

THE OVERVIEW

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Roaming charged -
taking your
business mobile

Education -
the results are in

Sherpa focus -
Support the
Springboard trek

Welcome to THE OVERVIEW

Dear members,

With Autumn approaching, the sector will be looking for a season of mellow fruitfulness - with the recovery chuntering along with no particular place to go, then mellow is about as much as we can hope for.

While The Overview was away on its summer break - on a staycation, of course - concerns continued over the mists of Keat's poem. The government's thoughts on tourism are as lacking in clarity as ever after VisitBritain received a budget cut of 5% for 2015/16.

It is telling that the organisation reacted with relief. CEO Christopher Rodrigues said: "This is a good result for VisitBritain and clear evidence of ministers' commitment to the tourism industry. This government understands the importance of tourism as one of the country's leading export industries and a powerful engine of job creation."

To be fair, compared with some of the budget cuts, tourism has got off lightly, but any cut to a sector which has such potential to create so many jobs and so much wealth is a defeat. In the US, where years of campaigning finally made themselves felt on Capitol Hill, in the form of promotion and loosening visa restrictions, spending on travel and tourism rose by 6.8% in the first quarter, nearly three times greater than that of the wider US economy. The UK sector needs to get more feisty.

In the meantime, the market needs to do it for itself - and this year's HOSPSPACE, on 21st November, provides a forum for debate. The leader's panel, lead by the BHA's Ufi Ibrahim, include: Robert Cook, CEO De Vere Hotels & Village Urban Resorts; Steve Cassidy, VP Hilton UK & Ireland; Heiko Figge, Moorfield Group.

There should be some great debates, but to make sure that you get your questions answered, why not email me ahead of time?



Katherine Doggrell

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Carbon saved (kgs):

82

Land preserved (sq. metres):

6.89



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A One Room Hotel – 70m up?

HOSPA CEO Carl Weldon recently visited a hotel 70m up in Prague.

While visiting the more obvious and well known sites such as Charles Bridge, Prague Castle, Astronomical Clock, Old Town Square, Wenceslas Square - my wife Maddy persuaded me to visit the Zizkov Tower in Prague – basically an Industrial type 216m high TV tower – proud to have been nominated as the second Ugliest Building in the World! See www.towerpark.cz/en.

The Tower has the kind of things you would expect with stunning views over Prague from 90m-up plus an unusual observatory where you can sit in hanging chairs with sound piped in from street-level.

Now my thoughts here was not so much to tell you about the Tower...but about the One Room Hotel in the tower see www.oneroomhotel.cz/en for more pictures and information. To start with The Room (Hotel) is located at 70m above the ground at effectively the second main level down on the plan above and located one floor up from the two main restaurants in the Tower. Guests wake at sunrise with a beautiful view of the morning city. The room has a well-known Swedish brand hand made Bed – supposedly now one of the best in the world.

One of the features of the room is a glassed bathroom - with both shower and bath - with an amazing view of the city. Also installed in the bathroom is a built-in TV in the mirror. On the other side of the room is a relaxation area with a mini bar, a work space and TV plus a spacious wardrobe.

The room is also very flexible – they can change the room into a small lounge for a private meetings or for private dinner or lunch.

I would imagine one of the upsides of a One Room hotel is its flexibility!

The hotel tells me: “One night in ONE ROOM HOTEL is EUR1,000 per room. This price includes one night with breakfast (breakfast in room or in the same-floor restaurant), three course dinner (dinner in the room, restaurant or in one cabin in the Observatory) private transfer to and from the airport or another place in Prague, a bottle of wine, mini bar, private butler service and unlimited access to the Observatory. This room is designed to really be something special, luxury, exclusive. We already have several bookings, it’s usually important opportunities such as Valentine’s Day, engagements or weddings ... Also we will prepare a special packages for guests such as a romantic night ...”

In some ways this is not unlike one of the suites in an Five Star hotel in any major city or brand. On the other hand...it is a very innovative thought process. The location in terms of the City of Prague is not well set for the normal tourist area and so to they had to create something very unusual and a destination in its own right. It is almost “Las Vegas“ or even “Room 20X“ at a certain level – and of course if the basic infrastructure of the restaurants was not there already then the One Room Hotel was probably not viable.

But for a government funded and supported project I felt that some thought had gone into it and may illustrate opportunities in other places or locations if done with a similar amount of imagination..and of course funding.



Fabian Specht
EMEA Managing Director
IDeaS

Comprehension test

Fabian Specht, EMEA Managing Director at IDEaS, says it is important for hotel owners to understand revenue management

An unfortunate trend we have observed globally is that most hotel owners are not aware, or do not involve themselves in, the practice of revenue management today. The level of engagement does vary from owner to owner - usually dependent on whether the owners are involved with the day-to-day hotel management, rely on the management team at the hotel, or leave it to asset management companies. At an extreme end of the scale, and particularly emerging markets, we see many owners that view revenue management as little more than a cost, rather than a strategy and tool to increase revenues and ultimately returns.

Yet, in the current competitive hotel climate the importance of revenue management and its ability to impact a hotel's performance is continually expanding. In mature markets, savvy hotel owners and investors are realising the importance of revenue management and its ability to positively influence the bottom line. Many are actively seeking to cooperate more closely with revenue management departments to ensure their hotel's value is continually enhanced over its lifetime. We are mainly seeing this increased realisation coming from owners with multi-brand portfolios, or from owners that use asset management companies to manage their portfolio. These companies employ experts that usually have a good understanding of revenue management and the positive impact this can have on the bottom line, and return on investment, for the owners.

Rapid technology advancements and a growing number of booking channels are leading to revenue management becoming an increasingly important tool in maximising revenue from hotel guests, in periods of both high and low demand. The high flow-through of additional revenue directly impacts bottom line results, making it a key tool in increasing a hotel's valuation. It's therefore in an owner's best interests to ensure management is leading the way when it comes to revenue management, so optimum value can be extracted from their asset. This increased value will have a number of flow-on benefits for owners, including a greater ability to service debt, obtain higher loans, or re-invest funds into other business ventures, and keep investors happy.

In the past many investors and owners have viewed revenue management as a discipline that is at too much of a 'micro-level' to be concerned with. Technology moves quickly, and while keeping up with these constant changes can be difficult; owners should still understand the role that technology can play in their businesses' strategy. Advanced analytics built into today's best revenue management systems use a hotel's data for predictive price-sensitivity demand modeling and, when used effectively to form strategic decisions, it leads to increased profitability and better management of risks associated with uncertain demand.

Setting the course

While owners don't need to get down into the day-to-day micro operations of a hotel, it is important that they play a role in setting the overall goals and direction for the hotel. The different motivations and strategies of each owner may cause them to view revenue management differently from how General Managers and other hotel executives view it. For instance, some owners will demand their management teams fill a hotel at any rate, with the idea to cover as many of the fixed costs as possible; high occupancy rates also hopefully drive other ancillary revenues (Food & Beverage, Spa, Conference & Events etc.) into the hotel. Other owners will request their management team run the highest Average Daily Rate (ADR) in town as they believe that only with high room rates will they be able to get a return on their original investment and per room expense.

Neither approach is optimum. This is something General Managers and hotel management teams understand as they have learnt this through interacting with revenue management for over a decade. Revenue management has shown them that a hotel's success comes down to finding the right balance between ADR and occupancy levels. The measurement to capture this is Revenue per Available Room (RevPAR) and hotel owners need to understand the impact of it and why it ultimately creates the biggest return.

It may be the owner's intention to create a long-term profit generator, or the owner could be an investment company diversifying its portfolio. If the hotel is a newly opened asset, an owner's objective could be to realise a quick return on investment by selling the asset after just a few years of successful operations. These differences in goals need to be shared with the revenue management department and worked into the hotel's overall strategy, to help reach these objectives.

Stay ahead of the market with a proactive approach



Accurate forecasting is at the core of a successful revenue management strategy. It allows a hotel to take proactive instead of reactive actions, in response to changes in market conditions. For example, in times of a downturn in demand, many hoteliers put in place strategies such as blanket promotions and slash rates, while management waits and hopes the reduced rates will drive sufficient demand to make up for the gap. Often price wars are created in this situation, which can damage a hotel's ability to increase its price in the future. Many hoteliers don't think about what happens if they make a price change and the competitor makes a price change too – everyone will be at the same place as before, however, everyone will have lost out on revenue. For the sake of long-term revenue optimisation, a measured and strategic approach is needed, rather than a rushed and panicked reaction that can make everyone worse off.

During a low demand period, it is better for a hotel to use strategic pricing, and maintain its positioning within the market. Strategic pricing requires an understanding of price sensitivity of demand, in other words how much demand will rise when prices are reduced, or vice versa. This can be determined through effective revenue management practices, allowing a hotel to see how price changes impact demand from different segments. This powerful knowledge will allow a hotel to react much more quickly to market changes, and also put in place different strategies for different target markets.

For example, instead of putting in place reactive blanket promotions, a much more strategic approach would be to target specific promotions to specific market segments that will be most responsive to them. If demand is accurately forecasted from each segment, hoteliers can begin to make better decisions about which customer should receive that last available room, who should be offered free or discounted breakfast options, or complimentary spa treatments for a limited time to drive demand in low periods.



One of the key points of revenue management is that not all business is good business, and through utilising its analysis the customers who can provide the greatest long-term value to the business can be identified. Hotels can easily fall into the habit of selling out rooms to lower rated business, in-turn losing out on higher rated business – which is essentially throwing money away. This is one area of revenue management that owners may find difficult to appreciate, because on the surface it would seem counterproductive to turn down business. Hoteliers must instead trust their forecasts and market pricing, and over time they will see that turning down the wrong business, can lead to increases in revenue.

Beyond rates and revenue

Beyond setting an optimal price, revenue management can also be used within a hotel's systems and processes to safeguard the sustainability of a hotel and establish a solid foundation for optimising revenue and moving towards market-leading RevPAR performance.

A hotel's ability to forecast demand more accurately will not just affect revenue, but it can have a wider impact across a hotel's entire operation. For example, accurate forecasts can be instrumental in helping with planning inventory and staffing levels. If a hotel can anticipate demand it will be able to have the right levels of staff working at the right times, even down to forecasting peak check-in and check-out times. This will help not only with optimising wage costs, but will also increase satisfaction from guests. Guest's form opinions of a hotel largely from the first and last impressions, and there is no surer way to annoy a guest than making them wait for a long time to check-in or out. Accurate forecasts will also help with anticipating demand in restaurants and spas, meaning that levels of perishable inventory, such as fresh food, can be more accurately ordered, and waste minimised.

Bringing it all together

Ideally owners should invest in revenue management from the beginning versus "calling upon it" to turn the tide in a down period. Ensuring effective revenue management is in place from the early stages of a hotel's life cycle will give everyone involved the right information about where they are going and how to get there, including anything from pricing structures to identifying any 'red flags' early on. Ideally it should come in at the investment stage, through feasibility studies and revenue projections, and the resulting flow-through, and then used to set strategy and establish a long-term action plan. But, in saying that, any point in a hotel's lifecycle is a good time to start utilising its extensive benefits.

Once revenue management is in place, inviting hotel owners to attend revenue management meetings will help them to understand and engage in the process. Hotel owners are familiar with hotel revenue metrics like average daily rate and occupancy, but for them to fully engage at meetings these should be tied into areas that owners are concerned with, like the asset's value, debt servicing, return on capital employed and cost of capital. This will help owners form a greater understanding of how revenue management provides a rational approach to improving business performance.

In the current hotel environment, owners who want to maximise returns and improve the value of their asset should be taking an interest in revenue management and ensuring its effective implementation at their hotel, so that even in times of a downturn, successful strategies can be put in place to increase the value of a hotel across its lifetime.

Move with the times

James McDonald, head of strategic initiatives and innovation at Barclaycard, outlines the opportunities new technology is creating in both the physical and online worlds.

The world of payments is changing at an accelerating pace. Since the first cash machine was introduced in 1967 the tale has been one of steady progress, from the introduction of the magnetic stripe on the back of cards in the 1980s, which allowed retailers to take card payments, through to the introduction of chips into cards in the late 1990s and the addition of PIN in the early 2000s.

Now, though, the landscape is changing much more rapidly. For many bricks-and-mortar retailers, the most significant development is the emergence of contactless payments, initially through the use of cards but also increasingly using mobile phones as payment devices.

For retailers, particularly those needing to serve large numbers of people in short timeframes, the ability to accept contactless payments through near-field communication (NFC) means quicker transactions, shorter queues and happier customers, while it's commonly accepted that people tend to spend more when paying by card than they do with cash. The market, though, is not confined to retailers; the technology is already widely used by Transport For London and is well suited to environments such as universities and car parks.

Already today there are in excess of 26 million contactless-enabled cards – of which around 19 million are provided by Barclaycard – and 120,000 terminals, with more than 1 million transactions undertaken each month. At the recent London Olympic Games alone there were 150,000 such transactions, led by retailers such as McDonald's. As both a card issuer and acquirer, Barclaycard has led the way in rolling out contactless payments in the UK, and every card we



issue is now contactless-enabled. The real value from contactless, however, could come from other mechanisms beyond cards. Already there are a number of mobile phones on the market that are NFC-enabled, including Barclays' partnership with Orange on selected handsets, while earlier this year we introduced both the Pay Tag sticker, which can be applied to any mobile phone to make it contactless-enabled, and PayBand – a wristband for festival-goers – which allowed those attending the Wireless Festival to pay for products in an entirely cashless environment. Such initiatives will help consumers get used to the idea of paying for low-value transactions without needing to carry cash or cards.

Today, the market is approaching a tipping point, where the number of consumers and retailers embracing contactless payments is reaching critical mass. In five years' time, contactless payments will simply be seen as business as usual and, as customers and retailers become more comfortable with the technology, the pressure to raise the limit on transactions from the current £20 will increase, potentially opening the door to entirely new sectors of the retail market.

Retailers will need to decide which elements are most applicable to their business. Some will prioritise contactless payments to drive more volume and customer loyalty, or will look to improve

the customer experience, perhaps using mobile phones as a means to deliver targeted offers once they know people are in the area or provide more information in the store itself. For some, it may be a case of developing a mobile-optimised website so customers are able to find and purchase products on their way home from work – perhaps in response to a targeted promotion or through the use of QR codes or Layar apps in magazines – or using e-wallets as a means of developing their online presence and targeting overseas customers.

The potential benefits of the latest wave of payments innovation are almost limitless but ultimately it will be consumers that choose which technologies take off, and when. The challenge for retailers is to make sure they are ready to take advantage of these new sales channels and payment options to safeguard their own future in this rapidly changing market.



James McDonald
Head of strategic initiatives and innovation at Barclaycard

Case Study

COMPANY: **Spirit Pub Company**
BRAND: **Goodnight Inns**

Spirit
PUB COMP ANY



Client insight

Spirit has enjoyed a strong working relationship with Guestline as their key technology partner for a number of years, having implemented Rezlynx web based Property Management System in 2008. This has enabled them to manage the 30 Goodnight Inns centrally having access to management reports and business intelligence from head office demonstrating better control and transparency across the group.

Client challenge

Channel and Distribution Manager

One of Spirit's major challenges was managing their online distribution of rates to 3rd party channels. By relying on hotel managers to update channel allocations they found they were missing valuable sales opportunities. Guestline were able to evaluate these challenges and provide a solution to integrate live rates and availability directly from the PMS to multiple online travel agencies.

Online Booking Manager and reporting

Another challenge was that although Online Travel Agent (OTA) revenue increased significantly using Guestline Distribution Channel Manager, Spirit used a bespoke online booking engine written by a web developer. It was identified that the Goodnight Inns direct bookings were in rapid decline, despite OTA bookings on the increase. The reporting service Guestline provided allowed them to identify the problems and measure the results.

Guestline solution was to provide our integrated Online Bookings Manager for improved customer journey, special offer utilisation, product upsells and pay now save options all fully integrated with Rezlynx PMS to achieve one total solution.

Revenue maximisation

With revenue and occupancy now on the increase, a further challenge was managing rates across the estate. The hotel managers were responsible for managing rates at hotel level and in many cases this was not being updated. Spirit were able to measure this using reporting available within Rezlynx to establish ARR, yield, occupancy and RevPAR. Following this exercise Guestline worked with Spirit to formulate a detailed revenue maximisation solution that would enable Spirit to manage rates centrally from one place for all hotels but also to set an automated rate strategy based on a number of factors, taking into account historical trends, forecasts, special events and competitors etc.

Guestline implemented their Central Rate Module, which sits as an umbrella across all of the hotels and allow Spirit to manage all rates from one place.

Guestline also provide a tailored revenue maximisation service to increase occupancy and RevPAR across the group. This has allowed Managers to concentrate on customer service and running the hotels, while Guestline revenue experts evaluate and manage the revenue for the hotels.

Guestline have introduced automated rates based on occupancy, lead time, day of week as well as seasonal and event prices.

"We have seen an increase of 6945 room nights and £278,000 of revenue following the installation of Guestline's products in the last 60 days and our direct online sales have increased by 33%. Rezlynx PMS has helped identify a potential lost revenue of £124,000 in six months due to rooms out of service during peak time"

Spirit Group

Guestline Products

Guestline products installed:

- ⌘ **Rezlynx Property Management System**
- ⌘ **Central Reservations System (Central Rate Module Only)**
- ⌘ **Channel and Distribution Manager**
- ⌘ **Online Booking Manager**
- ⌘ **Mobile Booking Manager**
- ⌘ **PCI Manager**
- ⌘ **Lansync Report Manager**

Case Study

Client solution

- ☞ Guestline provided integrated Channel and Distribution Manager
- ☞ Comprehensive onsite training for all managers to maximise results
- ☞ Guestline provided integrated Online Booking Manager to drive direct business
- ☞ PCI Manager implemented to manage integrated payments and pay now save rates
- ☞ Guestline introduced Central Rate Module to help Spirit manage rates centrally
- ☞ Guestline Revenue Management Service to further increase occupancy and RevPAR

The benefits

- ☞ Greater visibility and control over group – reporting has been key
- ☞ Live rates and availability to channels have grown OTA revenue significantly
- ☞ Improved online booking journey have increased direct revenue, converting OTA business to direct online - minimising on commission spend
- ☞ Increase cash flow due to increase in pay now save rates
- ☞ Time saving managing rates centrally
- ☞ Increased RevPAR through revenue maximisation service
- ☞ Reporting to help identify Rooms out of service and lost revenue

The implementation

- ☞ The above was over a 12 month plan
- ☞ Guestline Key Account Manager holding regular review meetings with Spirit Marketing Manager & Operations Manager

The results

Guestline Online Booking Manager and revenue maximisation service

- ☞ **Increase of 6945 room nights and £278,000 of revenue since Online Booking Manager and rate management introduced**
- ☞ **Average Lead time increased from 24 days – 40 days**
- ☞ **33% increase in direct online sales**
- ☞ **Online Booking Manager performance has supported conversion from OTA commission business to direct business – saving of £2,000 commission per week across the group**
- ☞ **New pay now and save rate strategy equates to 42% online business**
- ☞ **Rezlynx PMS has helped identify a potential lost revenue of £124,000 in six months due to rooms out of service during peak times**



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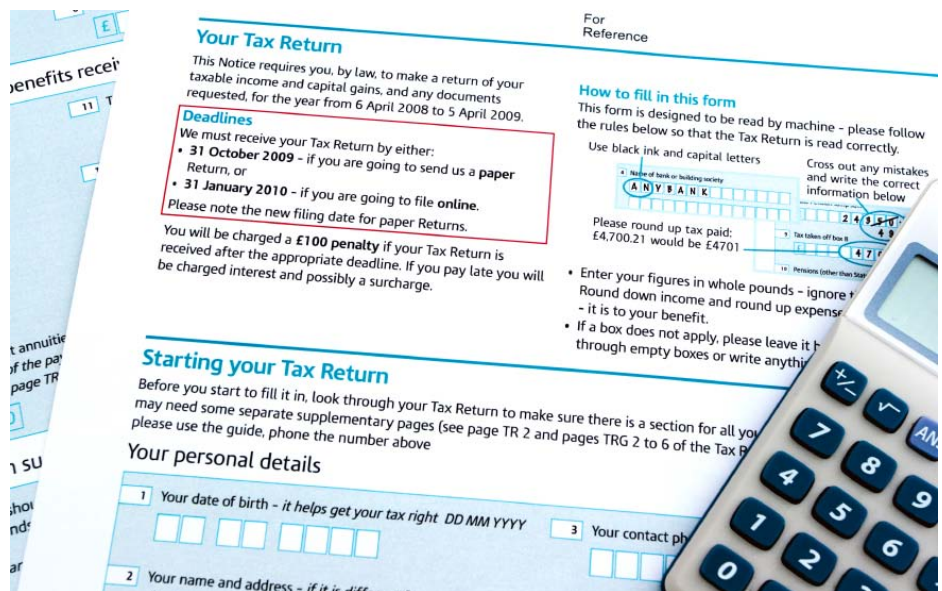
We have received an update from the OTS, reproduced below, and the full report is available online on the Gov.uk website, which in case you didn't know won the 2013 Design of the Year Award for bringing together nearly 1000 different portals into one place. So now there is just one place to book a prison visit or file a tax return – not that I am suggesting there is any correlation between the two! If you or your HR department were ever unclear as to the rules on termination payments, PILON and the £30,000 limit (set in 1988), Schedule G of this report is essential reading. You can read up on the history of the tax system in Schedule D (a topic for the next HOSPA pub quiz perhaps?!) The report also lays out the current rules on benefits and expenses, including the ones we tend to know about (eg. the £150 Christmas party limit) but also some things that may come as a surprise, for example if you want to reclaim the cost of petrol for your own car you are supposed to inform the forecourt attendant – and they should “accept” this – before you start filling up that you are purchasing the fuel on behalf of your employer!

The government is aware that the general public lacks knowledge of the tax system, particularly tax coding, salary sacrifice and benefits, and it will attempt to rectify this by issuing Personal Tax Statements from 2014-15. However this is just a start and they are looking for many more ways of easing the burden... our specific comments appear in sections 6 and 8.

<https://www.gov.uk/government/publications/review-of-employee-benefits-and-expenses-interim-report>

Update from Jeremy Sherwood, Head of Secretariat for the OTS:

There has not been a fundamental policy review of the taxation of employee benefits and expenses since the 1970's; and the piecemeal development of the rules has resulted in a complex and unwieldy system which has not kept pace with changes in working practices. The interim report analyses the extent of the complexity, and sets out where in the system the biggest areas of complexity and admin burdens arise. It is based on evidence gathered from employers big and small, their advisers, representative bodies and HMRC frontline staff.



Priority areas for further review

We recommend four priority areas for further study. These are, in order of priority:

- 1) HMRC administration, including the P11D process and PAYE Settlement Agreements (PSAs);
- 2) Travel and subsistence expenses;
- 3) Accommodation benefits; and
- 4) Termination payments.

If we had to prioritise, we would want to look at HMRC administration and travel and subsistence expenses first. These could bring the biggest simplifications to the most people in the shortest time.

Other issues and ‘quick wins’

In Chapter 1 we have identified seven underlying structural issues – all of which show real promise as simplifying measures. We’d be interested in exploring some of these issues in more depth. These range from optional ‘payrolling’ of benefits (which with other ideas could almost eliminate the need for 4.5 million P11Ds currently completed annually), the different treatment of benefits and expenses for those earning more or less than £8,500, differing income tax and NICs rules, considering whether there should be an exemption for trivial benefits and questioning the whole basis of what is a benefit (such as physiotherapy

provided by an employer to staff carrying out heavy manual tasks).

In Chapter 2 we have listed 43 changes that make things simpler in the short term and which we think could be effected easily. For example, allowing car fleet operators to buy multi-year road fund licences. These ‘quick wins’ are not yet prioritised or fully thought through.

We plan to discuss them with our stakeholders and conduct more thorough analysis, and aim to publish an updated list in September.

Who benefits

A review into employee benefits and expenses could bring simplifications to around 4 million employees and 300,000 employers reporting taxable amounts, as well as many others with non-taxable expenses.

How to get involved and next steps

We’d like to know if there’s anything important you think we’ve missed in this report, or if we’ve got something wrong. You can e-mail John Whiting and the review team at: OTS-Employee.Benefits@ots.gsi.gov.uk. Any overall comments should ideally be sent to us by mid-September, as we will then be embarking on the next stage of our review. But, as with all our reports, input would be welcome at any time. We plan to publish our recommendations in stages, some before the end of 2013 and some in January/February 2014.



SWITCHING ON TO GENERATION HAND-HELD

Mobile technology. It's changed the way we live. It's revolutionised industry. So, FM Recruitment's Chris Denison Smith, asks: "What's the impact of mobile to your business?"

According to Gartner, the world's leading IT research and advisory company, 2013 has seen mobile phones overtake PCs as the most common web access device. This upwardly mobile trend is ripe with opportunity for business to move from online into the mobile space. In hospitality, where clientele is king, it has become vital to turn on and tune into opportunities to enhance the customer experience – and boost revenue.

Time to appreciate the hand held device for the critical tool it is – either side of check in.

Mobile powers personalised on-the-go service

The main benefit of mobile is being able to have a constant connection, literally in the hand of the customer, real time. So far, so obvious. So, how to maximise the guest experience before check in?

According to Nigel Huddleston, Industry Head for Travel, Google, 30% of all queries are made on mobile devices. With so many users searching and booking through hand held devices (high end mobiles to tablets) an optimised site is vital. Most websites do not view well on the mobile screen and a good customer experience at this stage is a straight no-brainer transition to increased bookings revenue.

There is now a huge window of opportunity to target on-the-move business travellers. Nigel goes on to say, 'It's possible to know that they are getting off a plane at Heathrow airport, for example. A discounted offer can be targeted directly to their hand-held, 30% off or example, on a hotel just a few miles away.'

Beyond the booking, the technology now exists to make check in as slick as the airport experience. With a prior to arrival check in, the phone can be used for room access. Invaluable for minimising the inconvenience of queues in scenarios where, for example, large numbers are arriving at the same time to check in for a conference. The same technology can simplify hotel operations. For example, staff can now use mobiles to scan bar codes on items like furniture, appliances, cleaning equipment - for fast, efficient inventory purposes.

Is the App a necessity?

The app has found a strong place in the hospitality industry technology mix. A proper app offers a host of useful features that can increase business volume.

They include super convenient search and booking opportunities, for example, as well as daily offers, mobile check-in, detailed hotel information including photos and videos, customer support, loyalty programmes, travel blogs, maps and information on surrounding areas. It is important apps are made available to all major platforms, like Android devices, iPhones and iPads.

Mobile & TV – Making the Connection

Industry pundits are talking in excited tones about home automation. It's an exciting technology that travels well into hospitality territory.

Douglas Rice, Executive VP & CEO, Hotel Technology Next Generation, confirms this, 'I think one of the most exciting things (I'm seeing) right now is the pairing of mobile devices with TVs.

'It's something that can be done to an extent now in the home. Generally speaking, you need a mobile device and a television from the same manufacturer and the functionality's somewhat limited. But there are new standards emerging from the Wi-Fi Alliance, to manage all of the Wi-Fi standards that are allowing the pairing of the device where you can literally pull up any application on your phone and just push it to your TV set. New technologies will allow that - even across the diversity of devices. This is what a hotel needs, because we can't control what devices are coming in, and make sure that we just happen to have a compatible TV in the room. We're going to make a TV decision for an entire hotel - and the guest is going to bring whatever they want'

Make Social Media Mean Business

Social media shouldn't be ignored by any serious business. Trip Advisor, for example, has become one of the main sources of information for people researching holidays, hotels and leisure facilities. Facebook and Twitter are becoming just as influential. For any hotel to not at least monitor social media is tantamount to willingly flying blind.

A word to the wise, social media monitoring should be interfaced with the hotel management systems so that swift, appropriate action can be taken. So, in a competitive market, a competitive business will be considering and implementing, the above tactics.

Peter O'Connor, Professor & Academic Director, ESSEC Business School, affirms this, 'Mobile is a really interesting phenomenon. Mobile phones and tablets have become totally ingrained into our lives. For example, you're sitting at dinner, somebody asks a question and

nobody knows the answer, four people immediately get out their phones and start 'Googling' the answer. So it's become totally ingrained into the way we live our lives as consumers.

'Until comparatively recently the hotel industry did not realise this. So the booking tools that they had, the web presences they had, were rather basic. Again, what's happened? The online travel agencies, much more in tune with the customer, have launched mobile presences that are much more effective than the hotel presences and they're stealing this market away. The OTA online presence on mobile is much, much more subtle, more sophisticated than practically any of the hotel companies.

Alex Kyriakidis, President - Middle East & Africa, Marriott International agrees. He says, 'It fundamentally affects the way that we do business. We are investing significant amounts to lead in this field. With our mobile apps today we truly are connecting, particularly with our Marriott Awards members who are able to book their entire experience on the mobile.

You will see the evolution in our industry from what the airline industry has already captured and is leading in - from the booking experience to the delivery experience, to the seating experience.

You can see the parallels coming. As an industry we haven't done a terrific job historically in this space. Marriott International is saying, "Right, we are actually going to lead in this space." Mobile technology specifically, and if you look at Africa and the Middle East, you have some of the highest penetration rates in the world in terms of mobile technology. In the United Arab Emirates for example, you're averaging two mobile units per inhabitant, that's the kind of penetration you have in mobile technologies today'

Today's consumer is so incredibly connected, whether you're a top end hotel chain or a small restaurant, it's really important to be aware of what users are doing. The behavior of your prospective customer should be at the absolute heart of your strategy and your IT investment decisions.

Fail to switch on to technology and you could fail to tune into a whole new generation of customers – the hand held client has your business in his palm. Make sure he knows it!

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- ⌘ Guarantee rooms against late cancellations
- ⌘ Remove the need for storage of Payment Card Information

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→ XN HOTEL SYSTEMS



BBC Club implements Xn Hotel System's dotPOS EPoS solution

BBC Club was founded in 1924 as a private members club. It has been a part of BBC Life for over 80 years. Today the Club is the heart of social unity within the BBC. The Club operates leisure facilities across its London sites for staff and partner members, incorporating five cafes and two bars.

In late 2012, BBC Club undertook a review of its F&B systems and identified the need for a centrally hosted and configurable EPoS solution, capable of interfacing on a two-way basis to the Club's existing leisure and membership system, with centralised reporting, stock control and banking management.

Xn Hotel Systems was selected and the dotPOS system installed over a two month period. Key to the implementation process were a number of consultations between Xn and BBC Club to define optimal system configuration, reporting requirements and operating procedures.

"We had a number of operational challenges that we sought to overcome by introducing a new EPoS solution", stated Dino Portelli, Chief Operating Officer, BBC Club London & North. "Xn demonstrated their ability to address those challenges and subsequently delivered the solution in a professional and efficient manner."



RESULTS: EDUCATION & TRAINING PROGRAMMES, MARCH 2013 COHORT

REVENUE MANAGEMENT, STAGE ONE

First Name	Surname	Employer
James	Field*	Whitbread Hotels & Restaurants
Warren	Foster	Travelodge
Suzanne	Holmes	Highbury College, Portsmouth
Sharon	Murphy	The Malton Hotel
Emma	Olney	Whitbread Hotels & Restaurants
Jesson	Patel	Whitbread Hotels & Restaurants
Tessa	Rowbottom	London Hilton on Park Lane
Karen	Ward	Hotel La Tour
Zoe	Wells	Whitbread Hotels & Restaurants

REVENUE MANAGEMENT, STAGE TWO

Rona	Baird	Dakota Forthbridge CTD
Mathilde	Burtin-Bell	Whitbread Hotels & Restaurants
Warren	Foster	Travelodge
Suzanne	Holmes*	Highbury College, Portsmouth
Jayne	Nicolson	Portland Hotels
Laura	Titos	Ten Manchester Street Hotel

FINANCIAL MANAGEMENT, STAGE ONE

Roisin	Carty*	InterContinental London Park Lane
Thomas	Fink	The Charles Hotel, Munich
Elsbeth	Holland	Point Hotel Edinburgh
Sophie	Kendrick	Jurys Inns
Jackson	Lai	Mandarin Oriental Hyde Park London
Nikhil	Mehrotra	Marriott Grosvenor House
Arun	Riyal	Madinat Jumeirah, Dubai
Oksana	Svidrun	Crowne Plaza Marlow
Etelka	Szucs	Hilton Bath City Hotel
Benjamin	Taylor	Hilton Puckrup Hall

FINANCIAL MANAGEMENT, STAGE TWO

First Name	Surname	Employer
Oliver	Broicher-Azen	Principal Hayley, Palace Hotel
Tyronne	Don Paul	Jumeirah Beach Hotel, Dubai
Louise	Findlay	Whitbread Hotels & Restaurants
Nina	Fleischle*	Le Meridien Parkhotel Frankfurt
Charlotte	Howell	The George Hotel
Chris	Hughes	Cheshunt Marriott Hotel
Ann	Kenyon	Jurys Inns, Sheffield
Annika	Kischkel	Vibrant Media Ltd
Anna	Kobylnik	Principal Hayley, St Johns Hotel
Aileen	Mckenna	Grand Central Hotel
Andreea	Mihalca	Cambridge Belfry Hotel
Asif	Mukadam	Burj al Arab, Dubai
Chinthaka	Periyapperuma	Jumeirah Madinat, Dubai
Florence	Rabaud	Hotel d'Angleterre SA, Geneva
Miriam	Said	The Park Lane Hotel, Starwood Hotels & Resorts
Nicola	Shaw	Principal Hayley, Ettington Chase
Stephanie	Trouve	Garrick Club
Gavin	Utting	Dunston Hall Hotel
Katy	White	Jurys Inns, Christchurch
Louise	Ayres	The Park Lane Hotel, Starwood Hotels & Resorts

FINANCIAL MANAGEMENT, STAGE THREE

Anne	Alexander	Dubai Marriott Harbour Hotel & Suites
Louise	Ayres	The Park Lane Hotel, Starwood Hotels & Resorts
Oliver	Broicher-Azen	Principal Hayley, Palace Hotel
Craig	Burns	Moor Hall Hotel and Spa
Laura	Franks	Principal Hayley Hotels & Conference Centres
Fawad	Iqbal	Crowne Plaza Docklands
Jolanta	Pieczulis*	Jurys Inns
Svetlana	Simcenoka	The Legacy Falcon Hotel
Krzysztof	Suhak	Principal Hayley, Palace Hotel

* Students achieved the highest overall grade for their Stage of study

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01202 842809 or visit the HOSPA Education pages at:
www.hospa.org/education/education-and-training-programmes



Charity gets Sherpa focus

The Springboard industry charity, which helps young, unemployed and disadvantaged people find work in hospitality, leisure and tourism, is organising a Nepal Trek that will take place in March 2014. Debra Adams, Head of Education Programmes at HOSPA will be taking part in the trek and hoping to raise a significant sum for this very worthwhile charity.

The trek offers a chance for participants to raise funds for the charity to support its work running programmes that help secure sustainable employment in the industry as well as share their hospitality skills with Nepali young people.

The trip will involve trekking and camping in the Annapurna Mountains in Nepal as well as volunteering in a local village school. Trekkers will get the chance to meet young Nepalis interested in hospitality careers and talk to them about their experiences of life, work, culture, hospitality skills and training, and taking the lead delivering workshops for youths in and around Kathmandu.

Anne Pierce, chief executive of Springboard UK, says: "It's a once-in-a-lifetime opportunity to do something proactive and meaningful and make a lasting difference to the lives of people less fortunate than yourself – both in the UK and in Nepal. "I've seen a number of this type of event, but never one that challenges the participants in such a way and delivers the

opportunity to work with Nepali youths – we'll truly be helping to share the message around the globe that the UK hospitality industry is amongst the very best in the world."

Lauren Walsh, who is heading the project at Springboard, adds: "It's our hope that as well as raising vital funds for Springboard projects back in the UK, participants will share their talents with locals in exchange for a life-affirming experience. "The two goals for this exciting event are to raise vital funds to assist our projects in the UK as well as delivering a legacy training programme to benefit young people and the local tourism industry in Nepal."

For more information and to sponsor the group, contact Debra Adams at debra.adams@hospa.org, or visit Debra's page at:

<http://www.justgiving.com/Debra-Adams1>

Northern England hotels see boost

Performance Data for YTD June 2013 Northern England major cities						
	Occ	% Chg	ADR	% Chg	RevPAR	% Chg
Blackpool	58.9	-3.5	50.26	1.7	29.62	-1.9
Hull	64.3	1.3	44.65	-0.7	28.72	0.6
Leeds	72.8	6.3	54.33	2.2	39.57	8.7
Liverpool	68.0	1.7	60.87	0.3	41.39	2.0
Manchester	73.1	2.8	64.80	2.1	47.39	5.0
Newcastle	69.0	1.5	56.65	-2.1	39.10	-0.6
Sheffield	70.0	5.7	48.79	2.0	34.13	7.8

Source: STR Global, all figures in GBP

Northern England's major cities saw revenue per available room (RevPAR) increase 4.3% on average year-to-date (YTD) June, mainly driven by occupancy, according to STR Global. The region has also witnessed an increase in supply amounting to 2.5% YTD June, coming mostly from Liverpool (6.0%) and Newcastle (3.7%).

Top performers

Manchester recorded the highest RevPAR (GBP45.39), ADR (GBP64.80) and occupancy (73.1%) for YTD June. Leeds registered the largest increase in occupancy at 6.3% which was fuelled by an inflow of leisure tourists attracted to the city's emerging cultural offerings. The market saw the opening of a new shopping centre (Trinity Leeds) in March and a new concert hall (First Direct Arena) this summer. It also hosted large festivals during the May bank holidays.

Bottom performers

Hull has the lowest RevPAR (GBP28.72) and ADR (GBP44.65) of the region. The city's economy and midscale hotels account for 59% of the market; the city does not have any luxury and upper-upscale accommodation. Newcastle experienced a slight decrease in RevPAR, attributable to a 2.1-percent decrease in ADR despite an increase of properties in the upscale segment over last year. Similarly, Blackpool reported a 1.9% decline in RevPAR YTD to GBP29.62, which was driven by a 3.5% decrease in occupancy as a result of a weaker January and April compared to last year.



Pipeline

During the next years the region will increase its supply by 5,603 rooms, 56 percent of which remain unaffiliated.

Restaurants struggle in the heat

London pubs had plenty to shout about in July, benefiting not just from the prolonged sunny weather but also from a revival in trade in the capital after last July's pre-Olympic sales dip, according to latest figures from the Coffer Peach Business Tracker.

Across the country, managed pub groups saw collective like-for-likes up 2.9% on last July, with drink-led pubs up 5.7%. Inside the M25, managed pubs saw like-for-likes ahead 7.6%, with drink-driven pubs up a massive 9.5%.

"We had two forces at work last month – fantastic hot weather, which was good for pubs, and a rebound in the London market in general after the lull last July caused by the run up to the Olympics," said Peter Martin of CGA Peach, the business intelligence specialist that produces the Tracker, the sector's most comprehensive performance barometer, in partnership with Coffer Group, Baker Tilly and UBS.

"The good weather may have benefitted pub operators, but was at the expense of casual dining restaurant chains - while the London effect seemed to be good for everyone," added Martin. Overall, restaurant groups saw like-for-like sales fall 2.5% against July last year, with a 5.4% like-for-like drop outside of the M25. Restaurants in London were, however, up 2.6%.

"Put together, the overall eating and drinking out market showed a 1.3% increase in like-for-like sales on July last year, which was a particularly wet month. Total sales, taking in the impact of new openings, were ahead 3.6%. The overall London market was up 5.4% on a like-for-like basis and 6.6% ahead in total," explained Martin. "The weather always has an affect on trading, with good weather generally favouring pubs and poor conditions better for restaurants, as we've just seen. In addition, the impact of the Olympics will continue with August's trading comparisons.

"So we need to be a little cautious about drawing too many positive conclusions. Outside of London trading was essentially flat in July, and looking at the longer-term trend, collective like-for-likes for the 12 months up to the end of July were running at just 0.9% up on the previous 12 months for the market as a whole, with total sales up 4%.

"Pubs will no doubt take comfort from July's particularly strong trading. But looking at the longer-term trend, and stripping out the bullish London market, pubs that rely on drinks sales are showing a 1.1% year-on-year decline. It is still a tricky market out there," concluded Martin.

Trevor Watson, director at Davis Coffer Lyons, said: "The difficulty in drawing reliable comparisons with 2012 - the Olympic year - is on-going. As expected, the figures are very positive for the drink-led sector and the London market. The disappointing casual dining stats are likely to be partly due to a rather indifferent output of new film releases failing to sustain leisure park and cinema visitor numbers."

Paul Newman, head of leisure and hospitality at Baker Tilly UK, added: "There is little surprise with this month's results as the warmest July in years has led to a great British exodus to the nearest bar. Summer is typically a time to take stock of the year to date, formulate plans for the post-holiday season and begin to focus on the run in to Christmas. With the British economy in recovery mode and the consumer demonstrating increased spending in pubs and restaurants, we believe that larger operators exploring their strategic options will look to the IPO markets, potentially opening up a new exit route to sellers who over the last few years have been constrained to a narrower, typically private equity associated buyer pool."

Jarrold Castle, leisure analyst at UBS European Leisure Research, observed: "Growth in July was slightly weaker than the previous month, at 1.3% versus 1.9% in June. This is a slight disappointment given comps were relatively weak, and we attribute the strength in London to easy comps given the weakness seen ahead of the Olympics last July. Despite the small decline from last month in the July headline LFL figure, the 12-month moving average is still ticking up."

The Coffer Peach Tracker* industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 27 operating groups, and is recognised as the established industry benchmark.

Pub and restaurant group monthly sales performance for past 12 months

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
LFLs	2.1%	0.7%	-1.7%	3.4%	0.3%	-2.4%	3.3%	-3.0%	0.1%	1.2%	1.9%	1.3%
Total	6.2%	4.1%	1.6%	6.5%	3.2%	0.0%	6.1%	-0.2%	2.8%	4.5%	4.8%	3.6%

Source: Coffer Peach Business Tracker. Coffer Peach Business Tracker is powered by Demographix

For more information please contact

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



London hoteliers nurse Olympic hangover

A year after successfully hosting “the greatest event on earth”, hotels in London experienced, unsurprisingly, a total revenue and profit decline in July of -6.7% and -14.6% respectively compared to the same month last year, according to the latest HotStats survey of 624 full-service hotels across the UK.

In fact, the capital showed negative year-on-year results across most key performance indicators with occupancy being the only exception. Hoteliers saw a notable increase of 7.1 percentage points to 87.9% compared to July in 2012 and 6.2 percentage points above the rolling 12 months.

This increase in occupancy was at the expense of the average room rate (ARR) which decreased by 12.9% resulting in revenue per available room (RevPAR) dropping by 5.2% to £130.59 compared to £137.78 last year. The market segmentation shifted compared to July 2012 with a fall in the residential conference (-6.4%) and corporate (-3.4%) segments and an increase in leisure (+6.2%) and tours/groups (+4.2%).

Food & beverage departments were the only two revenues to surge with a 2.6% rise in food and a significant growth in beverage (+11.4%) this month. Not surprisingly, the decline in residential conference demand caused a decrease in meeting room rental, which fell by 46.7%. Total revenue per available room (TrevPAR) therefore decreased by -6.7% compared to the same month last year.

A decline in departmental revenue conversion (-10.7%) and a one percentage point increase in payroll led London hoteliers to a -14.6% fall in gross operating profit per available room

(GOPPAR) and impacted the calendar year profit performance by -2.1%.

...while the sunshine cheers Provinces hoteliers Gross operating profit per available room (GOPPAR) in provincial hotels rose for the fourth consecutive month in July by 3.9%, according to the latest HotStats survey. The positive year-on-year performance in the provinces this month was largely a result of the hot weather with holidaymakers happy to make the most of the UK's hotels.

Positive results were recorded in all key performance indicators: both occupancy and ARR increased by 3.5 percentage points to 80.3% and by 0.4% to £71.78 respectively, and RevPAR rose by 4.9% compared to the same month last year. Additional growth in food (+1.0%), beverage (+3.3%) and leisure (+2.9%) revenues contributed to an increase total revenue revenues per available room of 3.0% representing a twelfth consecutive month of TrevPAR growth.

Astute cost controls with overheads decreasing by -2.3% and payroll efficiency reflected operators ability to convert revenue gains to profits with a +3.6% GOPPAR increase this month and +2.6% for the rolling 12 months.



The month of July 2013

TOTAL UK

	Jul'13	Jul'12	Var b/w	
Occ %	82.9	78.2	4.7	▲
ARR	99.79	106.71	-6.5%	▼
RevPAR	82.70	83.41	-0.9%	▼
TrevPAR	126.68	128.98	-1.8%	▼
Payroll %	26.6	26.1	-0.5	▼
GOP PAR	50.28	54.31	-7.4%	▼

LONDON

	Jul'13	Jul'12	Var b/w	
Occ %	87.9	80.7	7.1	▲
ARR	148.63	170.67	-12.9%	▼
RevPAR	130.59	137.78	-5.2%	▼
TrevPAR	172.27	184.65	-6.7%	▼
Payroll %	22.7	21.7	-1.0	▼
GOP PAR	82.70	96.89	-14.6%	▼

PROVINCES

	Jul'13	Jul'12	Var b/w	
Occ %	80.3	76.8	3.5	▲
ARR	71.98	71.73	0.4%	▲
RevPAR	57.78	55.10	4.9%	▲
TrevPAR	102.97	100.00	3.0%	▲
Payroll %	29.9	30.2	0.3	▲
GOP PAR	33.41	32.15	3.9%	▲

The Calendar year to July 2013

TOTAL UK

	YTD'13	YTD'12	Var b/w	
Occ %	73.9	72.0	1.9	▲
ARR	96.67	97.31	-0.7%	▼
RevPAR	71.47	70.07	2.0%	▲
TrevPAR	114.23	112.37	1.7%	▲
Payroll %	28.8	29.2	0.4	▲
GOP PAR	40.32	40.29	0.1%	▲

LONDON

	YTD'13	YTD'12	Var b/w	
Occ %	80.8	78.6	2.2	▲
ARR	141.28	144.66	-2.3%	▼
RevPAR	114.20	113.76	0.4%	▲
TrevPAR	158.08	157.78	0.2%	▲
Payroll %	24.6	25.0	0.4	▲
GOP PAR	70.83	72.36	-2.1%	▼

PROVINCES

	YTD'13	YTD'12	Var b/w	
Occ %	70.3	68.5	1.8	▲
ARR	69.88	68.89	1.4%	▲
RevPAR	49.14	47.22	4.1%	▲
TrevPAR	91.31	88.61	3.0%	▲
Payroll %	32.7	33.1	0.4	▲
GOP PAR	24.37	23.52	3.6%	▲

The twelve months to July 2013

TOTAL UK

	Rolling'13	Rolling'12	Var b/w	
Occ %	74.6	72.7	1.9	▲
ARR	97.39	96.42	1.0%	▲
RevPAR	72.63	70.09	3.6%	▲
TrevPAR	117.47	114.01	3.0%	▲
Payroll %	28.3	28.8	0.5	▲
GOP PAR	43.34	41.77	3.8%	▲

LONDON

	Rolling'13	Rolling'12	Var b/w	
Occ %	81.7	79.5	2.2	▲
ARR	143.37	141.88	1.0%	▲
RevPAR	117.10	112.78	3.8%	▲
TrevPAR	163.69	158.01	3.6%	▲
Payroll %	24.1	24.9	0.8	▲
GOP PAR	76.48	73.06	4.7%	▲

PROVINCES

	Rolling'13	Rolling'12	Var b/w	
Occ %	70.9	69.1	1.7	▲
ARR	69.71	69.03	1.0%	▲
RevPAR	49.40	47.71	3.5%	▲
TrevPAR	93.32	90.95	2.6%	▲
Payroll %	32.2	32.4	0.2	▲
GOP PAR	26.03	25.38	2.6%	▲

Tony Oliveira - Business Development Manager | T +44 (0)207 892 2234 | E tony.oliveira@hotstats.com

David Stephens - Operations Manager | T +44 (0)207 892 2217 | E david.stephens@hotstats.com

HotStats Limited, 83 – 87 Crawford Street, London, W1H 2HB, United Kingdom

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

Members' Events Forthcoming events

Sept 19

HOSPA Revenue Management Breakfast Workshop - London Venue to be confirmed

9.00am for a 9.30am start

The HOSPA Revenue Management Committee (HRMC) have organised a hands on breakfast workshop focussing on social media and hotel mobile technology trends.

This event is free of charge for HOSPA members and £10 for non-members to attend. Registration is necessary to attend. Please email wayne.gosden@hospa.org with your details.

Sept 24

HOSPA AGM BDO, 55 Baker Street, London, W1U 7EU

6.30pm start

The agenda will include a welcome by the president, report by the chairman, report by the CEO and report by the honorary treasurer. Business will include:

1. to approve the Company's financial statements for the period up to 31 March 2013, including the directors' and auditors' reports;
2. to reappoint Grant Thornton as the Company's auditors to hold office until the end of the next "period for appointing auditors" under section 485(2) of the Companies Act 2006, at a remuneration to be determined by the directors;
3. to re-elect Sarah Dovey and Christopher Upton, being the Key Officers retiring by rotation in accordance with the Articles of Association of the Company;
4. to re-elect those Board members retiring by rotation and standing for re-election in accordance with the Articles of Association of the Company, being Cathy Burgess, Debra Adams, Justyn Herbert, Mark Dickens, Mark Lightbound, Diana Mountain, Simon Hocking, Stuart Collins, Warren Mandelbaum and Bob Silk.

Further information regarding each Key Officer and Board Member mentioned above can be found at the following link: www.hospa.org/governance/hospa-board

Please confirm your attendance at the HOSPA AGM by emailing wayne.gosden@hospa.org.

Sept 25

Digital & Online Marketing for Hospitality Jones Lang LaSalle Hotels, 30 Warwick Street, London, W1B 5NH

**2.30pm to 5.00pm followed by canapés, drinks
& networking**

Get up to speed by attending Guestline's free Digital & Online Marketing for Hospitality seminar and find out more about:-

- Optimising your online capabilities.
- Having the right tools to manage and maximise on your social media exposure.
- Maximising your business via online channels.
- Generating more 'entirely new' business.
- Gain access to people who have never stayed with you before.
- Mosaic profiling, what it is and how to use it.
- Having an infrastructure that is dynamic enough to deal with the rapid changes and integrations required to meet today's ever changing business needs.

These and many other questions will be answered at the next panel event hosted by Guestline and Jones Lang LaSalle Hotels ... beginning with a selection of short presentations from a variety of leading industry experts.

To register for your FREE place please complete the Guestline online booking form at: [http:// www.guestline.com/seminar](http://www.guestline.com/seminar)

Sept 26

HOSPA Revenue Management Breakfast Workshop Birmingham - De Vere Venues Colmore Gate, 5th & 7th Floor, Colmore Row, Birmingham, B3 2QD

9.00am for a 9.30am start

The HOSPA Revenue Management Committee (HRMC) have organised a hands on breakfast workshop focussing on social media and hotel mobile technology trends.

This event is free of charge to both members and non-members alike so don't forget to tell your colleagues to register also! Registration is necessary to attend. Please email wayne.gosden@hospa.org with your details.

Sept 30

HMA Digital Trends 2014 Radisson Blu Edwardian Hampshire Hotel 31-36 Leicester Square, London, WC2H 7LH

6pm - 9pm Evening includes wine/soft drink and canapés and an opportunity to network with peers from the industry before and after the presentation. In 2013 we are all talking about Big Data, mobile optimisation and the 'internet of things' but what are the emerging themes for 2014 and how can you be sure you are ready to take advantage of the opportunities they present? What requires a change in strategy and what can we build into digital plans for 2014?

In association with American Express, the Hotel Marketing Association is delighted to bring you this Digital Marketing event. Digital Trends 2014 is timed so your learning can still influence your plans for Q1 2014 and is a crucial event for marketers and hotel managers that want to ensure they are informed and ready for 2014.

Speakers will give their views and insights from both the hotel industry and share with you what can be learnt from what is happening in other sectors. Peter Chaloner, Digital Director of MOBAS Agency will cover the Digital Trends for 2014 from experience of a variety of sectors and how they could be integrated in your 2014 plans whilst his colleague James Wheatcroft, MOBAS Client Service Director for the hospitality sector will give his view of the major digital trends that will affect the hotel industry. Karen Fewell, better known as the Digital Blonde is a regular speaker, a CIM lecturer and digital marketing consultant. She specialises in digital and social business within the hospitality and foodservice sectors. Karen will share findings from her research into why people share experiences on social networks and what this means for your 2014 digital strategy. Understanding the behaviour and psychology of your hotel customers has never been so important.

£28 HMA/CIM/CIMTIG/HOSPA Members
£38 non-Members

In order to book at the HOSPA member rate you will need to use a special HOSPA code - please contact Wayne Gosden by emailing wayne.gosden@hospa.org to obtain your member code before calling 01628 427340 to register.

Oct 7

HOSPA Regional Members Meeting - Manchester Macdonald Manchester Hotel & Spa London Road Manchester, M1 2PG

6.00pm for 6.30pm start.

Topic and speakers to be confirmed in due course. Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details or click 'register now' below to book your place online.

Oct 14

HOSPA Regional Members Meeting - Birmingham Hotel La Tour Albert Street Birmingham B5 5JE

6.00pm for 6.30pm start

Topic and speakers to be confirmed in due course. Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details or click 'register now' below to book your place online.

Oct 30

Independent Hotel Show 2013

Launched in 2012, the Independent Hotel Show has filled an essential gap in the market, connecting the highest quality suppliers with luxury and boutique hotel decisions makers from all over the UK. Packed full of expert insight and advice, from informative business sessions to trend reports and new product and service showcases, the Independent Hotel Show is designed to be a one-stop business platform for the luxury and boutique hotel industry. The Independent Hotel Show will be returning in 2013 on the 30 & 31 October at Olympia, London and with a number of new ideas & concepts in place we look forward to delivering another quality event for the independent, luxury and boutique hotelier. For further information and registration please visit www.independenthotelshow.co.uk

Nov 4 - 7

World Travel Market Excel London

WTM is the leading global event for the travel industry to meet, network, negotiate and conduct business.

All sectors of the travel industry are represented including Tourist Boards, Airlines, Cruise, Hotels, Luxury, Responsible Tourism to Travel Technology. More details here: <http://www.wtmlondon.com>

Nov 21

HOSPACE 2013

HOSPACE is a one-day annual conference and exhibition hosted by HOSPA. The title of this year's eagerly awaited event is Knowledge and Connections for Technology, Finance and Revenue Management Professionals in Hospitality.

Further information regarding the full programme and sessions details will be released shortly.

HOSPACE 2013 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

For enquiries and to register early, please email wayne.gosden@hospa.org. Registration is necessary to attend the above meetings: please visit the events section on our website or email wayne.gosden@hospa.org with your details. Non members welcome.



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HOSPA thanks the following companies for being Founding Sponsors of our relaunch as HOSPA as an Association for Finance, Revenue Management and IT Professionals. These companies have enabled the development of the HOSPA brand, new members' website and other facilities.

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Thursday 21st November

Sofitel London Heathrow, Terminal 5

HOSPSPACE is a one-day annual conference and exhibition hosted by HOSPA which is the UK's leading educational organisation for Professionals involved in Financial Management, Revenue Management and IT within the UK hospitality industry.

HOSPSPACE 2013 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts - all icons in their own field - about the latest key issues and hot topics.

Highlights include:

'Leaders' Panel'

Comprising a line-up of some of the hospitality industry's most influential Senior Executives and leaders who will be looking at present issues, trends and developments affecting all hospitality professionals and organisations.

In addition to the Leaders Panel there will be three main Community Panels and discussions focusing on the current hot topics of the day for debate in:

- IT
- Finance
- Revenue management

HOSPSPACE is also home to a leading exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies – covering all eventualities for any hospitality business, whether they be start-up, established independent or multi chain-owned operations.

Early booking is strongly recommended. For full event information please visit www.hospace.net

Who should attend this event?

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

And all those interested in the latest developments for managing and measuring business performance in the hospitality sector!

