

THE OVERVIEW

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The future's bright



**Data protection - new regulation
Europe holds back on rate parity**

Welcome to THE OVERVIEW

Dear members,

That the hospitality sector is in a period of flux is not in doubt. As the BDO M&A survey later in this issue illustrates, money is sloshing into the sector and a chunk of it is going to make the operators bigger, stronger and faster than before.

And, as the sector changes the way it looks, it also changes the faces at the top. At the time of writing, the market has seen two CEOs step down on the same day, with InterContinental Hotels Group's Richard Solomons standing aside in favour of Keith Barr, the group's China expert and Wolfgang Neumann resigning from Rezidor Hotels Group, which recently welcomed Chinese group HNA as a majority shareholder. If anyone can spot a shared theme in these two, drop your answers in on a postcard.

In the same week, the former CEO of Starwood Hotels & Resorts, Frits van Paasschen, announced that he would be joining the board of Citizen M, as it continues to pursue world domination. While van Paasschen has been out of the sector since he resigned in 2015, he hasn't been twiddling his thumbs - fittingly, he has published a book on disruptors.

So, while it's all change at the top, what does this mean for the sector? Chris Mumford, managing director at Aethos Consulting, said that, with more experienced talent coming onto the market, "many seasoned executives will be attracted by an opportunity to downsize to a smaller business where they can have greater influence and participate in the growth story". Mumford warned that one potential area of disconnect may be around compensation. With the threat faced by scenarios such as Brexit, we can't help but think there will have to be a certain rolling-up of the sleeves.

And for those who would take their place? Look no further than HOSPA's education programmes.



Katherine Doggrell

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Adding something new to the mix at HOSPA



In line with the ongoing expansion of the HOSPA office and our membership activities, we have appointed a dedicated manager for the Association's Membership and Events. She is Charlotte Pratt, and I know many of you have already met her as she has been out and about with me at many industry and HOSPA events over the past month.

We are fortunate to have someone as ideally qualified as Charlotte. She has vast experience in, and knowledge of, both the hospitality and corporate finance sectors – a perfect combination for HOSPA and managing HOSPACE2017, which I hope you all by now know is being held on Thursday, 2 November, at our exciting newly refurbished, central London venue: the by then renamed Royal Lancaster London.

Charlotte started her career in hotels and quickly rose, at just 24 years of age, to the role of Reception Manager at The Thistle Hotel in Marble Arch. Though she had an obvious acumen for the hotel business, it was in event management that Charlotte really was to find her niche – often carrying additional responsibility for marketing and sponsorship.

It was whilst she was working for Verizon (at the time it was known as WorldCom) when our paths first crossed. She then worked within the corporate events departments at Deutsche Bank, Lehman Brothers and JP Morgan.

The other great thing about Charlotte is that she is an amazing cook! Following her dream, she completed a cordon bleu cooking course enabling her to open her own successful bakery business on the Isle of Wight. Don't be surprised if you see her on 'MasterChef' or 'Great British Bake Off' in the future! Most recently, Charlotte was The Hospitality Events Manager at Osborne – the spectacular Isle of Wight home of Queen Victoria. So from royalty to HOSPA, it's surely the perfect career progression!

Membership is the lifeblood of our association and attending to members' requirements, together with running our highly topical and informative nationwide events, are priority concerns for HOSPA.

I could not be more pleased to have Charlotte's support in the office. Suzie and Helen are busy training Charlotte on our systems and introducing her to members and sponsors.

Charlotte is highly professional, inspirational, dedicated, and always fun to work with.

Please do introduce yourselves to Charlotte if you get the opportunity! Charlotte.Pratt@HOSPA.org

The next opportunity you will have to meet her in person will be on 14 June at the Stand Palace Hotel, London, where our next HOSPA event will be looking at 'The guest of 2050: How platform businesses will enable the future'. Hope to see you there, or at the event we are running in conjunction with Sky at Firmdale's Ham Yard hotel on 19th June. Please register by emailing HOSPA@HOSPA.org





Chris Denison Smith
Director, FM Recruitment

Value making decisions

Successful professionals are always looking for ways to improve. Whether this is upping their game personally or changing things in their business. We make many decisions every day and the right ones can put us on a path to the top.

Dirk Bakker, Head of EMEA Hotels, Colliers International says that improvement is particularly important to private investors: "Anything that has to do even remotely with private equity is all about up-sides. The bigger the ticket the better, portfolios - yes please, where they can add value that's really what it is. Can we get rate higher, can we step a star up? Something like that, or a level up however you want to look at it, that is what the name of the game is."

Drive for progress

We work in an economy where constant improvement is not only encouraged but necessary to stay competitive. A business that rests on its laurels is a business that will fall behind. But this does not mean you need to overhaul everything about your company every time you want to improve. Change needs to become a part of your culture. Always seek the little things that can be tweaked and keep you moving forward, the little touches that will give you the edge. These small changes can build and snowball into a much bigger effect. If you are staying conscious of these tweaks along the way, it will ensure that you are moving and adjusting in the right direction and not changing for change's sake.

Remember to value your team and their ideas. Getting feedback from managers and team members with a different positioning and perspective within the business can be a great way to discover value adding opportunities that aren't directly visible to you. Don't let pride blinker your ability to accept outside suggestions and be wary of doing things just because it is how they have always been done.

Any meaningful innovation comes with risk. Thinking outside of the box can put you in a place you have never been before and this can be daunting. But remember that there is also risk in avoiding change. Keep your eyes open and be prepared for all the possibilities that might come from trying something, but do not let this stop you. Make the best decision you can to take your business in the right direction and get the most value, if this involves risk, so be it.

Value adding changes

Rebranding

A brand name can add a huge amount of value to your offering. An independent may become a part of a franchise to get more value while a larger brand may create an offshoot brand to highlight the specific value that certain properties have to offer. Deciding on the right position in the market for each of your products is worth giving a lot of thought.

Redesign

Design can add value in a number of ways. Clever room layout can increase convenience for guests. Eco-friendly design choices can save you money. A beautiful design that has an impressive visual impact can signal to guests how much effort and care has gone into your luxury offering.

Christian Low, Director of Hospitality - Asia Pacific, AECOM explains how value and design have become intertwined:

"I've been an architect all my life, so this is what I do. I focus on adding value through design. I think, you know, it's always been there, in the world, but I do, I do feel that we've gotten to a place in the modern era of design where the sort of identification of the value of it has become really quite universal. Years gone by, it's been harder sell to clients that you spend this much more on this kind of an element in a design and it's worth more - it's hard to quantify. Now it's become very apparent that if you don't have that kind of a design you're not even in the game, it's become quite competitive."

Services

Adding a new service to your product can provide extra value to guests and give you a new revenue stream. This may involve extending your F&B strategy or bringing spa treatments into your hotel. These services can be differentiating factors that make people choose you. Any new service that complements the kind of experience people expect from your accommodation will be an investment that really pays off.

People

Having the right people on your team will add endless value. Bringing in executives with great experience from elsewhere can bring fresh ideas and energy to transform a company. Recruitment is worth the time and investment because every new good new recruit adds to your value, while every ill-fitting recruit detracts.

Innovation

If you find yourself stuck for ideas on where to take your business next, or need more information to base your decisions on, looking to other business in the industry can be a great way to gain inspiration.

Gerard Nolan, Managing Director, of Gerard Nolan and Partners discusses visiting a conference to find out what is happening in the industry:

“I think that most people are interested in innovation; they want to see the next thing that’s going to happen as opposed to the people that are already there. Arguably in my experience coming to the conference, the CEOs of those big titan industries, don’t really want to share too much of their secrets. But the audience is probably here to try and learn what’s going to happen next, who are the next investors, who is the next brand, what innovation will actually make you different in the future?”

Technology

Investing in new technology and upgrading systems that you use to run your business can bring new efficiencies that save you money and time. The right systems can aid communication with both staff and guests, can offer more personalised service for guests and so much more.

Ratings

Nothing reassures consumers more than independent valuations. Improving your rating with the AA, on Trip

Advisor, or going after that elusive Michelin star, can really increase interest and validate you positioning yourself as a higher-level product.

Visible goals

The right value adding decisions will be different for every company just as every person’s career path is different. Be bold and confident that you can get to where you want to go and always be true to yourself and your company about what you really want to achieve in the long term.

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



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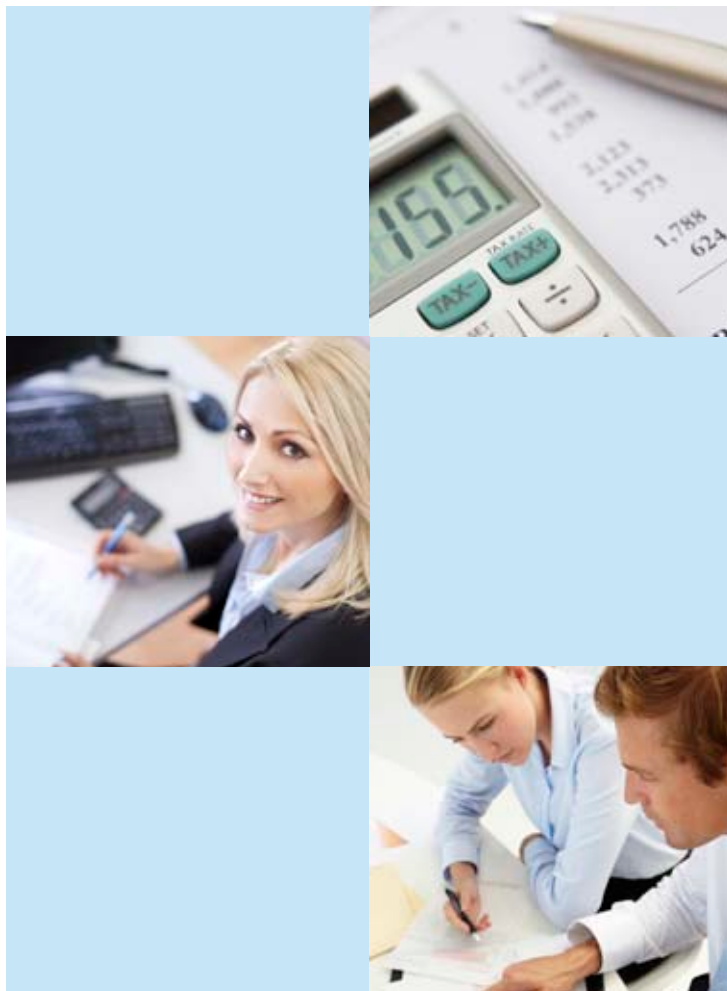
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Bethany Parker, Assistant Revenue Manager, Glasgow Cluster - Principal Hotel Company

Bethany has recently been promoted to Assistant Revenue Manager position for the Principal Hotel Company Glasgow Cluster, which includes The Grand Central Hotel and Blythswood Square.

Beth commenced the Revenue Management programme in March 2015 and became the prize winner for Stage One for achieving the highest combined course work and examination grades and Stage Three for the highest course work and project grade. She has now completed the programme and became an Associate member of HOSPA in September.

She developed a passion for the hospitality industry at the age of 14 when working as a waitress for a family restaurant in her hometown. Bethany went on to gain a BA (Hons) in International Business & Marketing at the University of Strathclyde and whilst studying, secured a part-time position working in the opening team in Champagne Central in Principal Hayley's newly refurbished Grand Central Hotel.

She continued working at Champagne Central throughout her time at university and upon completion of her course, was accepted onto the Principal Hayley Graduate Management Scheme, an 18 month Operations Management programme.

She gained experience managing several different hotel departments, but particularly enjoyed her time in Revenue Management. After completing the graduate programme she secured a position within the Revenue Department assisting

the Regional Revenue Manager, and since then has been promoted to Data Analyst for both The Grand Hotel as well as the Blythswood Square Hotel.

She tells us:

"The HOSPA course has helped to develop my knowledge of Revenue Management and it has been really interesting learning the theory behind the practice. I've learned lots of new theories, skills and techniques and look forward to implementing them into my day to day work. Completing the course has definitely enhanced my skillset and developed my confidence in Revenue Management.

In the future I hope to take on a Revenue Management role and I believe that completing the HOSPA course has put me on the right path to achieve this."

Studied in three Stages, the HOSPA programmes cost £820 + VAT per Stage and enrolments are being accepted now for the September 2017 programmes.

Contact education@hospa.org or visit the website at www.hospa.org/education

Welcome to our new Associate Certified Members

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

Financial Management Programme

Dovile Jurasiute	Sheraton Grand Hotel	Tsjoe Tiah	Hilton Amsterdam
Alison Sidebotham	Hilton Newcastle Gateshead	Ibrahima Thiam	Doubletree by Hilton Tower of London
Andrew Swindells	Principal Hotels Cranage Hall	Amie Whelan	Q Hotels the Midland Hotel

Meet the Professional Development Team

Calling all heads of Financial and Revenue Management divisions - the Professional Development Team are available to meet with you and your team members, cluster controllers and revenue executives to provide information about the HOSPA professional development programmes. Enrolment for September start date begins now! We can visit you and present at your next team meeting. Please email education@hospa.org

Outline of the General Data Protection Regulation



The purpose of this paper is to outline the key provisions of the General Data Protection Regulation following the guidance provided by the Information Commissioners Office. Whilst this is not an exhaustive summary of the GDPR in its entirety, it does address the most common questions that come to mind when discussing the regulation in general. A more comprehensive overview is available through the Information Commissioners Website which is updated at regular intervals with the latest updates leading up to the implementation of the GDPR.

The GDPR (General Data Protection Regulation) is a new legal framework in the European Union. Although it has similarities to the current Data Protection Act 1998 there are a number of key requirements that are different.

The GDPR will come into effect from the 25th May 2018. According to the ICO website the government has said that the decision to leave the EU; commonly known as Brexit will not impact the implementation of the GDPR. (Source: Information Commissioner Office Website, For organisations/ Data protection reform/ Overview of the GDPR)

The GDPR applies to the processors and the controllers in much the same way as it did with the DPA (Data Protection Act 1998).

According to the DPA 1998 the term “data controller” means, subject to subsection (4), a person who (either alone or jointly or in common with other persons) determines the purposes for which and the manner in which any personal data are, or are to be, processed;

The term “data processor”, in relation to personal data, means any person (other than an employee of the data controller) who processes the data on behalf of the data controller.

(Source: Data Protection Act 1998)

The GDPR places specific obligations on the processor to maintain records of personal data and processing activities.

Furthermore it places obligation on the controller to ensure that their contract with the processor complies with GDPR.

The GDPR is applicable to all EU organisations and organisations outside the EU that provide goods and services to the EU. However certain activities that fall within the Law Enforcement directive such as processing of national security purposes do not fall within the remit of the GDPR.

Like the DPA, the GDPR refers to both personal data and sensitive personal data. However the scope is better defined and more detailed. As an example, an IP address is an online identifier and is personal data. It can be assumed that data held by companies such as customer data, contact list and Human resource data that currently fall within the scope of the DAP'98 will also be within the scope of GDPR.

Sensitive personal data refers to a special category of personal data such as genetic or biometric data where it is possible to uniquely identify individuals. Data processed in relation to criminal convictions and offences are not included but additional safeguards apply to its processing as per Article 10 of the GDPR.

Perhaps the most significant aspect of GDPR is the accountability principle. It requires organisations to show they comply with the principles of GDPR, for example organisation need to keep documentation, defining the decisions that lead to a given processing activity. These complement the transparency requirements set out by the GDPR.

To elaborate further the compliance requirement in relation to the accountability principals can be demonstrated by the implementation of internal data processing policies, staff training, HR internal policies and internal audits. Measures such as data minimisation, creation of data protection impact assessment, Pseudonymisation and monitoring processes to improve security on an on-going basis.

While there are similarities to 'registerable particulars' under the DPA the following records need to be kept:

- Name and details of your organisation (and where applicable, of other controllers, your representative and data protection officer).
- Purposes of the processing.
- Description of the categories of individuals and categories of personal data.
- Categories of recipients of personal data.

- Details of transfers to third countries including documentation of the transfer mechanism safeguards in place.
- Retention schedules.
- Description of technical and organisational security measures.

(Source: GDPR Overview ICO Website)

GDPR also introduces a requirement of certain types of breach notification. A personal data breach is defined as more than just loss of data, it includes: unauthorised access, alteration and destruction for personal data. Breaches need to be notified to the relevant supervisory authority where the breach may result in financial loss, loss of confidentiality, or may result in discrimination or leave individuals open to identity theft etc. The notification to the supervisory authority must be made within 72 hours of the organisation becoming aware of it. If it is significantly serious and warrants a public notification than the organisation must do so without delay. Failing to notify a breach may result in a fine of up to €10m or 2% of global turnover.

Transfer of data outside of the EU is also restricted and is subject to appropriate safeguards as per chapter 5 of the GDPR. This is done to ensure that the protection afforded to individuals by GDPR is not undermined.

Individuals will reserve the rights to object to processing of information pertaining to, scientific/historical research, direct marketing and profiling amongst others.

As a broader scope the regulation provides the individual with the following rights:

- The right of access
- The right of rectification
- The right of erasure
- The right to restrict processing
- The right to data portability
- The right to object
- The right to automatic decision making and profiling
- The right to be informed

With many business and organisations operating across borders the GDPR seeks to enforce consistency around data protection laws and lays down safeguards to protect organisations and individuals across the board.

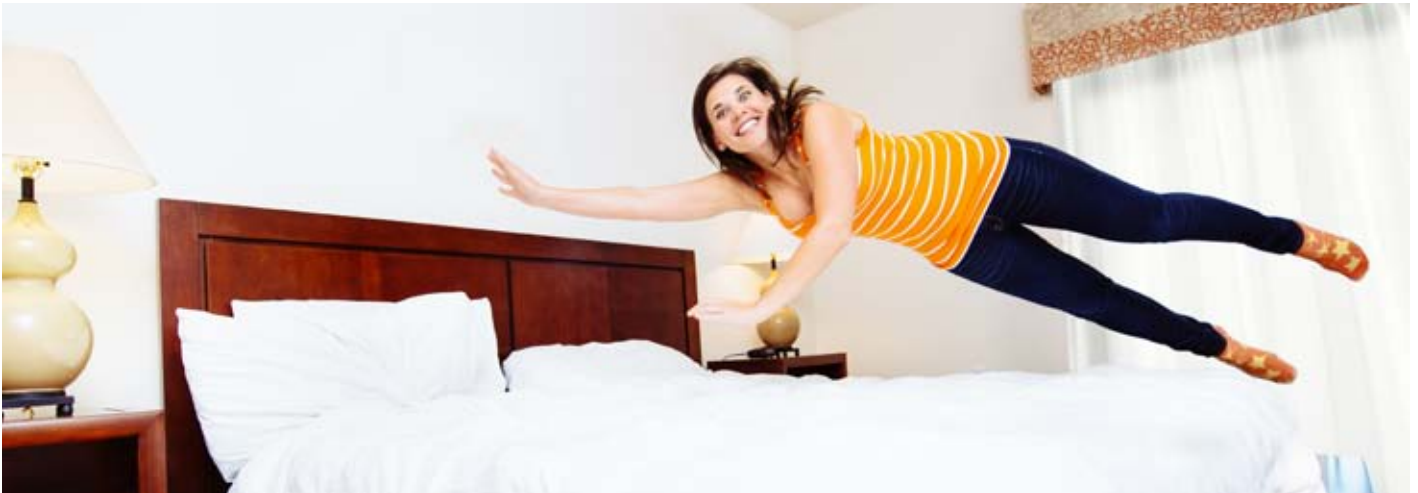
By: Afroz Ahsan, Financial Controller, Danubius Hotel Regents Park

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Creating the coveted hotel guest experience



Oracle Hospitality' Gene Yasuda looks at what you can do to make your guest feel special

In today's digital age, hoteliers are forfeiting opportunities - and potentially revenue - by failing to offer guests the individualised experiences they are increasingly demanding, according to the results of a major survey of hoteliers and consumers just published by Oracle Hospitality and Phocuswright, a leading travel industry research firm.

Oracle commissioned Phocuswright to conduct the survey, which polled more than 2,700 U.S. and European travellers, to better understand technology's impact on the hotel-guest experience and gain insight into making it a differentiator for winning new business. The study also weaves in the perspective of hoteliers, both chains and independents, to shed light on their technological pursuits and gauge alignment with consumers' expectations.

Among the survey's key findings, which addressed topics across the travel lifecycle, from planning to post-stay:

- Nearly two-thirds of U.S. guests said it was "very or extremely important" for hotels to continue investing in technology to enhance the guest experience.
- 94% of business travellers and 80% of leisure travellers value the ability to use their smartphones to request service and message hotel staff.
- Guests are comfortable sharing with hoteliers a fair amount of personal information - perhaps, more than previously presumed. For example, 71% would share information about food preferences/allergies, and 64% would share their entertainment preferences.
- 62% of guests used non-hotel sources such as the Internet for dinner reservations and activity recommendations, bypassing the concierge from whom guests say they would prefer to get such assistance.
- 80% of business travellers returned to the same hotel for a vacation during the past 12 months.

Hoteliers are well aware of the competition they face to win the loyalty of guests. But the study's many revelations point to one opportunity they may have overlooked and need to seize: Once travelers arrive in the lobby, their notion of a memorable

experience can be shaped entirely by the deeds and words of hotel staff. And technology can play an integral role in helping them get the job done.

"Rather than worry that greater reliance on technology will erode the human aspect of hospitality, hoteliers need to embrace it for what it can be - an invaluable tool to better understand their guests and orchestrate stays that they will long remember," said Jay Upchurch, Vice President, Oracle Hospitality. "Technology can address the industry's dual challenge of operating efficiently at scale and simultaneously providing individualised service."

The research report also provides hoteliers with several insights to deliver individualised service. One of the most important takeaways: Give guests greater control over their stay. Survey respondents expressed in a variety of ways their desire for autonomy, ranging from gaining the ability to select specific room locations to contacting staff on demand via smartphones. By deploying the right technology, hoteliers can facilitate many of these requests.

Indeed, in recent years, hoteliers have rushed to technology solutions, such as guest-facing apps, only to encounter a lukewarm reception for them. According to the survey, the problem isn't with the app, but its capabilities. Guests want features that are integral to their hotel experience, such as enabling virtual check in/check out, keyless room access, and booking of activities and ticket purchasing. Furthermore, 73% expressed interest in downloading an app that automatically provides connection to hotel WiFi.

Perhaps, most importantly, the research underscores the importance of human connection in the hotel industry. And that it can only be enhanced, not replaced, with technology. For example, staff can be equipped with mobile devices that access guest profiles, empowering them to provide personalised service anytime, anywhere. By linking scale and enhanced service, technology holds the promise to generate greater guest loyalty - and revenue - for chains and independents alike.

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Musical chairs



The hotel sector has seen a CEO Musical Chairs at IHG, Carlson and Rezidor - and it's only May.

The year 2017 looked set to be a busy year for politics even before Teresa May announced plans to drag the UK populace back to the polls for what, for some, is the fourth time in two years, if you've been voting for mayors or independence on the side. A new US president and potential for the same in The Netherlands and France. With the election of Emmanuel Macron in France, the country has suddenly become one of the most dynamic in Europe, after years of being sedentary.

And then one week in May the hotel sector decided to follow suit, with Richard Solomons retiring at InterContinental Hotels Group, Wolfgang Neumann resigning at Rezidor Hotel Group and Federico Gonzalez Tejera replacing him after only three months at Carlson.

"The recent CEO shifts are different in nature, of course," says AETHOS Consulting Group CEO Keith Kefgen. "IHG CEO Richard Solomons' 'retirement' is more of a natural succession plan, while Gonzalez is more about strategy and control by significant shareholder HNA. That said, these are seismic changes in the world of international hotels. Both are looking to establish themselves as dominant hotel chains that can compete with Marriott, Accor and Hilton in every respect."

Adds Thomas Mielke, AETHOS Consulting Group London-based Managing Director, "Back in 2014, Bloomberg quoted the founder and non-exec chairman of HNA Group, Cheng Fen, saying 'we want to be everywhere.' Today, his conglomerate of companies is certainly making its influence felt across the global hospitality industry.

"With investments in Carlson, Rezidor, NH Hotels, Hilton and Red Lion, HNA is playing chess, not checkers. Now, with the appointment of John Kidd, former President and COO of HNA Hospitality, to CEO of Carlson Hotels and Federico Gonzalez Tejera's transition to assume the CEO position at the Rezidor Hotel Group, HNA has two trusted 'insiders' looking after its key hospitality investments. Kidd brings an international

perspective to an otherwise very US-centric business. As AETHOS research suggests, as little as 30% of CEOs at the largest American hotel companies have international experience, and only about 20% of them are foreigners. Gonzalez Tejera's strong commercial background and track record in transforming businesses will fit in well with the entrepreneurial nature of the Rezidor Hotel Group.

"One thing is certain," continues Mielke, "the game of 'musical chairs' at the C-suite level is proving that HNA means business. 'Change management' is likely to be the buzz word in the board rooms of Carlson and Rezidor. The creation of a global steering committee is hereby an important piece of news which somehow got lost in the whirlwind of the recent CEO changes. Setting up such a task force, consisting of equal representation of Carlson and Rezidor senior executives, not only points at a stronger emphasis on closer collaboration and the creation and exploitation of synergies between the two businesses - it might also be read as a clear re-confirmation of HNA's commitment to the creation of a global player capable of taking on and rivalling the likes of Marriott, Accor and Hilton."

In sharing insights about the leadership changes at IHG, London-based AETHOS Managing Director Chris Mumford also shares, "While on the face of it the leadership change at IHG appears to be carefully planned, it will be interesting to see if this indicates a change in the company's strategy. Solomons took the business through its highly disciplined asset-light strategy and took the proceeds of major asset sales such as the InterContinental in Hong Kong and Paris to make special dividend payments to shareholders. Save the acquisition of Kimpton, IHG has chosen to focus on cash generation while competitors such as Accor and Marriott have pursued system growth through acquisition."

"Solomons brought to IHG a strong finance background; Keith Barr has a strong operational and commercial DNA, and the markets will be watching eagerly to see where he steers the company from here."

Using technology to keep up with hospitality trends



Consumers are demanding a more personalised service from the hospitality industry. According to the Hotels 2020 report, 92% of hospitality professionals believe customers now “expect their experience to be customised” - and the report concludes technology is the enabler in helping hotels and hospitality companies achieve this.

One company that’s already leading the digital charge is Winnow Solutions. The organisation is using the cloud and Internet of Things (IoT) technology, to help hospitality companies, such as Sofitel and River Cottage, solve the food waste crisis.

Commercial Director, Philip Verey told me, “1.3bn tonnes of food is wasted every year - it’s one of the biggest environmental issues of our generation. Yet over the course of a year, we’ve seen kitchens that use Winnow technology reduce waste by up to 70%. Winnow relies on the cloud as a key feature of its product.”

Philip says it’s improving workflows, and helping the company create a worldwide network of customers, partners, and employees, and ultimately improve the customer experience. As he puts it, “Distance isn’t an issue in the hospitality industry anymore. Because of the cloud we can work with, and share consistent information with, our customers anywhere in the world, with the assurance that they are accessing the most up to date information.”

It’s an amazing example of what can be achieved with the cloud, but how can this technology fit into your business? And more importantly, how can it help you meet the growing expectations of your customers? Every business has different needs, but here’s two examples of how the cloud can simplify hospitality workflows.

By creating a consistent customer service experience

Although digitisation has helped customise the booking journey for consumers, the danger is ensuring all booking agents have access to the most up to date information. Menus, pricing

and availability is changing daily, and whether customers are booking over the phone, on your website, in-house, through an agent, or on an app, they expect access to correct and consistent information.

The cloud can ensure all front-line staff, whether in reception, on the restaurant floor, or working for suppliers that sell your service, have access to real time information.

By creating a consistent brand

CBRE is predicting that more than half of all new four-star hotel deals over the next five years will be under franchise, and it’s a trend being felt across the hospitality industry. Whether a franchise in the UK, the US, or Asia, ensuring a new store complies to brand guidelines is critical.

By storing brand guidelines and other marketing materials in the cloud you can ensure every new store - franchise or otherwise - has access to the latest content.

For Tarek Malouf, founder of Hummingbird Bakery, growing a consistent brand outside the UK was made simple by the cloud. “We give our franchises access to Dropbox on day one, meaning they are immediately plugged into the brand,” he says.

Tal Pelta, Hospitality lead at Dropbox.

If you’re unsure about the benefits of moving to the cloud, or the return on investment for your business, please contact me at techtalk@dropbox.com

Looking ahead: the hospitality industry in five years



Looking to the future has always been a tricky task, and given the pace of technological innovation taking place today, this has not become any easier. Nevertheless, it is possible to view trends as they are, and make some predictions with a fair degree of accuracy. One prediction I have is continuing automation, which has marched forward for centuries, and will make a bigger mark on the hospitality sector. Another is mobile learning, which continues to take the industry by storm and could lead to some surprising results.

Firstly, automation. As countries get richer and more developed, costs will inevitably rise. While other industries such as manufacturing have embraced automation, service industries like hospitality have remained steadfastly people-led, despite the high costs of manpower. Yet, hotels are full of the kind of repetitive, rules-based tasks that are ripe for automation, and as technology becomes more sophisticated, I think we will see more of these activities be taken on by machines.

Accounts is one area that could be affected. Most hotels hire employees to process hundreds of invoices, claims and bills on a monthly basis, which largely consists of copy-pasting data, moving one file to another location, and other repetitive actions. Robotics Process Automation (RPA) is software that uses computer systems exactly as a human does, via the user interface; e.g. Windows. Highly accurate, and never making mistakes (companies such as UiPath have even incorporated Artificial Intelligence into their platform), RPA is able to take on many of these accounts activities, reducing the need for human intervention and lowering costs for the hotel.

We may even see physical robots enter our hotels, in the form of housekeeping aids. Researchers at the University of Berkeley have already created a robot that can fold towels, albeit incredibly slowly, connect Lego pieces and hang shirts. It is not unreasonable to believe that robots will be able to navigate the unstructured environment that is a hotel room, and help the housekeeping team with their chores.

My second prediction is in the field of employee training and progression, specifically, I predict the end of or at least reduction in use of the CV. We are seeing more and more hotels train their staff using mobile learning. Effective, lower cost and more relevant to today's hotel employee, mobile learning is replacing traditional classroom-based learning for skills and language training. We may soon see Virtual Reality

(VR) enter the mobile learning space, providing an even more in-depth and effective training tool.

All this mobile learning will result in masses of data on an individual's performance. As this gets collected and analysed, it will provide a good snapshot of an employee's ability, motivation and skillset. Importantly, this data won't lie, and will allow hotels to measure a candidate's suitability for a job with much more precision than they would get from a traditional CV. Furthermore, mobile learning courses are scalable, meaning there is an element of standardisation that aids in making comparisons against other candidates. In five years, we may see less use of the CV, and more reliance on mobile learning data when choosing the right candidate for the job.

It remains to be seen what the hospitality industry will look like in five years, and it may not even change significantly. One thing is for certain though, hotels will continue to search for cost savings, so automation will play a role, and they will always be on the lookout to well trained, skilled employees, hence mobile learning. Any forecast involving cost savings and human resources should, fingers crossed, be a safe bet!

David Topolewski is Chief Executive Officer of Qooco, which provides mobile language learning and vocational training solutions for employees in the hospitality and service industries. Through advanced neurolinguistic techniques and pedagogies and powerful speech recognition technology, Qooco allows associates to learn languages and service skills anywhere, anytime, more efficiently and cost-effectively than ever before – improving customer service and increasing revenues. Qooco's holistic solution promotes greater workforce engagement, allows accurate performance measurement and real-time feedback. Qooco's suite of products include: Qooco Voice, Qooco Upsell, Qooco Link, Qooco Core and Qooco Pro.

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Europe goes hands-off on rate parity



European Competition Network to keep an eye on the online sector, but to hold off from regulation for the time being.

The ECN report presented the results of a coordinated monitoring exercise carried out by the Belgian, Czech, French, German, Hungarian, Irish, Italian, Dutch, Swedish and UK national competition authorities and the European Commission during 2016.

The purpose of the exercise was to assess the effects of the antitrust enforcement measures adopted in recent years in this sector, which have led to changes to the so-called 'wide parity clauses' used by online travel agents in their contracts with hotels.

The monitoring exercise was carried out 12 months after Booking.com and Expedia switched to narrow parity clauses and six months after the adoption of the most recent prohibition decision in Germany (against Booking.com) On the one hand, the ECN said, the time span made data collection easier. On the other hand, it is possible that the sector might not yet have fully adapted to the changes made to the major OTAs' parity clauses.

Furthermore, the terrorist attacks that occurred in France and Belgium during the monitoring period may have affected the results relative to more typical tourist seasons.

The 10 member states - with the CMA leading the investigation in the UK - sent questionnaires to 16,000 hotels, 20 online travel agents, 11 metasearch websites and 19 large hotel chains.

The ECN said that the results suggested that allowing large online travel agents to use narrow parity clauses, and prohibiting online travel agents from using them altogether, had "generally improved conditions for competition and led to more choice for consumers".

The ECN therefore agreed to keep the online hotel booking sector under review and to re-assess the competitive situation in due course. This, it said, would allow the sector more time to make full use of the measures that have already been taken.

Across the 10 participating Member States, 40% of the hotels that responded to the electronic survey said that, in the period since Booking.com and Expedia switched from wide to narrow parity clauses, they had undercut their OTA partners by publishing lower room prices on their hotel website. 57% of these hotels did so most of the time. Both of these shares were higher for France and Germany taken together: 59% of hotels undercut OTAs and 74% of these did so most of the time.

In the eight participating Member States where Booking.com and Expedia apply narrow parity clauses (Belgium, the Czech Republic, Hungary, Ireland, Italy, the Netherlands, Sweden, and the UK), 35% of the respondent hotels said that they undercut their OTA partners by publishing lower prices on their hotel website (even though narrow parity does not allow this). Forty-eight per cent of these hotels did so most of the time.

The three most frequent reasons given by hotels for not price differentiating in favour of their own website relative to OTAs were, in descending order of frequency: fear of penalisation by OTAs; the practice was not permitted by one or more OTA partners, and such price differentiation was too difficult to manage.

Hotels were also asked whether, in the period since the implementation of narrow parity clauses, they had offered lower room prices on at least one OTA relative to the prices published on their hotel website. Across the 10 participating member states, 80% of hotels that responded to the electronic survey said that they had not done so. This share was the same in France and Germany taken together. The reasons most frequently given by respondent hoteliers were: that they did not want their hotel website to be more expensive than an OTA; that they did not want to divert sales from the hotel's direct channel to OTAs, and that such price differentiation was too difficult to manage.

The study found that 47% of the hotels that responded to the electronic survey did not know that Booking.com and Expedia had recently changed or removed their parity clauses. This figure was lower in France and Germany, at 30%. Of those hotels that knew about the changes, the majority said they had not acted upon them in any way.

The reasons most frequently given for not price differentiating were that the hotel saw no reason to treat its OTA partners differently; the hotel's OTA contract did not allow it to price differentiate; fear of penalisation by OTAs to which the hotel did not give the lowest price; the difficulty of managing different prices on different OTAs, and not wanting the hotel's website to appear as more expensive than the OTAs.

For those that did price differentiate between OTAs, the most frequent reason given was to increase the hotel's visibility on a particular OTA. In France and Germany, a higher share of respondents said that they had price differentiated between OTAs, however this difference was not confirmed by pricing data scraped by the monitoring working group from OTA websites, which showed no significant variation between any of the participating member states.

The monitoring working group also carried out a difference-in-differences analysis of room price data obtained from one or more major metasearch websites, using hotels in Canada as a control group. This analysis suggests that the switch from wide to narrow parity clauses by Booking.com and Expedia produced a positive effect on room price differentiation between OTAs. The effect was statistically significant in Belgium, the Czech Republic, Germany, Hungary, Ireland, Italy, Sweden, and the UK, and was predominantly driven by chain hotels. A statistically

significant positive effect on price differentiation between OTAs was also found in France following the switch to narrow parity clauses and the entry into force of the Loi Macron.

Lastly, the analysis also showed a positive effect on price differentiation between OTAs in Germany following the prohibition of Booking.com's narrow parity clause. The effects were in general statistically significant for the categories 'all hotels' and 'chain hotels', but not for independent hotels. The results are robust to different choices of specification regarding selection of OTAs and treatment of outliers.

The report was released as Italy stepped closer to banning rate parity outright.

Expedia, Inc, responded that banning rate parity rules allowed the "freeriding of hotels on the investments made by online travel agents".

Expedia, Inc, said that it was concerned that the prohibition of MFN [most favoured nation] clauses encouraged hotels to discriminate against consumers. It said: "We believe this prohibition is detrimental to consumer choice and transparency and will negatively impact Italian hotel bookings, especially for smaller hotels, as well as negatively affecting investment in Italian tourism.

"Travellers have the right to feel confident in the choice, quality and price of the travel they book online. Legislation, such as Paragraph 167, places an unfair burden on consumers trying to understand if they are getting the right room at the right price and deprives them from the possibility of accessing the best deal for them on their chosen online booking platform.

"For the past 20 years, Expedia has helped hundreds of thousands of hoteliers compete for consumers' business and has helped consumers discover these hotels quickly and efficiently. The result has been a marketplace where hoteliers gain global exposure to consumers who find value and efficiency in shopping for travel through our world class travel brands and our significant investments in marketing and technology at no upfront cost. Hoteliers only pay for this visibility if a booking is made on Expedia's websites. This MFN prohibition therefore allows the freeriding of hotels on the investments made by OTAs."

The company said that the EC was currently assessing infringement complaints filed against France and Austria on similar laws, adding: "The MFN prohibition in the Competition Bill, in its current form, will equally infringe European Union law". In Italy, the country has moved a step closer to banning price parity clauses, after lawmakers in the Senate voted to outlaw the practice, as part of wider competition law which includes 20 sectors including energy and insurance.

Last year saw Austria ban the clauses, with Vice Chancellor and economy minister Reinhold Mitterlehner, commenting: "At issue is that companies do not have to offer the same price as they currently do on the (online) platform but have the opportunity to make other arrangements, which increases hoteliers' room for manoeuvre."

The prior August saw the Macron Law (yes, him) become effective in France, making price parity agreements illegal, including the "narrow" price parity agreements agreed to by the French NCA in April 2015. The most striking decision to date has been that in Germany which saw the authorities rule that the clauses violated German and European competition law.

Rate parity's days seem numbered.

M&A Leisure deal flow bulletin



With the hospitality sector in the grip of an unprecedented wave of consolidation, BDO's leisure team has produced a monthly overview of the activity in the leisure space.

Travel deal flow

- Airbnb has raised \$1bn of fresh investment funding to facilitate further expansion in a campaign that began last June. The deal values the company at \$30bn. The company has raised in excess of £3.5bn since its launch in 2008.
- Generator Hostels, a predominantly European group of 'design led' hostels has been purchased by Queensgate Investments who intend to increase the number of hotel assets. Patron Capital and Invesco Real Estate sold the group in a €450m deal.
- Inflexion has halved its stake in listed travel company On the Beach. Shares were valued at 280p and the sale has generated close to £43m, less than two years after the company was floated with a share price of 184p in September 2015. Inflexion now owns less than 12% of the business.
- The River Cruise Line and Diamond Rail Holidays have been bought by Arena Travel after parent company, Diamond Shortbreak Holidays ceased trading due to insurmountable financial problems.
- In the face of rising inflation, a weaker GBP and a host of geopolitical headwinds, we were pleased to see some impressive travel market growth reported in March. Heavyweight multinational TUI reiterated their guidance of "at least 10% growth in Group underlying EBITA in 2016/17" buoyed by strengthening demand for long haul and cruises.

Restaurants and Bars deal flow

- Craft beer 'rebels' and crowdfunding mavericks James Watt and Martin Dickie have sold a 22% stake in BrewDog to US-based TSG Consumer Partners for a reported £213m. The deal values the business at almost £1bn.

- Piper has bitten off a chunk of Flat Iron, taking a minority stake in the business for a reported £10m and valuing the company at £20m. The 4 site concept will be strategically rolled out in and around London.
- Active Private Equity has taken a minority stake in all-day dining concept Caravan. The investment will go towards bolstering the team and opening new sites across the country.
- Coffee shop and wine bar concept Notes, has agreed a £600k loan from Leon backers OakNorth in order to fund ambitious expansion plans to operate 20 sites in the Capital.
- In a refinancing bid, Stonegate completed the successful pricing of £400m senior secured notes due in 2019. The notes issue will be used to refinance existing bank debt and shareholder loans and provide a shareholder distribution.
- Gusto, the Palatine backed Italian restaurant operator has also been busy securing a further £9m from Santander to support its UK wide expansion.
- Meanwhile, crowdfunding remains an attractive financing option. Curious Restaurants launched a campaign to raise £600k on Crowdcube. Wild Beer Co, based in Somerset, attracted over 1,500 crowdfund investors and exceeded a £1m target in less than a quarter of its 28 day funding period. Burning Night Group opted for a crowdstacker peer to peer fundraiser to secure £4m whilst offering investors a 7% return for a minimum investment of £500.

Other leisure deal flow

- US group Blackstone, has entered an agreement to sell its 21% stake in SeaWorld. Beijing based Zhonghong Zhuoye Group will introduce the brand to China and has agreed to pay \$23 a share in a deal that is expected to complete in Q2.

Pub and restaurants see return to growth



Managed pub and restaurant groups were back in growth in April, with collective like-for-like sales up 4.4% compared to the same month last year, latest figures from the Coffe Peach Business Tracker show.

W “This month’s numbers compare with a 0.5% dip in like-for-likes in March, and the gap between the two can be largely put down to the Easter holidays falling in March last year but in April this,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffe Group and RSM.

“Although trading over the Easter weekend was not as good this year compared to the four-day holiday in 2016, down 3.8% on a like-for-like basis, the boost that the break provides to the sector can still be seen in April’s trading growth. Taken together the two months’ numbers show there is still underlying growth in the sector, and especially among pub groups,” Martin added.

Managed pub operators saw a 6.1% jump in collective like-for-like sales in April, compared to a much more modest 1.5% increase for restaurant chains in the Tracker cohort.

“This can be put down in part to the drier weather this year, with branded restaurants in London having a particularly tough April, but we have also seen restaurant performance generally slipping behind the pub sector in recent months,” said Martin.

On a regional basis, London was up 2.8% in April, compared to a 4.9% like-for-like increase for outside the M25, reversing the pattern seen in March.

“The fluctuations between London and the rest of the country shows that there is still volatility in the market – and despite the

bounce in April, operators will remain cautious about prospects for the rest of the year, and underlying growth is still fragile,” added Martin.

Total sales growth in April among the 33 companies in the Tracker cohort was up 7.4%, reflecting the continuing impact of new openings over the year. The underlying annual sales trend shows sector like-for-likes running at 1.1% ahead for the 12 months to the end of March.

Trevor Watson, executive director at Davis Coffe Lyons, said: “The impact of the Easter weekend is clearly dominant in this month’s figures. There is an increasing awareness that the rate of new restaurant openings has exceeded wet-led venues in recent years and the industry and the statistics for the industry as a whole reflect this. I think we can expect to see managed wet-led venues out-perform restaurants in terms of sales growth for the next few months while consumer confidence is expected to weaken.”

Paul Newman, head of leisure and hospitality at RSM, added: “This month’s figures show that the habitual and prioritised nature of spending on eating and drinking out continues to prevail. Operators need to remain innovative and flexible to cater for changing demand patterns as economic uncertainty takes its toll on discretionary spending. Those who indulge the consumers’ ongoing preference to eat what they want, when they want, whether it’s a power breakfast, ‘unicorn’ cake or coal cooked meat, will thrive and prosper.”



Profit challenges in Leeds

Despite room occupancy levels soaring to a new high at hotels in Leeds, year-on-year profit per room plummeted by 9.5 per cent this month, according to the latest data from HotStats.

In the 12 months to March 2017, room occupancy levels at hotels in Leeds have climbed to a record 77.6 per cent, with a 5.5 percentage point year-on-year increase recorded for Q1 2017, which is on the back of a 3.8 percentage points increase in March.

And whilst average room rate has stumbled a little for year-to-date 2017, falling by 0.2 per cent to £73.84, this has been more than offset by the significant increase in volume, which has resulted in Leeds hoteliers recording a 7.7 per cent increase in RevPAR (Revenue per Available Room) for Q1 2017.

However, as a result of declining non-rooms revenues, the 5.9 per cent increase in RevPAR in March was completely cancelled out and resulted in Leeds hoteliers suffering a 1.2 per cent decline in TrevPAR (Total Revenue per Available Room) to £107.73.

Furthermore, increases in both Payroll (+1.5 per cent) and Overheads (+1.0 per cent) on a per available room basis contributed to the 9.5 per cent drop in profit per room, to £35.55.

Further to the growth in profit per room at Nottingham hotels in both 2015 (+3.9 per cent) and 2016 (+7.8 per cent), properties in the East Midlands city have recorded a 10.7 per cent increase in profit per room for Q1 2017, setting a solid foundation for another successful year.

Top line performance at hotels in Nottingham continues to grow at pace for year-to-date 2017, driven by increases in both room occupancy (+3.6 percentage points) and achieved average room rate (+4.6 per cent), which contributed to the 10.4 per cent increase in RevPAR for Q1 2017. This is almost double the growth in the same measure in the Provincial UK during the same period, at +5.9 per cent.

Despite cost creep in both payroll (+9.0 per cent) and overheads (+5.9 per cent) on a per available room basis, the growth in revenues at hotels in Nottingham was sufficient to fuel the 10.7 per cent increase in profit per room for the first three months of 2017, which was driven by a 16.1 per cent increase in March.

With no new supply expected to enter the market in the foreseeable future, hotels in Nottingham look set to maintain an upward performance trajectory in 2017 and potentially beyond.

Hotels in the South East recorded an 11.4 per cent year-on-year increase in profit per room this month due to cost savings as well as growth in top line performance, which was led by the commercial segment.

Increases in the achieved rate recorded in both the corporate (+3.7 per cent) and residential conference (+11.9 per cent) segments in March contributed to the 3.5 per cent increase in the overall achieved average room rate at hotels in the South East, to £85.95.

Primarily as a result of the robust year-on-year growth in achieved average room rate, hotels in the South East recorded a 4.9 per cent increase in RevPAR for the month, to £61.94.

In addition to the growth in rooms revenue, an increase in non-rooms revenue on a per available room basis, which included the Food and Beverage (+3.4 per cent) and Conference and Banqueting (+12.0 per cent) departments, fuelled a 4.2 per cent increase in TrevPAR to £108.03.

The growth in revenue as well as cost savings, enabled hotels in the South East region to record an 11.4 per cent increase in profit per room for the month, which contributed to the 5.6 per cent increase in this measure for Q1 2017, to £27.31, equivalent to a profit conversion of 27.6 per cent of total revenue.

Pub and restaurant group sales performance for last 12 months

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
LFLs	-1.4%	1.8%	0.3%	0.6%	1.8%	-1.0%	1.1%	1.1%	1.9%	1.7%	-0.5%	4.4%
Total	2.2%	5.7%	4.0%	4.2%	5.0%	1.9%	4.1%	4.4%	4.4%	4.7%	2.1%	7.4%

Source: Coffey Peach Business Tracker

The month of March 2017

LEEDS

	Mar'17	Mar'16	Var b/w
Occ %	76.7	72.8	3.8
ARR	75.13	74.68	0.6%
RevPAR	57.59	54.39	5.9%
TrevPAR	107.73	109.05	-1.2%
Payroll %	28.4	27.7	-0.8
GOP PAR	35.55	39.27	-9.5%

NOTTINGHAM

	Mar'17	Mar'16	Var b/w
Occ %	73.8	67.4	6.4
ARR	63.17	59.56	6.1%
RevPAR	46.60	40.15	16.1%
TrevPAR	81.13	72.91	11.3%
Payroll %	28.9	29.5	0.6
GOP PAR	24.39	21.00	16.1%

SOUTH EAST

	Mar'17	Mar'16	Var b/w
Occ %	72.1	71.1	1.0
ARR	85.95	83.05	3.5%
RevPAR	61.94	59.02	4.9%
TrevPAR	108.03	103.66	4.2%
Payroll %	30.0	31.7	1.7
GOP PAR	35.41	31.78	11.4%

The calendar year to March 2017

LEEDS

	YTD'17	YTD'16	Var b/w
Occ %	74.6	69.2	5.5
ARR	73.84	73.99	-0.2%
RevPAR	55.09	51.17	7.7%
TrevPAR	101.19	96.44	2.8%
Payroll %	31.3	30.8	-0.4
GOP PAR	29.41	29.11	1.0%

NOTTINGHAM

	YTD'17	YTD'16	Var b/w
Occ %	69.6	66.0	3.6
ARR	61.50	58.77	4.6%
RevPAR	42.78	38.77	10.4%
TrevPAR	76.39	71.20	7.3%
Payroll %	31.8	31.3	-0.5
GOP PAR	20.19	18.23	10.7%

SOUTH EAST

	YTD'17	YTD'16	Var b/w
Occ %	67.4	66.2	1.3
ARR	83.89	82.36	1.9%
RevPAR	56.58	54.48	3.8%
TrevPAR	99.02	95.57	3.6%
Payroll %	33.2	33.8	0.6
GOP PAR	27.31	25.86	5.6%

The twelve months to March 2017

LEEDS

	Rolling'17	Rolling'16	Var b/w
Occ %	77.6	76.3	1.2
ARR	76.29	74.40	2.4%
RevPAR	59.18	56.85	4.1%
TrevPAR	108.32	106.09	2.1%
Payroll %	29.6	28.8	-0.9
GOP PAR	35.80	35.33	1.3%

NOTTINGHAM

	Rolling'17	Rolling'16	Var b/w
Occ %	73.7	71.3	2.4
ARR	63.09	60.29	4.6%
RevPAR	46.48	42.99	8.1%
TrevPAR	82.55	78.53	5.1%
Payroll %	29.2	30.2	1.0
GOP PAR	25.56	22.69	12.6%

SOUTH EAST

	Rolling'17	Rolling'16	Var b/w
Occ %	76.0	75.2	0.8
ARR	88.99	86.15	3.3%
RevPAR	67.62	64.75	4.4%
TrevPAR	116.39	113.01	3.0%
Payroll %	29.5	29.9	0.4
GOP PAR	40.01	38.59	3.7%

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

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

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

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

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

For more information please:

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

Members' Events

6 June

BHA Tourism Summit

Location

The Grand Connaught Rooms, London

Event Details

The event falls at an unprecedented time following Brexit and other industry-wide challenges and issues, and as such is expected to attract a much wider representation of the sector.

The renowned yearly conference will provide specialist high level summits applying industry focus on the restaurant, aviation, distribution, technology and serviced apartment sectors with the hospitality framework. The event is a culmination of the British Hospitality Association, Global Restaurant Investment Forum (GRIF), Serviced Apartment Summit, Hotel Distribution Event, AviaDev and the Airport Operators Association.

Ufi Ibrahim, Chief Executive of the BHA, said: "The Summit is the leading platform for business leaders to exchange lessons learned and to explore opportunities for collaboration with government for the advancement of our industry and the economy."

14 June

The Guest of 2050: How Platform Businesses will Enable the Future

Location

Strand Palace Hotel

Event Details

This event will cover the future of revenue management, property management, service staff and how technology will aid us. Hear from Chief Story Teller Jason Nash about Travelport's vision of the future and why you don't need to wait for the future to prepare for it followed by some short presentations from some of the current, key suppliers to the industry.

17:30 - 18:30: Networking Drinks

18:30 - 20:00: Talk

20:00: Finish

FREE for all HOSPA Members & Only £10 for Non-Members. To reserve your space, please email us at: hospa@hospa.org with the below information, with HOSPA Members Meeting - 14th June in the subject line.

- Full Name:
- Job Title:
- Company Name:
- Membership Number:
- Invoice Details (If Non-Member)

19 June

Sky - Transforming Hotel TV

Time

3pm to 6pm

Location

Ham Yard, Soho, London, W1D 7LT

Event Details

- Arrival / Tea & Coffee
- Hotel TV Insights
- Sky Select - A new way to give guests volume HD content in hotel bedrooms

- Sky Bright Box - Sky's new tailor-made headend solution for the hospitality sector
- Sky Select demonstration sessions in one of the bedrooms
- Networking Drinks

FREE for all HOSPA Members & only £10 for any non-members, please register in advance. To reserve your space, please email us at: hospa@hospa.org with the below information, with HOSPA Members Meeting - 19th June in the subject line.

- Full Name:
- Job Title:
- Company Name:
- Membership Number:
- Invoice Details (If Non-Member):

28 June

Breakfast seminar with BDO

Time

8:30am - 10:30am

Location

BDO, 55 Baker Street, London, W1U 7EU

Event Details

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

In this comprehensive briefing you will hear from experts in financial reporting and tax in the hospitality industry. We will update you on current topical accounting issues under UK GAAP and IFRS. We will be covering the latest developments in tax including corporate taxes, VAT and the recent employment tax issues.

This event will equip anyone working in hotel and restaurant finance teams with an understanding of the topical issues which will have an impact on financial and management accounting processes.

We do hope you are able to join us and if you have any questions please contact Hannah Scarbrough. Free for all HOSPA Members to attend and only £10 for non-members. Send over the details listed below to hospa@hospa.org

- Full Name:
- Job Title:
- Company Name:
- Membership Number:
- Invoice Details (If Non-Member):

6 July

HOSPA London Quiz Night

Book now for HOSPA's Annual Quiz Night

The event starts from 6.00pm on 6th July for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes.

Location

Browns, Covent Garden, WC2N 4AG London

Cost

£30.00* per person (includes a drink and finger food) with teams of up to six allowed. Individual bookings are also accepted and

will be placed together on a team, with a special rate of £160*.

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited. To book individually or book your team of six please download and complete the booking form found on the website and send back to us at; hospa@hospa.org

*Prices exclusive of VAT

13th July **The National Hotel Marketing Conference**

Location

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

Event Details

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

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

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

Over the last ten years, speakers at the National Hotel Marketing Conference have included leading lights of the hotel industry, expert marketing suppliers and dynamic business people

including Greg Dyke, former Director-General of the BBC.

Who attends the National Hotel Marketing Conference?

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

Visit www.hotelmarketing.org.uk for Conference Programme and Bookings.

13 September **Glasgow Quiz Night**

Location

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

Cost

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

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited.

To book individually or book your team of 6 please download and complete the booking form found on the website; and send back to us at hospa@hospa.org

*Prices exclusive of VAT

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HFTP (Hospitality Finance and

Technology Professionals)

Hotel Marketing Association

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Special Interest Group

The IOH

Smart Report

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for being Premier Sponsors of HOSPA:



Application For Membership



Hospitality Finance, Revenue and IT Professionals

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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"/>
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Your Signature		Date	
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HOSPACE

Conference & Exhibition  2017

Thursday 2nd November
Royal Lancaster London

www.lancasterlondon.com | www.hospace.net

“The major UK hospitality networking and educational hospitality event”

“HOSPACE is the best networking event of the year”

Hospitality Conference & Technology Exhibition

HOSPA is a community of professionals - Promoting the highest professional standards in Financial, Revenue Marketing and IT management in the hospitality industry.

The conference is an industry leading set of speakers and topics relevant for today's hoteliers.

HOSPACE is also home to an industry specialist technology solutions exhibition - covering all aspects of your hospitality business.

Who should attend this event?

- Senior Hospitality Business Directors
- Hospitality IT Professionals
- Financial Controllers and Accountants
- Revenue and Distribution Managers
- General and Commercial Managers
- Young aspiring employees wanting to develop their skills & meet with industry specialists



Follow us on Twitter @HOSPAtweets for all the latest news on HOSPACE.

To book your place at HOSPACE 2017 please visit our online shop at: www.HOSPA.org/shop or email: bookings@hospa.org

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