensure everything runs smoothly. Market research can help you get to know your future customers so that you can communicate your product to them effectively. And always, always, keep an eye on what other products are in these markets or have the potential to disrupt the market before you get chance to launch there.

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

⁹ http://www.hostelworldgroup.com/~media/Files/H/Hostelworld/press-release/PCW%20draft%20release_CV_LaunchSquad_V7.pdf

¹⁰ <http://www.cbre.co.th/en/ResearchCentre/Research/Asia-Pacific-ViewPoint-Hotel-Megatrends-Sep-2016>

¹¹ <http://www.forbes.com/sites/elaineramirez/2016/10/24/airbnb-could-wipe-out-70-of-its-south-korea-listings-by-next-month/#1782687b6efb>



HOSPACE not trumped



This year's event was not overshadowed by the events in the US, with delegates optimistic in the face of a new leader of the free world

We aim to be timely at HOSPA, in a sector which is ever-changing and ever-vulnerable to geo-political and economic events. So this year, when the programme was put together, Chief Executive Jane Pendlebury made sure that Brexit was top of the agenda, with only an outside chance that the event - timed for the day after the US election - would take place under the auspices of an unexpected president-elect, Donald Trump.

Starting with the results of the EU Referendum, Martine Ainsworth-Wells, Head of Destination Engagement, ETOA, told delegates: "There is a short-term opportunity for Britain to be better value. The second opportunity is that, not only has it not happened yet, but it might not happen in the hard Brexit fashion that people hope for and that's because we have such an inexperienced team going up against one of the most experienced team. So let's continue as usual. We also need to not fan the flames of Brexit. There's a bigger crisis, which is terrorism and security, which is having a much greater effect on inbound tourism. Sadly the Far Right ideology of closing the borders and keeping terrorism out is alive and well in local markets."

Jeremy Robinson, partner, Watson Farley Williams, added: "We need to take a step back and look at where Brexit sits in

terms of events which can affect a business Brexit is not an event in itself, but an intensifier of other events. How ready are you to withstand shocks in your business?"

Ainsworth Wells was also cautious about elections yet to come, commenting: "We haven't reached the end of this cycle, we have other elections coming up and Pandora's Box is open.

Robinson said: "Our expectation is that all the regulation which effects tourism and hospitality will be transferred into UK law. When you consider how unimportant the current government thinks the sector is, imagine how long it will take to negotiate them."

"Without aviation traffic rights, you can't fly. If we exit without an agreement on this, we revert to having bilateral traffic rights with each of the 27 member states, which are a lot more complicated. If you look at the individual treaties they are more restrictive. At the moment, any EU registered airline can go to any other point in the EU. What will this mean for some regional airports?

"The nature of European law is that when it is applied in the UK, the courts are bound by interpretations by the Courts of

Justice. When we leave, we won't be subject to that, but that means that the law we have copied out will start diverging. And where we have legal inconsistency, we have uncertainty, which makes lives difficult."

Robinson turned to consider Trump, adding: "Trump is not seen as antagonist to the UK as Obama has been, so you might think we might be at the front of the queue for a trade deal. That said, Trump is also quite protectionist, so whether there is any US/UK deal or any US/EU deal is up for grabs."

"The first thing to think about is what Trump has said and what his attitude has been. He's been more isolationist and said that Europe has to put its defence house in order, which means that governments have to spend more money that they don't have which could be better used elsewhere. We are living in an unstable world. Big planets have more gravity than small and you feel that more people will feel repressed and drink from the same stagnant water and express their unhappiness through voting. The threat of a fragmented Europe and aggressive Russia put the whole global economy in a very vulnerable position. While the Trump win puts Britain in a stronger position over Brexit, we are all poorer."

While the Brexit debate was largely one of stoicism in the face of a likely rocky future, Mark Essex, Director Public Policy, KPMG, remained positive, commenting: "I'd rather find out that a country is that unhappy and try and deal with it than ignore it."

He added: "If your competitors have supply chain in Euros and you are in Pounds, what are you going to do with your competitive advantage?" He did, however, add: "This sector in particular has challenge in the labour market and not just from Brexit. I'm not sure that our negotiators are as sympathetic to this industry as others."

Robinson looked at the need to lobby harder for the sector's needs, telling the audience: "The government has got more than enough to do than listen to different industries' individual concerns. So we have to adapt."

Peter Martin, Vice President, CGA Peach, said: "The sector needs to get behind Brexit issues of people and pricing supply and lobby the government."

Staffing was expected to be an issue once the UK has exited the EU, with Sally Beck, GM, Lancaster London, commenting: "Brexit is going to affect us all, but it's going to be long term. I think that we have to try and keep calm and retain talent and try and lobby the government to get our voice heard."

Stephen Cassidy, Senior VP & MD, Hilton UK & Ireland, added: "We will power on through, we've been an industry around for centuries, we're an enormously successful industry and the growth projections are really good. We're always going to be looking for people. As an industry we have to give our people great bosses."

"As the travel industry we have the greatest opportunity to expose people to different ways of life and help people see that more interaction with different points of view is the greatest thing we have to offer," said Jessica Kramer, VP, Business Development, Alice.

Looking ahead at the likely impact of the Brexit decision next year, Liz Hall, Head of Hospitality & Leisure, PwC, told delegates: "Uncertainty, volatility and disruption and, with elections coming up in Germany and France, are likely to continue into 2017. Business travel will be affected by uncertainty, with corporate travel budgets expected to narrow in 2017, away days were making a comeback before Brexit, but they've now stopped."



"The weaker Dollar following the election will mitigate the impact of falling Pound to some extent, but concerns over terrorism are also expected to mitigate the impact of the weak Pound. We project a decline in real earnings and the weaker Pound pushing up prices and confidence."

However, Hall said: "Consumers are more confident than they were pre-Referendum."

This confidence was being seen in the eating-and-drinking-out markets, with Martin commenting that "provincial chains are now matching London for growth". He did, however, caution that "the frequency of eating out has not changed in the past three years, since the end of the last recession".

Consumers remain demanding, with 2,277 new beer and cider products having been launched in the past three years, "driven by the need for excitement by Millennials" and this innovation in alcohol was influencing food, with Martin adding: "Restaurants and casual dining are now using drink to drive profits and sales, particularly through craft beers and artisan gin".

Essex concluded: "The Germans are still talking about the Norway and Switzerland option, but I think those options have been put to bed. The negotiating stance has to be 'we're up for this and we can walk away'. Who is going to win the debate, the bureaucrats or the businessmen? If the bureaucrats win, it will be hard Brexit."

There was time for a wry smile, from Robin Sheppard, chairman, Bespoke Hotels, who commented: "I'm thrilled that a hotelier is now the leader of the free world." Sheppard was taking part in a debate concerning the value of the brand, chaired by Melvin Gold, sector consultant, who pointed to 51% of bedrooms in the UK being independent, with the remainder in chains or consortia, suggesting the choice was

still very much open for owners, although, with the hotels of 25 rooms or less being independent, there was a limit to how far consolidation could do.

Sheppard said: "I long for a High Street with differentiation, with intrigue. On behalf of the mop-haired hoteliers, don't let the branding get you down. If you've got a property in Haversham West, put a BestWestern flag on it, if it's in Central London, don't. A hotel should be a source of pleasure and reward. If you rely on a brand to deliver the people, then woe betide you. Brands are useful in distressed areas, but the brand will not compensate for the lack of attitude and positive service."

In the opposing camp was Surinder Arora, who said: "When 9/11 happened we realised we needed to look outside our comfort zone. It's not just about the brand, but location. But when you've got lots of room, you need the accessibility."

However, while Arora looked to brands for distribution, he manages them himself, commenting: "I hate someone else managing our hotels, I'm a control freak. Having branding helps the business, but looking after the property takes the personal touch."

Sheppard acknowledged some tricks learned from the brand, commenting: "We have a loyalty scheme, we'll bribe everyone we possibly can."

We were all encouraged to do our part, with Robinson pointing out: "The fact that a large number of people has chosen to vote for Brexit doesn't mean that the country has to become unwelcoming". A hospitable industry indeed.

Next year's HOSPACE will take place at The Lacaster on 2nd November 2017.



Peter Fitzgerald joins Guestline to drive digital and distribution solutions

Hotel software and marketing solution providers, Guestline, are pleased to announce the appointment of Peter Fitzgerald into the role of Head of Distribution and Digital Marketing to spearhead Guestline's plans to further expand their channel distribution and digital marketing services.

Fitzgerald brings a wealth of industry knowledge to Guestline with over 20 years of experience in the global hospitality sector, with an emphasis on reservation services, third party distribution and digital direct-to-brand marketing.

Fitzgerald was part of the small team at Pegasus Solutions that sculptured the hotel distribution landscape we see today. Whilst President of Utell International Peter led 200 employees operating in 16 countries serving hotel customers in 142 countries with sales, marketing and distribution services. With previous executive and senior management roles at Pegasus Solutions, where he was the only non US based executive, Fastbooking and Hotel Solutions Partnership, Peter's extensive skill set in the hospitality industry is a welcome addition to

Guestline's commitment to continue delivering and developing award-winning solutions designed to increase revenue and maximise profit.

Peter explains "Guestline were the first cloud based property management system provider that addressed and delivered an end to end solution for hoteliers to interact with their guests and potential guests. The products and company are ahead of the curve in terms of supporting hotels, serviced apartments and pub companies with strategies for guest attraction, conversion, management and loyalty retention, through their unique merchandising platform, underpinned by proprietary operations and revenue management solutions.

Few companies can look hotels, hotel groups, pub companies and serviced apartment providers in the eyes and say they understand their operations, revenue management, distribution and omni-channel marketing expectations in as much detail as Guestline. To find an in-house, full service digital agency specialising in hospitality, sat next to revenue and distribution experts, in turn next to developers of enterprise software solutions is a rarely found potent cocktail of success. I could immediately see why Riverside Capital have chosen to invest in Guestline's growth."

Having contributed at analysis, planning and execution stages of regional and global product launches in previous roles, Peter is the perfect candidate to manage Guestline's plans to penetrate the overseas market and expand their most recent digital marketing success, WebSuite.

Guestline CEO - Phil Davidson added, "Guestline has gone from strength to strength as we continue to expand the business and develop new solutions. Peter is a fantastic addition to the management team and we are very excited to have him on board as Guestline moves into the next phase of growth."



Good luck to all our HOSPA learners!

Learners on the HOSPA courses in Revenue Management and Financial Management are now well underway with their studies following the enrolments in September. There are six different courses for the two disciplines and all courses require assignments to be completed and submitted. Learners receive grades and feedback for each piece to guide them forward in their studies. The final step for the majority of the courses is the

completion of the written examination - the date for this is the 17th January. Examinations take place in a range of locations around the UK as well as overseas including our centre at the Emirates Academy in Dubai. The Level 3 Strategic Revenue Management course requires a researched industry based project to complete the course and learners on this course are currently working on their research. The results for all courses will be available in early March.

Recipients of HOSPA's '2016 Hospitality Career Investment Development Scholarships', sponsored by BT, announced and recognised at HOSPACE2016

The winners of its 2016 'Hospitality Career Investment Development Scholarships', sponsored by BT, were announced on at the annual HOSPACE2016 Conference and Exhibition, held at the Sofitel London Heathrow, Terminal 5.

The 2016 HOSPA Career Investment Development Scholarship winners are: Aileen McKenna, Credit Manager, The Grand Central Hotel, Glasgow, who won a special HIT Scotland/HOSPA Scholarship - open to applicants from all levels and sectors of Scotland's hospitality industry, offering learning experiences for career development; Eleni Michael, a BSc (Hons) undergraduate in International Hospitality and Tourism Management, University of Surrey; Imogen Goodgame, studying for a BSc (Hons) in International Hospitality Management, The Oxford School of Hospitality Management, Oxford Brookes University; Harry Davis, a BSc (Hons) undergraduate in Hospitality Management, School of Tourism and Hospitality, Plymouth University; Alice Desplancke, studying for a BA (Hons) in International Hospitality Management, School of Sport and Service Management, Brighton University; Grant Sired-Hutson, a BA (Hons) undergraduate in International Hospitality Management, Faculty of Management, Bournemouth University; and Alice Warner, studying for a BA (Hons) in Hotel Management at the Edge Hotel School, University of Essex/Wivenhoe House.

The scholarship winners - all under 30 years of age - were nominated by: Dr Leon Van Achterbergh, Senior Teaching Fellow, University of Surrey, responsible for coordinating the School of Hospitality and Tourism Management's professional training, lecturing and tutoring; Dr Cathy Burgess, Senior Lecturer in Financial Management, The Oxford School of Hospitality Management, Oxford Brookes University; Dr Susan Horner, Associate Professor (Senior Lecturer) in Hospitality, Events & Tourism, School of Tourism & Hospitality (Faculty of Business), Plymouth University; Helen Atkinson, Principal Lecturer, School of Sport and Service Management, University

of Brighton; Dr Philippa Hudson, Senior Lecturer, Bournemouth University; and Andrew Boer, Principal, The Edge Hotel School, University of Essex/Wivenhoe House.

All the 2016 HOSPA Scholarship winners won the opportunity to learn from, be noticed and publicly recognised at Thursday's prestigious annual HOSPACE2016 Conference and Exhibition.

Commenting on the scholarship winners, HOSPA Chief Executive Jane Pendlebury said: "We were delighted to welcome to HOSPACE2016 our second ever winner of our special joint HOSPA/HIT Scotland Career Investment Development Scholarship - Aileen McKenna, Credit Manager at The Grand Central Hotel, Glasgow. We look forward very much to welcoming more HIT Scotland hospitality industry scholars from north of the border to future annual HOSPA conferences and exhibitions.

"Huge congratulations go to all our 2016 HOSPA Career Investment Development Scholarship winners. I am confident that HOSPACE2016 will have proved extremely beneficial to Aileen and the six talented university and hotel school students, who could well pursue future careers in hospitality finance, revenue management and IT.

Head of Professional Development Debra Adams added: "HOSPACE2016 will have given all our scholarship winners an invaluable platform for enhancing learning and networking with top industry experts, whilst gaining recognition from the hospitality profession at large. The awards underpin HOSPA's commitment to the future of the industry through the ongoing provision of professional development."



Pictured from left to right at HOSPACE2016 on 10 November were: HOSPA Chairman Chris Upton with 2016 HOSPA Career Investment Scholarship recipients: Aileen McKenna, Credit Manager, The Grand Central Hotel, Glasgow; Harry Davis, Plymouth University; Imogen Goodgame, Oxford Brookes University; Alice Desplancke, Brighton University; Alice Warner, Edge Hotel School; Eleni Michael, University of Surrey; and Grant Sired-Hutson, Bournemouth University. Also in attendance were: HOSPA Chief Executive Jane Pendlebury; and HOSPA Head of Professional Development Debra Adams.

'2016 Hospitality Finance, Revenue Management and IT Professionals of the Year' named and honoured by HOSPA at its HOSPACE2016 Gala Awards Dinner

The winners of the prestigious annual 'Hospitality Finance, Revenue Management and IT Professionals of the Year Awards 2016', were announced and presented by HOSPA at the Association's HOSPACE2016 Conference & Exhibition Gala Awards Dinner, held at the Sofitel London Heathrow, Terminal 5.

The recipients of this year's prestigious HOSPA awards were:

- 'Hospitality Finance Professional of the Year 2016', sponsored by BDO: Janine Marshall, Executive Assistant Director, One Aldwych, London WC2B 4BZ
- 'Hospitality Revenue Management Professional of the Year 2016', sponsored by IDEaS: Carol Dodds, Vice President of Commercial for the UK, Interstate Europe Hotels & Resorts
- 'Hospitality IT Professional of the Year 2016', sponsored by Fourteen IP: Nick Whiteside, Senior Director, Hotel Opening - IT Europe at Marriott International

HOSPA Chairman Chris Upton announced the winners and presented each of them with an engraved crystal trophy. The three winners were nominated by HOSPA Fellows and Members, and then put forward to a special HOSPA selection committee. The recipients had to have: an exemplary track record; be willing to train and lead their staff; be totally dedicated to the hospitality industry, with the intention of remaining in the profession; demonstrate strong attention to detail; keep abreast of current codes of practice; and command respect within the hospitality sector and wider business community.

Commenting on the awards, HOSPA Chief Executive Jane Pendlebury said: "Huge congratulations to our three fantastic winners, who have all demonstrated exceptional ability and professionalism in, and dedication to, their chosen fields of hospitality expertise."

In addition to the three awards, there was a special honour for former HOSPA Chief Executive Carl Weldon, who became only the sixth recipient ever to receive the 'Outstanding contribution to HOSPA' award, for exemplary service to the Association. In Carl's case, it was over an 11-year period, which came to an end in March of this year when he left HOSPA to join the Association's strategic partner, US-based HFTP (Hospitality Financial and Technology Professionals), and take up the newly created position of HFTP Chief Operating Officer (COO) - Europe.

Carl was appointed Chief Executive of HOSPA's forerunner BAHA (British Association of Hospitality Accountants) in 2005, and was responsible for the development and growth of the Association - resulting in the transformation of BAHA into HOSPA, with a broader remit to meet the current needs of hospitality professionals. This was not only for those in finance, but also the major growth areas of revenue management and IT. Allied to the 2011 rebranding, the BAHA Annual Conference and Exhibition became HOSPACE.

"Well-deserved congratulations to Carl on this special award," said Jane Pendlebury. He has laid an extremely strong foundation for me to build upon as his successor. Under Carl, the Association was reorganised and re-energised. For example in 2012, HOSPA invested in Social Media - starting with 178 followers on Twitter, which now has risen to over 18,000 followers. Equally, HOSPA's LinkedIn Group now has over 5,500 members. Another landmark in his leadership of the Association was the introduction in 2011 of HOSPA's hospitality focused Professional Development Programme in Revenue Management, in addition to BAHA's/HOSPA's existing and highly popular Programme in Financial Management. Demonstrating the success of the two courses, a record number of learners enrolled on HOSPA's Professional Development Programmes in 2015."

Also commenting on Carl's special award, HOSPA Chairman Chris Upton said: "HOSPA owes Carl a great debt for his drive and determination to transform BAHA into HOSPA and make this Association relevant to today's needs, and one to be proud to belong to. Under his tenure, HOSPA became a major voice in the industry, its membership grew significantly, global recognition was gained; and HOSPACE became one of the biggest and most successful annual events on the hospitality calendar."

Carl has been in Hospitality Finance and Technology, and Operations for over 30 years. Starting with Forte Hotels in 1978, he worked for Holiday Inns International for twelve years ultimately ending up in an EMEA corporate position. He also held positions with Periquito Hotels, Virgin Hotels, Regal Hotel Group, and Noble House Group.

More about the winners of the 2016 'HOSPA Professionals of the Year' recipients

HOSPA Finance Professional of the Year 2016

WINNER

Janine Marshall, Executive Assistant Director at One Aldwych, London



'2016 HOSPA Hospitality Finance Professional of the Year' (from left to right): Stuart Collins, Partner, award sponsor BDO; HOSPA Chairman Chris Upton; HOSPA Chief Executive Jane Pendlebury; the winner Janine Marshall, Executive Assistant Director, One Aldwych, London; and Paul Nisbett, Chairman of HOSPA's Finance Committee.

HOSPA Revenue Management Professional of the Year 2016

WINNER

Carol Dodds, Vice President Commercial at Interstate Hotels and Resorts



'2016 HOSPA Hospitality Revenue Management Professional of the Year' (from left to right): HOSPA Chairman Chris Upton; Warren Mandelbaum, Sales Director UK & Ireland, award sponsor IDEaS; the winner Carol Dodds, Vice President of Commercial for the UK, Interstate Europe Hotels & Resorts; HOSPA Chief Executive Jane Pendlebury; and Michael Heyward, Chairman of HOSPA's Revenue Management Committee.

Working with Janine presents her team with a great opportunity to learn and develop. She is a strategist who always has her eye on the bigger picture, yet she never loses sight of her team. When things are tough, Janine always willingly rolls up her sleeves and leads by example. She challenges and offers constructive feedback, which can be sometimes hard to hear but always necessary to grow. Her knowledge of finance is clear, as is her dedication and passion for the hospitality industry.

Janine is an extremely dedicated professional, who is greatly respected by her colleagues at One Aldwych and the network built amongst her peers throughout the industry. Janine naturally builds rapport and works collaboratively with her hotel counterparts, always willing to give advice and support when needed. During a recent project to implement a new purchasing system, Janine took an integrated approach, visiting fellow properties for product demonstrations and to listen to others' views, ensuring that all resources were tapped into and information shared.

Janine is meticulous, interested and organized. She takes time to engage with her management team, communicating business objectives and creating a better understanding of the financial aspects and decisions required to achieve the hotel's targets. As an approachable, hands-on and engaging leader, Janine has built a loyal and committed team - many of whom have developed their careers under her guidance.

It is our pleasure to recommend that Janine be recognised for her fantastic and most appreciated achievements.

Carol has an exemplary track record in the field of revenue management in a career spanning 16 years. In this specialist field, she has developed the first cluster revenue teams in the UK with IHG. She has been working with Interstate for the last 10 years - in charge of a 31-strong team across 70 hotels both in the UK and Western Europe, managing all the complexities of multi-branded hotels and non-branded assets.

Carol has led a team of revenue management innovators, creating tools to effectively collect and interpret market and performance data, allowing hotel teams to make informed decisions. She has coined the phrase in our business "hope is not a strategy".

She has developed and implemented within Interstate the 'School of Revenue Management', from where 34 next-generation Revenue Managers recently graduated.

Carol's attention to detail is never more evident than in her support of new business development for Interstate, building 5-year business projections: by day, by segment, by peak and off peak. She has been instrumental in doubling the size of the UK hotel portfolio for Interstate over the last three years. She has achieved this through the absolute confidence she instills in owners and investors alike, demonstrated through her in-depth understanding of the opportunities involved.

Carol stays in touch with industry developments and did a Masters in Revenue Management at Cornell University. She is very active with big brand revenue development and the innovation this brings, and is a frequent hotel conference panel expert.

On the back of this outstanding performance, Carol has just been promoted to VP Commercial with Interstate - adding Sales and Marketing to her responsibilities, whilst retaining Revenue Management.

Carol told us: "The past three years in particular of a career of over 16 years in this discipline have been the most diverse, exciting, challenging and rewarding. I have worked, and do work alongside some exceptionally talented people, and this award is for them too. I am truly honoured to have accepted it, and to join a group of those who have received the award previously whom I deem to be hugely elite and talented professionals."

It was also so very special to receive it from some dear friends.

HOSPA IT Professional of the Year 2016

WINNER

Nick Whiteside, Senior Director, Hotel Opening - IT Europe at Marriott International



'2016 HOSPA Hospitality IT Professional of the Year' (from left to right): HOSPA Chairman Chris Upton; Neil Tolley, Managing Director, award sponsor Fourteen IP; HOSPA Chief Executive Jane Pendlebury; the winner Nick Whiteside, Senior Director, Hotel Opening - IT Europe at Marriott International; and Bryan Steele, Chairman of HOSPA's IT Committee.

Nick Whiteside started his hotel career with Marriott in 1998 as part of their graduate program, initially gaining hotel operational experience in all hotel functions at three of their 4 and 5-star properties. From early on in his career, he

showed a clear affinity (and passion) for technology. It was not long before he was working permanently in Information Technology (IT) operations - with roles growing from a cluster of hotels, progressing to an area responsibility for all hotels in the south of England, including Marriott's landmark properties in London. During this time, he project managed many technology initiatives across the portfolio. He authored network security documentation that ultimately was used across Marriott's worldwide portfolio.

In Nick's current role, he leads a team at Marriott in Europe that is responsible for all aspects of technology related to hotel new-builds and conversions. Starting with the initial development, he pitches to potential owners and franchisees - managing the whole implementation and employee training phases of a project through to the final acceptance process with Marriott's Field Technology Operations team, post hotel opening. This has given Nick an in-depth knowledge of the hotel technology infrastructure and applications deployed, both at an enterprise and hotel level. He is not entirely alone as he manages a team to deliver this, which is also testimony to his leadership skills.

He has been responsible for opening and converting anything from hundreds of hotels, to one of Marriott's growing portfolio of brands. It is very hard to single out individual examples, but the highly recognised London EDITION would be one. The EDITION Brand was conceived by Ian Schrager, in a partnership with Marriott International. Nick had to use his strong interpersonal skills, along with his technology expertise to navigate the delicate balancing acts required during the opening of this hotel.

At a brand level, Nick was intimately engaged in the work Marriott did to define MOXY Hotels - Marriott International's newest and edgiest affordable brand, with its unique tech approach in public and bedroom spaces, which has pioneered a number of new technology solutions.

Nick has most recently provided valuable expertise and guidance to a multi-disciplinary team that has conceived and refined - through a course of trials and pilots - Marriott's strategy for Guest Room Entertainment in Europe. This has now been adopted as a brand standard across all brands.

Nick is a technology professional who is grounded not only in the love of technology, but also retains the passion of an hotelier - with desire to provide exemplary guest service through everything that he does.

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Brexit and the Hospitality industry



Jeremy Robinson, partner, Watson Farley & Williams follows up his thoughts from HOSPACE 2016

Taking business decisions amidst global uncertainty

When the UK voted - on June 23rd 2016 - to leave the European Union, the commentary industry (business, economic, legal, political) went into overdrive. Although the UK has not formally notified the EU of its intention to leave (under Article 50 of the Treaty on European Union), nearly everyone has a view on what happened, why it happened, what it means and what should happen next. For a business leader, the weight and diversity of opinion, perspective and advice can be overwhelming, and what you need instead is clarity and simplicity, to make good decisions for your business.

With Donald Trump's US presidential election victory, that clarity and simplicity seem ever further away. The global surge in populist politics and its possible electoral consequences elsewhere (including in EU Member States) makes understanding directions in the global economy more urgent, and yet more difficult.

These issues were thoroughly examined in a panel discussion on Brexit and the Hospitality Industry at HOSPACE16, at the Sofitel, London Heathrow T5, the day after Mr Trump's election. Following that panel discussion, this paper sets out a pathway of understanding the legal context of recent developments, and how hospitality businesses can find a way through the labyrinth.

Brexit/Trump: major events for business, or intensifiers of existing economic uncertainty?

Brexit poses a fundamental question that arises in many contexts: how should businesses make decisions in an uncertain environment? Brexit is not the only unsettling factor in hospitality

or any other sector: the currency does fluctuate markedly from time to time (e.g. post 2008); the perceived level of terrorist threat in a destination and the perceived level of security issues rise and fall; there are epidemics, economic crisis and more, all of which make it difficult to predict with certainty the level of demand a business may face and where it should target its investments. Brexit could be seen as an intensifier of economic uncertainty rather than as an event in itself.

Many would see Donald Trump's election victory as more than a mere intensifier of economic uncertainty and that is understandable. But ultimately, the question remains: ***what actual difference will this news make to the demand for travel and the ability of the hospitality industry to meet that demand?***

The stakes are high for the industry: it is highly sensitive to shifts in demand. As Martine Ainsworth Wells rightly argued at #HOSPACE16, the example of terrorism and threats/perceived threats to security shows how incidents can significantly affect patterns of travel.

For the hospitality industry as in other sectors, the uncertainty - whether or not directly related to Brexit/Trump - may cause businesses to take sub-optimal decisions because they may commit to a course of action before enough facts are known. Even without considering the Trump factor, the effect of uncertainty is already magnified because Brexit forecasting depends on multiple interacting and moving parts: the timing of withdrawal, the political difficulties (bitterness) of withdrawal negotiations; the degree and terms of any access to the EU Internal Market; the troublesome politics within the EU and its Member States; the degree of aviation connectivity; the nature and terms of any deals with third countries and Government economic policy in the years leading up to and following withdrawal etc. In this context, separating pure "Brexit effects" from "economic uncertainty magnified by Brexit" becomes semantic.

Understanding the legal process in Brexit: the arguments and the stakes

It may help to break down the legal and political questions which will arise during the Brexit process to understand what may happen during the next few months. In short: we believe there is a good chance the Supreme Court will follow the High Court in requiring parliamentary approval before the Government can trigger Brexit, and this approval could be obtained subject to constraints on the Government's Brexit negotiating position. The most likely position is that there will be at most a short delay before Article 50 is triggered.

The High Court ruling

To begin with, we have a High Court ruling which has electrified (and divided) the UK. In its judgment, the High Court ruled that the UK Government needed the consent of Parliament before it could invoke Article 50, which - in the view of some "Brexiters" - carries the risk that Parliament could impede or delay the outcome of the June 23rd Referendum. Perhaps unsurprisingly, the UK Government has sought, and been granted the right to appeal, and it is agreed that the appeal should be heard directly by the UK's highest court, the Supreme Court, consisting of 11 judges, between 5-8 December 2016 (with a ruling due in January 2017).

Consequences of upholding the High Court: Parliamentary consent to Brexit and risks

The first question is: how likely is the Supreme Court to follow the High Court's ruling? This is an important starting point. If the Supreme Court overturns the High Court, then the Government's view - that it can start the Brexit process by invoking Article 50 through the Crown's prerogative - stands, and the UK Prime Minister, Theresa May, has promised to invoke Article 50 by the end of March 2017.

If, however, the Supreme Court upholds the High Court's ruling then Parliamentary consent in some form will be required. The Government maintains that even if it loses in the Supreme Court, the need for Parliamentary consent will not delay (at least, not by much), the invocation of Article 50. Of course, the Government might be expected to say this; and they are supported in this by the calculation that (i) most MPs will vote with the Government (regardless of any personal views; many might not wish to be seen to oppose the "will of the people" as expressed in the Referendum vote) (ii) the House of Lords - as an unelected chamber - would similarly not wish to be seen to oppose that "will of the people"; and (iii) such parliamentary opposition as there is to any Article 50 Bill is divided between those who would oppose triggering Brexit outright and those who - whilst regretting the Referendum and its outcome - will merely seek to delay or impose conditions on the Government, for example, to force the Government to seek a "soft" Brexit and ongoing access to the EU's Internal Market. The Government therefore appears confident it will get its own way regardless of the Supreme Court.

It may not be that straightforward. Spirited parliamentary opposition might not seriously threaten the Government's majority but could cause embarrassment and may lead to some concessions, for example, regarding the scope of what and how the Government negotiates with the EU 27. Whether such constraints on the Government's negotiating hand are a good way to achieve the optimum outcome from Brexit is another matter entirely, but the point is that the debates on Brexit may not remain entirely under the Government's control.

Will the Supreme Court overturn the High Court?

Therefore it does matter whether the Supreme Court upholds or overturns the High Court judgment. We shall have to wait and see. Such reversals can and do occur. My view: it is more likely than not to uphold the High Court. The High Court consisted of a panel of three senior judges who ruled against the Government firmly and unequivocally. The core argument - that the Crown's prerogative cannot be used to take away rights granted by statute - is eminently reasonable. Perhaps more hidden from public view, and certainly more obscure, there has been a satellite debate in EU law circles about whether the Supreme Court is obliged to refer to the Court of Justice of the EU the discrete question of whether the Government giving notice under Article 50 is an irrevocable act. It is said that this makes a difference to the High Court's ruling: if the UK could unilaterally and legally withdraw Article 50 before the two-year period for exit negotiations had elapsed, then the invocation of Article 50 by the Crown's prerogative could not be said to deprive British citizens of rights they enjoy through statute, and therefore, there would be no obstacle to the Government using the Crown's prerogative to invoke Article 50. On this point, scholars disagree strongly. But if it were true the Supreme Court cannot rule until the Court of Justice of the EU has determined the scope and nature of Article 50, a potentially significant timing obstacle would fall in the way of Brexit (although it could be expected that any such EU court case would be expedited).

From law to politics and business: after Article 50, what happens next?

Assuming that - if the Article 50 question falls to Parliament, that it is passed without the Government losing and a General Election being called, and Article 50 is invoked in the Spring of 2017 - the big questions are of course what the future deal with the EU will be and how long it will take to emerge, and in the meantime, how much the economy will be damaged (or prosper). As we note above, the shape of the deal and the UK Government's negotiations may be influenced to a greater or lesser degree by what Parliament does in any debate on a Bill/Resolution invoking Article 50 and how far this binds the Government's hands. Until then, all options are open between "hard" and "soft" Brexit. Possibly, no deal will be reached at all with the EU 27 before the two-year deadline; possibly there will be no agreement to extend this two-year period. Businesses should therefore prepare for the worst and this includes a "hard" Brexit and no access to the Internal Market.

As discussed at #HOSPACE16, some of the consequences of "hard Brexit" may be significant to the hospitality industry.

Getting the right staff

First, and most obviously, hospitality businesses may find it harder to attract and retain talent from elsewhere in the EU if the UK restricts the free movement of EU nationals into the UK. Even before Article 50 is invoked, some businesses report that it is already getting harder to find suitable staff because of the perception (and, as one audience member at #HOSPACE16 put it, because of the psychological effect of Brexit) that the UK would no longer welcome overseas workers.

Aviation connectivity

Secondly, and perhaps less obviously, hard Brexit also means the UK could fall outside the EU's single aviation area, which allows EU air carriers to fly between any two points in the EU, without touching the home state in which they are registered.

Instead, connectivity with the UK would depend on the bilateral traffic rights negotiated in treaties between the UK and the individual countries before aviation liberalisation took effect in Europe. This means that whether a particular route which is now operated could still be run by the airline which currently chooses to operate it depends on a detailed review of available traffic rights. One might expect the UK to seek to stay within the single aviation area but that has to be agreed as part of the deal with the EU, and therefore at this stage cannot be guaranteed. If such agreement does not occur, then the possible reduction of connectivity around Europe may reduce footfall in certain parts of Europe and may reverse one of the major effects of aviation liberalisation, being lower prices for air travel and a stimulation of the demand for travel. In turn, this could also affect the hospitality industry.

Copying out EU law in to the UK

Against that, the Government's proposed "Great Repeal Bill" is a policy designed to allay fears of legal uncertainty by proposing a copy-out of existing EU law into UK law to take effect before Brexit occurs. It sounds simple, but in practice it is likely to be complex. First, much EU law in the UK depends on the fundamental assumption that the UK is part of the EU and has rights and obligations in relation to other EU Member States. If free movement into the UK is restricted, we can be fairly sure free movement of UK citizens in to the EU will similarly be restricted. Secondly, over time, we can expect UK law to start diverging from EU law since judges and regulators will no longer be obliged to follow EU law or the rulings of the Court of Justice of the EU. Some people suggest that this might allow the UK to provide a more subsidy-friendly environment than is currently

allowed under EU State Aid law; that is possible. However, it is equally possible the EU moves to a more subsidy-friendly regime than the UK does: statements by France's President Hollande shortly after the UK's referendum suggested that such a roll-back of competition law was possible or even desirable. In either case, the divergence of laws will add another layer of complexity to a business seeking to invest in the UK.

Is there an upside?

At HOSPACE16, Mark Essex encouraged the audience to consider possible upsides from Brexit, in particular, to seek to understand where the business could operate more efficiently. For example, a tightening labour market should encourage businesses to seek to operate more efficiently with fewer, perhaps more highly paid staff. Brexit was also an opportunity to consider more broadly how bigger economic shifts, including more automation, will also affect businesses. There were always opportunities to find better ways of doing things.

This is correct. In addition, hospitality businesses should take the opportunity now to test the resilience of their businesses to economic shocks - i.e. to take a health check. In answer to one audience question about the psychological effect of Brexit on people's willingness to travel to work in the UK, I suggested Brexit need not mean the UK had become unwelcoming. Importantly, if we cannot rely on the Government providing certainty about the UK's future arrangements with the EU any time soon, that impression that the UK is no longer welcoming may regrettably take hold. To correct that impression, and to keep the UK open for business, the hospitality industry can play a historic part.



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Pub and restaurants see positive September



Consumer spending on eating and drinking out continues to hold up post-Brexit vote, with managed pub and restaurant groups reporting collective like-for-like sales up 1.8% in September against the same month last year, according to latest monthly figures from the Coffer Peach Business Tracker.

"It's the third month in a row following the EU referendum that the sector has recorded positive growth, suggesting that consumer confidence remains upbeat following a sluggish start to the year," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

"Branded restaurant groups performed slightly better than managed pubs, with like-for-likes ahead 2.2%, against a 1.6% increase for the month for pub groups. This reverses the trend of July and August, which saw casual dining slightly down on 2015. However, the pub numbers can still be seen as good as the Rugby World Cup kicked off in mid-September last year, which helped boost the drinking out market.

"The good weather will have helped trade this September, but the underlying trend for the market as a whole has been upwards right across the summer, so operators can take some heart from the fact that the public doesn't appear to have cut back on going out despite the continuing longer-term economic uncertainty around Brexit," added Martin.

"Perhaps the most encouraging news was that the uplift was not just driven by London and tourism. The September figures show a bigger increase outside the M25, where collective like-for-likes were up 2.2% against a 0.9% rise in the capital," he said.

Total sales for the month among the 34 companies in the Tracker cohort were up 5.0% on September 2015, reflecting new site

openings over the past 12 months among Tracker participants. The underlying annual sales trend shows sector like-for-likes running at 0.7% up for the 12 months to the end of September, broadly in line with the trend seen over the summer as a whole.

"The hospitality sector continues to show growth post Brexit. Like-for-like sales are broadly in line with the recently released inflation numbers. Hospitality is often a bellwether of confidence and these figures show the continued resilience of UK consumers. However, the news this week that inflation has hit the highest levels for two years, plus rising import and fuel costs, could well mean that we start to see a dip in consumer confidence levels and reduced spend on eating-out as cost increases start to get passed on to customers," said Mark Sheehan, managing director of Coffer Corporate Leisure.

"Despite plenty of doom-mongering predictions, the UK eating and drinking out market has remained remarkably resilient post-Brexit vote. Yet another month of like-for-like growth, and 5.0% total sector growth will no doubt leave operators, investors and landlords breathing a collective sigh of relief. While wider retail is suffering, we believe the leisure and hospitality sector will prosper as consumers continue to divert discretionary spending into more regular bar and restaurant experiences given how embedded they have become to the UK social calendar," added Paul Newman, head of leisure and hospitality at RSM UK.

Pub and restaurant group sales performance for last 12 months

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
LFLs	2.5%	-0.2%	1.3%	1.9%	0.0%	0.6%	-0.8%	-1.4%	1.8%	0.3%	0.6%	1.8%
Total	6.1%	3.5%	4.7%	5.4%	3.2%	4.9%	3.1%	2.2%	5.7%	4.0%	4.2%	5.0%

Source: Coffer Peach Business Tracker



South East hotels set for bumper year

Further to strong profit growth in both 2014 (+10.0%) and 2015 (+8.4%), year-to-date performance suggests hoteliers in the South East are on course for another bumper year of profit growth in 2016, according to the latest data from HotStats.

Despite year-on-year growth in GOPPAR (Gross Operating Profit per Available Room) slowing to +1.1% in September, South East hoteliers have recorded a 5.5% increase for Q3 2016, to £48.85, equivalent to a conversion of 39.1% of total revenue.

Astute cost management has driven growth in profit per room at hotels in the South East this year as much as top line increases, with the 5.5% year-to-date GOPPAR increase being achieved on the back of a year-on-year TRRevPAR (Total Revenue per Available Room) increase of just 2.8%.

Despite a 1.7% increase in payroll on a per available room basis, to £33.13 from £32.57, savings in overheads of 1.2% on a per available room basis have helped to maintain the growth in profit per room.

Leeds Hoteliers Lamenting Rugby World Cup But YTD Performance Remains Strong

Despite suffering a 5.5% decline in profit per room this month, 2016 remains a positive year of performance so far for hotels in Leeds having recorded GOPPAR growth of +4.8% in the nine months to September.

It was always going to be challenging to match the performance of September 2015, when hotels in Leeds achieved record RevPAR (Revenue per Available Room) levels as the city hosted two games in the Rugby World Cup, as well as being the base of a number of teams.

Further to a 2.2% decline in RevPAR, top line performance in the city remained strong at an occupancy of 84.7% and an achieved room rate of £79.51, supported by demand from

the commercial segment, which comprised 40.4% of total roomnights sold this month.

Growth in ancillary spend including Food and Beverage (+4.6%) and Conference and Banqueting (+11.9%) helped to reduced the impact of the RevPAR decline, and TrevPAR remained stable at approximately £121.27 for the month.

Cost increases in payroll (+7.4%) and overheads (+0.9%) on a per available room basis, contributed to the 5.5% decline in profit per room for the month, to £43.75.

Manchester Hotels on High as RevPAR Hits Post-Recession Peak

Hotels in Manchester recorded a post-recession RevPAR high of £86.93 this month, contributing to a 6.0% year-to-date increase for 2016.

The 8.8% year-on-year increase in RevPAR was led by an 8.2% increase in achieved average room rate, to £100.55, as well as a 0.5 percentage point increase in occupancy, to 86.5%.

In particular, the strength of demand in the commercial sector in the city enabled Manchester hoteliers to drive the rate achieved in both the corporate (+8.1%) and residential conference (+13.3%) segments.

In addition to record RevPAR levels, for the most part, the 5.8% growth in TrevPAR at hotels in Manchester successfully flowed through to the bottom line.

Despite a 20.7% increase in Rooms Cost of Sales, to £8.81 per available room from £7.30 during the same period in 2015 and a 3.3% increase in labour costs, to £31.24 from £30.25 in 2015, profit per room at Manchester hotels increased by a buoyant 5.2% year-on-year to £53.53. This is equivalent to a profit conversion of 41.3% of total revenue.

The month of September 2016

SOUTH EAST

	Sep'16	Sep'15	Var b/w	
Occ %	83.3	84.5	-1.3	▼
ARR	94.13	92.14	2.2%	▲
RevPAR	78.36	77.90	0.6%	▲
TrevPAR	131.00	130.75	0.2%	▲
Payroll %	26.7	26.5	-0.1	▼
GOP PAR	53.41	52.83	1.1%	▲

LEEDS

	Sep'16	Sep'15	Var b/w	
Occ %	84.7	86.2	-1.5	▼
ARR	79.51	79.84	-0.4%	▼
RevPAR	67.34	68.85	-2.2%	▼
TrevPAR	121.27	121.22	0.0%	▲
Payroll %	27.9	26.0	-1.9	▼
GOP PAR	43.75	46.30	-5.5%	▼

MANCHESTER

	Sep'16	Sep'15	Var b/w	
Occ %	86.5	86.0	0.5	▲
ARR	100.55	92.97	8.2%	▲
RevPAR	86.93	79.93	8.8%	▲
TrevPAR	129.69	122.57	5.8%	▲
Payroll %	24.1	24.7	0.6	▲
GOP PAR	53.53	50.87	5.2%	▲

The Calendar year to September 2016

SOUTH EAST

	YTD'16	YTD'15	Var b/w	
Occ %	76.8	76.4	0.4	▲
ARR	86.96	83.74	3.8%	▲
RevPAR	66.82	64.00	4.4%	▲
TrevPAR	112.26	109.19	2.8%	▲
Payroll %	29.5	29.8	0.3	▲
GOP PAR	39.36	37.32	5.5%	▲

LEEDS

	YTD'16	YTD'15	Var b/w	
Occ %	76.1	77.4	-1.3	▼
ARR	76.40	73.57	3.9%	▲
RevPAR	58.13	56.92	2.1%	▲
TrevPAR	106.19	103.76	2.3%	▲
Payroll %	30.3	29.4	-0.9	▼
GOP PAR	33.92	32.35	4.8%	▲

MANCHESTER

	YTD'16	YTD'15	Var b/w	
Occ %	79.7	81.5	-1.8	▼
ARR	91.98	84.83	8.4%	▲
RevPAR	73.27	69.11	6.0%	▲
TrevPAR	111.16	107.38	3.5%	▲
Payroll %	26.2	26.6	0.5	▲
GOP PAR	41.22	39.20	5.1%	▲

The twelve months to September 2016

SOUTH EAST

	Rolling'16	Rolling'15	Var b/w	
Occ %	75.5	74.9	0.6	▲
ARR	85.83	82.95	3.5%	▲
RevPAR	64.84	62.15	4.3%	▲
TrevPAR	111.95	108.71	3.0%	▲
Payroll %	29.7	30.2	0.5	▲
GOP PAR	38.75	36.54	6.1%	▲

LEEDS

	Rolling'16	Rolling'15	Var b/w	
Occ %	76.4	77.7	-1.2	▼
ARR	77.36	74.05	4.5%	▲
RevPAR	59.12	57.50	2.8%	▲
TrevPAR	109.49	106.99	2.3%	▲
Payroll %	29.5	28.9	-0.5	▼
GOP PAR	36.49	34.14	6.9%	▲

MANCHESTER

	Rolling'16	Rolling'15	Var b/w	
Occ %	80.3	81.6	-1.3	▼
ARR	93.12	86.11	8.1%	▲
RevPAR	74.77	70.28	6.4%	▲
TrevPAR	115.83	111.00	4.4%	▲
Payroll %	25.5	26.0	0.5	▲
GOP PAR	44.80	41.91	6.9%	▲

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

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

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

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

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

For more information please:

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Members' Events

5th December

***Content Strategies for 2017 Unwrapped
(Followed by Christmas Drinks!)***

Time

6.30pm - 8.30pm followed by Christmas Drinks in the bar

Location

Grange Holborn Hotel, London (map)

Price

Free to HMA and HOSPA members; £20 to non-members

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

Petra Clayton is Managing Director of top leisure industry PR agency Custard Communications. Her focus will be on:

- How the consumer has changed
- The changing landscape of marketing/promotions - the challenges in getting messages across
- What the hell is content marketing anyway?
- Building content into your Comms plan

Yvonne Brennan is Group Marketing Manager of Redefine BDL Hotels, one of the country's largest hotel management companies. She will lead discussion on:

- Getting started with content marketing for hotels - setting the metrics
- Knowing your audience (profiling and segmenting) + the key (free) tools which can help
- Content Creation - how to actually do it - generate headlines, write text if you're not a copy writer to trade
- Measuring response - how do you know what's working

Chevy Kelly is Managing Director of Deckchair.com, a company which helps hotels create unique, spectacular, fresh, automated content through high quality 24/7 live webcams. Chevy will walk us through:

- Using visual content to propel the customer journey
- The challenges and solutions of scaling visual content
- The difference between creating and capturing great visual content
- How to Leverage destination content to get great engagement and 3rd party sharing
- A couple of case studies inside and outside the industry

For more information:

<http://hotelmarketingassociation.com/news/95/58/CONTENT-MARKETING.html>

17th January

Hotel Revenue Management: Pricing, Marketing and Distribution

A SnapShot in revenue management, introducing a more collaborative approach to Demand Management.

The course aims to broaden an understanding of Revenue Management, promising some hard work, fun interactive exercises, along with opportunities to network. Attendees will apply their learning by taking part in a competitive web based simulation, responding to business situations, and using market intelligence to

make decisions throughout a year of trading. The course will wrap up with an analysis of 'big data' together with discussions on future trends in Revenue Management.

The course is designed and delivered by University of Surrey in partnership with SnapShot, a Berlin-based startup 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 executive education programmes to meet the increasing demand for industry-specific learning and development.

The partnership between the University of Surrey and Snapshot ensures the course provides attendees with access to the latest in both academic research and industry real time developments in the area of Revenue Management.

You will find yourself in a friendly and mutually supportive atmosphere of interactive discussions, and practical workshops.

The programme will provide attendees with an in-depth understanding of:

- The pillars of Revenue Management: Pricing, Marketing and Distribution
- The key areas that Revenue Management tackles
- The breadth and types of data available to revenue managers
- The importance of consistent data structure and analysis
- The Key Performance Indicators used in benchmarking and why they are important
- Pricing strategies relative to demand and value and their impact on hotel performance
- The importance of adopting a collaborative approach to managing demand through distribution channels
- Developments in the area of Revenue Management and current trends

As Revenue Management evolves, it is important for knowledge of the revenue function to be extended across departments. This programme will allow you to contribute more effectively to the revenue decisions being made in your hotel and understand how to answer those difficult queries from your customers around pricing.

For more information and to book:

<http://www.surrey.ac.uk/school-hospitality-tourism-management/news/two-day-course-in-hotel-revenue-management>

Please contact: cre@surrey.ac.uk or +44 (0)1483 683780
University of Surrey, Guildford, Surrey, GU2 7XH, UK

23rd January

Great Hospitality Show

Event Details

Great Hospitality Show will be the UK's largest exhibition for foodservice and hospitality in 2017, a celebration of everything new in British hospitality, and the only show focusing on the business of hospitality. Great Hospitality Show is the place for the British hospitality industry to meet and do business and a showcase of the broadest range of future trends, fresh talent and new ideas to help the industry push the boundaries in quality and innovation.

www.hospitalityshow.co.uk

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

26th January

1 day Forecasting Masterclass for Hoteliers

Event Details

The 1 day forecasting masterclass is a natural continuation from our 2 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 2 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.

Location

The Bloomsbury Hotel, London

For more information and to book:

www.surrey.ac.uk/school-hospitality-tourism-management/news/two-day-course-in-hotel-revenue-management

15th March

ScotHot

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.

www.scothot.co.uk

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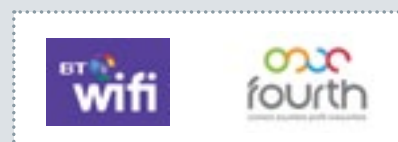
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Hotel Marketing Association
Hotel Technology Next Generation
ICAEW Tourism and Hospitality Special Interest Group
The IOH
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Application For Membership



Hospitality Finance, Revenue and IT Professionals

Title (Please tick)	Mr <input type="radio"/>	Ms <input type="radio"/>	Mrs <input type="radio"/>	Miss <input type="radio"/>	Other (Please specify)
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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

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

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.

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