

THE OVERVIEW

CONFERENCE EDITION

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HOSPACE 
Conference & Exhibition 2015

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Welcome to THE OVERVIEW

Dear members,

Christmas comes but once a year, much like HOSPACE, but only one leaves you wiser and, hopefully, wealthier.

This year's event will seek to inform, educate and entertain, with highlights including on-stage interviews with Citizen M founding partner Michael Levie - a man who continues to show the hotel sector how it's done - as well as a Ufi Ibrahim, CEO of BHA - the woman who is fighting for the industry to get the recognition it deserves.

There will be a plethora of other wise voices, covering topics including the digital challenge, latest developments, the OTAs and funding. But more of that later in the issue. What binds the event together is the attendees and sponsors, doing what the hospitality industry does best - being hospitable.

Much is made of the many threats currently facing the sector, for hotels in particular, with the OTAs and Airbnb turning rooms into commodities and persuading guests that they should choose cost over all other considerations when booking. This behaviour has been taught by Amazon and, as the High Street will tell you, has not invigorated traditional retailers. The rise of Hungry House, stepping in where takeaways already had functioning phone numbers, illustrates that restaurants and the rest of the sphere are as vulnerable to disruption as hotels.

The battle may have moved to mobile, but this need not be about fighting technology with technology - although a basic understanding will see you a long way - but going back to the source and delivering what the OTAs and Airbnb cannot - service. Don't be fooled by Airbnb's adverts extolling the virtues of hosts, this correspondent is a regular user and at the last one I used the keys were retrieved from a dry cleaner and left in the deep freeze.

So be inspired by this year's HOSPACE and remember what makes hospitality.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

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HOSPA

Hospitality Finance, Revenue and IT Professionals

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The Overview online

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

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Education, education, education



HOSPA CEO Carl Weldon looks forward to HOSPACE 2015 and discusses why we must invest in the future and support those in the sector today.



It is that time of year and HOSPACE 2015 is almost upon us. Later in this edition you can read the full line-up and all the topics which will be covered - it's not too late to submit questions via Twitter and, of course, on the day.

Attendees can also pick from 20 workshops on a really varied programme across Finance, Technology and Revenue Management - from an international array of presenters including for the Finance professionals Arlene Ramirez - President of HFTP on the USALI 11th Edition and the Global Hospitality Accounting Common Practices project.

The listing and programme of topics can be found on <http://www.hospace.net/conference/hospace-workshops-technical-update/>

We at HOSPA like to encourage younger people to experience all this - and so a few years ago we crated scholarships for younger people to attend HOSPACE for FREE. Up to 15 of them. But these people need to be nominated by you - yes you - in the industry, so pick up the phone or drop us an email. We already have the Student winners – but we are still waiting for nominations for those 30 years or younger working in the industry in Revenue Management, Technology or Finance - the Career Investment Scholarship. We call it that because that's what it does – invests in the career of a younger person in hospitality.

Now by nature those in RM, Technology and Finance are all busy and also a bit shy and reluctant about recognition - but come on - let's nominate some deserving younger people please (they don't have to be working with you - they can be someone you have encountered in the industry) and then let's give them a proper feel for the sector at HOSPACE.

But you need to nominate them and fast. There is a form here - <http://www.hospace.net/delegates/scholarships/> - or you could just call us and tell us about them. Time's ticking on, so let's get on with it...

You can contribute to that person becoming better equipped with knowledge and education – to better help fight off the threat from the OTAs and Airbnb, or implement the USALI, create a digital strategy, choose the best PMS or Wi-Fi for your hotel. The list is as endless as their potential. We also celebrate our Awards Lunch on 17th December, celebrating the three HOSPA Professionals of the Year Awards.

The awards are a chance for you to have a colleague or client recognised for their expertise, dedication and commitment. If you've know or nominated someone who has won then you will

know what a wonderful feeling it is for everyone concerned.

One of my favourite tasks each year is researching the individuals that have won. I have to find out about them professionally and personally from their peers and colleagues and it is always uplifting to then reveal their stories... and their quirks. But one thing which unites them all is their dedication.

But some of these worthy people will not win. Maybe someone you know. Why? Because they have not been nominated. So I ask you. Are you really too busy to spend half an hour or less nominating someone who has done a tremendous job either working for you, with you or even maybe been your boss? If they win we will get them to our Awards Lunch at the Marriott Grosvenor Square on Thursday 17th December and recognise them in front of the industry and the world (our awards are covered worldwide).

The criteria for all three awards are:

- Have an exemplary track record
- Are willing to train and lead their staff
- Are totally dedicated to the hospitality industry, with the intention of remaining in the profession
- Can demonstrate strong attention to detail
- Can keep abreast of current codes of practice
- Must be a Finance or Technology or Revenue Management professional
- Command respect within the hospitality sector and wider business community

They are the same for all three categories but differentiated by the roles they are in.

Surely you know someone like this?

We in Finance, Technology and Revenue Management sometimes believe we are just those in the background "getting on with it" and wonder why we are not valued as much as those on the front line.

So here is our chance to recognise and celebrate our profession(s). But you need to actually take action. Don't be shy. Don't be quiet. Let's give the HOSPA Communities some real decisions to make by nominating some really great professionals in the industry.

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Chris Denison Smith
Director, FM Recruitment

Welcome to my world (cup)

This year the British hospitality industry enjoyed a healthy boost from the Rugby World Cup. Whilst rugby fans held their breath over tackles and drop goals, cheered on their favourite team and soaked up a brilliantly hosted event, the industry cheered from the sidelines. International tourists flocked in to join those travelling from around the UK and a growth in hotel revenue was evident from the very first weekend.

More than 400,000 international visitors were expected in the UK over the course of the competition. Statistics from STR Global show that there was a year-over-year RevPAR increase of 27.0% in London during the first Friday to Sunday period that matches were played. But it was Cardiff, home of the iconic Millennium Stadium, which saw the most remarkable improvement with year-over-year RevPAR increasing a staggering 148.5%. Last year the 2014 FIFA World Cup took hold of the world, and had a significant impact on Brazil. It inspired an increase in internal travel as the country made the most of having top international sportspeople and major matches in its midst. Despite the increase in international visitors, many of those booking hotel rooms were much more local. According to Horwath HTL; of the 4 million tourists at the event, 75% were Brazilian.

Taking on the Olympics

Any country that wins the right to host the Olympics can expect to have all eyes in its direction. The host takes on the responsibility of building a brand new Olympic park, and creating a legacy which will stand for years to come.

London 2012

Hosting the 2012 Olympics was a huge commitment for the UK to make but, despite the recession, the event helped encourage growth in the hospitality industry and wider economy. According to the British Hospitality Association, 2012 saw the highest level of new hotel openings in the last decade. The BHA also found that the UK hospitality and tourism industry accounted for 27.7% of total UK net jobs growth in 2010-12. The Olympic Park in its post-2012 incarnation is still drawing in visitors for sporting and cultural events.

Sochi 2014

One of the biggest challenges in the industry is making a destination appeal to guests in all-seasons. So what better way to attract tourism in the winter months than to host the Winter Olympics? This of course is what Sochi did in February 2014. The games brought lots of new attention to the region and of course significant investment. As a result, Sochi has been changed forever. The challenge for hoteliers in the area will be in keeping momentum up, long after the olympic skis have been packed up and shipped off.

Riding the wave of international events

Hoteliers should be in no doubt that any major sporting event are amongst the best opportunities for hotels to drive up occupancy - often well in advance of the events themselves. But this is not something which can be taken for granted - as even during a major tournament some hotels find themselves with many empty rooms. Arguably, because of the intense focus, the competition is even greater, but if you get the formula right, the stakes can be higher.

So what lessons can hoteliers learn from these major events?

1. Forward planning is everything. Focus your attention on the opportunity well in advance. The Olympics, the Rugby World Cup and other major events and fixtures are usually scheduled well in advance. This gives you the opportunity to start planning your event-specific marketing many months or even years before the event.

2. Put the guest experience at the heart of your plan. While hotels have become increasingly focussed on guest experiences, events such as World Cups and Olympics attract a certain type of guest. They are in your city primarily to attend the event - and anything you can do to reinforce or even enhance their experience will make your hotel offering even more attractive. This goes far beyond offering themed packages - think about extending the experience for them in some way.

3. Adjust your staffing levels - and promise more. Major sporting events mean large influxes of people arriving at your hotel at the same time. They also tend to depart for and return from events at broadly similar times. Make sure you have the staff in place to support their needs - and let your guests know that if they book to stay with you they'll be able to check in, head out and return to your hotel with ease.

4. Consider extraordinary marketing. If the nature of the event means that the stakes are high, it's worth considering more than your usual style marketing campaign. You may consider



steps such as a specialist microsite, multiple campaigns well in advance of the event or special affiliations or strategic partnerships. Do anything you can to "get in" on the event ahead of your competitors.

5. Cash in on the reflected glory. You shouldn't just focus on the event itself. Major sporting tournaments focus people on your destination, and people often travel to the location after the event. How can you offer an experience reflecting the event in the months and years to come?

There is little doubt that with forward planning, a touch of creativity and great execution, your business stands to do very well from major global tournaments.

But do we have to wait until the next UK hosted Olympics or Rugby World Cup?

Unfortunately, the mega-events are the exception rather than the rule, so there are many years in between each event. But the good news is, you can apply the lessons from the likes of the Rugby World Cup and the Olympics to smaller sporting and cultural events taking place near you. If you are prepared to do your research well in advance and put some effort into attracting the right customers, you might strike gold when others least expect it!

<http://www.hotelnewsnow.com/Article/16790/Rugby-World-Cup-boosts-host-markets-revenues>

http://horwathhtl.com/files/2012/06/MR28_BrazilWorldCup-EN.pdf

http://www.bha.org.uk/bha_blog/the-olympian-impact-on-uk-hospitality-and-tourism/



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Guestline expands in Scotland as hospitality sector outperforms the rest of the UK

Guestline are growing their presence north of the border to support Scottish hoteliers who are experiencing an increase in tourism across the country.

According to new figures released from Accountants BDO, Scotland's hospitality sector outperformed the rest of the UK last year with Aberdeen boasting the highest hotel revenue outside of London. Across Scotland hotel revenue increased by 11%.

With tourism on the up, Guestline, who supply a range of property management and distribution solutions to the hospitality industry, have expanded the team with new recruit Lisa Davies. Lisa will be joining David Hunter as a Regional Account Executive to advise independent hotels and serviced apartments across Scotland on the best technology solutions to suit their business needs.

Lisa, from Edinburgh, is also currently a business partner and manager of a small hotel in the Scottish Borders, taking it from a position of low room sales and poor rates to improved, profitable levels of occupancy and revenue. Having run her own business for almost 9 years Lisa has a substantial understanding of the hospitality industry and hotel operations (including using Guestline's Rezlynx PMS) and has been duly recognised at the Scottish Hotel Awards and in the Good Hotel Guide and the Michelin Guide.

Guestline's solutions cater for all sized properties from independent hotels and serviced apartments to large corporate properties and universities in order to implement a streamlined solution to increase occupancy, revenue and productivity. A growing number of hotels in Scotland are managing the upturn in occupancy with Guestline's property management system, Rezlynx. Recent installs at the Best Western Woodlands Hotel and Best Western Invercarse Hotel both situated in Dundee, have benefitted hugely from Guestline's Two-Way interface to the Best Western CRS. Joanne Preece, Business Change

Manager at Best Western Hotels GB commented "Best Western GB has noticed significant revenue uplift and an increase in the room nights booked at our properties that have installed the Guestline Two-Way PMS Interface. The successful on-going collaboration with this vendor ensures that Guestline remains the most popular PMS choice amongst our members. Members are delighted, not only with the PMS and Interface, but the exceptional level of service they receive from Guestline from installation to support."

The Tontine Hotel, a 36 bedroom hotel located in the Scottish Borders has seen increased efficiency and improved business operations since implementing Rezlynx. Kate Innes, Owner, Tontine Hotel said "Since installing Guestline's systems we have experienced much greater direct customer engagement for enquiries and direct bookings on our website. This has resulted in an increase in our own commission-free internet bookings which has significantly improved our operating performance. The software has increased our revenue and is so innovative with its constant upgrades and development. Guestline is an expert in technology and hospitality – it is of paramount importance to have an IT provider who has both".

Peter Walker, General Manager at Meldrum House Country Hotel and Golf Course near Aberdeen who has had the Guestline systems for 6 years and added, "We work closely with the Guestline team to make sure we have the latest technology to suit our needs and are up to speed on all the latest developments. The range of solutions are ever evolving to satisfy the latest customer demands and Guestline ensure we make full use of the systems' functionality so we maximise the return on our technology investment. The systems have helped us improve the service we provide to our guests which has in turn, increased occupancy and operation efficiencies.' Scottish hoteliers are invited to meet with Lisa and David who are on hand to offer demonstrations of the Guestline solutions across Scotland. Meetings can be arranged here www.guestline.com.



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Do you need to improve the profitability of your food & beverage operation?

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On completion of the course, delegates will be issued with a certificate of attendance. They will also be equipped with skills to be able to:

- Understand best practice for ordering, purchasing and calculation of gross profit
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When: 9th February 2016
Where: London
Investment: £300 + VAT

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The USALI sets out recommended formats, account headings and cost classifications for the preparation and presentation of financial statements for hotels. The first edition was published in 1926 and since then this has become the industry standard for best practice reporting. Over the years the USALI has been revised numerous times with the 11th Edition released in 2014.

On completion of the course, delegates will be equipped with the know-how to be able to:

- Prepare financial statements to industry standard
- Understand, interpret and prepare financial reports
- Remain in compliance with the Uniform System

When: 10th February 2016
Where: London
Investment: £300 + VAT

Asset Management & Hotel Valuation

Asset Management is defined by the Asset Managers Association as the management of (primarily) physical assets (their selection, maintenance, inspection and renewal) and plays a key role in determining the operational performance and profitability of industries that operate assets as part of their core business.

This highly interactive programme has been devised to provide the delegates with an opportunity to develop their understanding of asset management in the lodging industry.

You will learn about:

- Hotel Asset Management strategies including Revenue Management
- Project evaluation techniques
- Capital investment appraisal
- Asset valuation techniques
- Presenting a business case

When: 11th February 2016
Where: London
Investment: £300 + VAT

How to Book: Visit our Eventbrite site or email education@hospa.org, alternatively call (01202) 889430



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→ HOSPACE EVENT PROGRAMME

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8:30 - 9:00	Registration ~ Coffee/Tea Refreshments	
9:00 - 9:10	Conference Opening with HOSPA CEO Carl Weldon & HOSPA Chairman Chris Upton	
9:10 - 9:40	Industry Overview - Sarah Duignan of STR Global, Liz Hall of PWC & Peter Martin of CGA Peach	
9:40 - 9:50	IT Development Trends – Survey - Professor Peter A Jones MBE - HOSPA Professional Development Chair	
9:50 - 10:40	Leaders' Panel - 'key issues, trends and developments facing the Industry today' with: Panel Chair – Peter Hancock, Pride of Britain Hotels, Jonathan Raggett - Managing Director of Red Carnation Hotels, Mark Hird - Managing Director of Tavistock Hospitality, Peter Cashman - Chief Executive of Focus Hotels Management, Les Asplen - Managing Director of Best Western Hotels and Andy Townsend - Chief Executive at Legacy Hotels	
10:40 - 11:10	Refreshment Break - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' products and services	Kindly Sponsored by Moore Stephens
11:10 - 11:15	HOSPA 300	Presented by Sky
11:15 - 12:25	HOSPA Spotlight Session - Hospitality and the Digital Challenge: How the industry should embrace fast changing digital issues to maximize business potential. Dr Crispian Tarrant - Chief Executive at BDRC Group, Stephen Minall - Moving Food, Mark McCulloch - WE ARE Spectacular, Dr Michael Toedt - Managing Partner of TS&C, Tom Weaver - CEO at Flypay, Irene Van Der Watt- Area Manager Regional UK&I, Expedia Lodging Partner Services, Carson Booth, VP Global Property Technology, Starwood Hotels	Kindly Sponsored by Flypay
12:25 - 12:30	HOSPA 300	Presented by Avvio
12:35 - 12:55	An Interview with Michael Levie of Citizen M with Andrew Sangster of Hotel Analyst	
12:55 - 13:00	HOSPA 300	Presented by Procure Wizard
13:00 - 14:30	Networking Buffet Lunch - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' products and services	Kindly Sponsored by Tiger TMS
14:30 - 14:35	An Introduction to the Workshop Sessions and a Five-yearly Survey of the Hospa membership - roles, professional development and industry trends - Dr. Cathy Burgess	
14:35 - 14:40	HOSPA 300	Presented by NEC
14:40 - 15:10	HOSPACE Workshops & Technical Updates (see programme on opposite page)	
15:10 - 15:40	HOSPACE Workshops & Technical Updates (see programme on opposite page)	
15:40 - 16:10	Refreshment Break - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' technology for Hospitality today	Kindly Sponsored by Flypay
16:10 - 16:40	HOSPACE Workshops & Technical Updates (see programme on opposite page)	
16:40 - 16:45	HOSPA 300	Presented by MLR Networks Ltd
16:45 - 17:00	An Interview with Ufi Ibrahim - CEO of BHA	
17:00 - 18:00	HOSPA Spotlight Session - The Challenges of Effective Inward and Outward Hospitality Management - How to successfully juggle such diverse concerns as owners, investors, staff, guests, fraud, own website bookings versus OTAs, and funding. Chaired by Paul Slattery - Co-Founder and Director of OTUS & Co, Heiko Figge - Moorefield Group Head of Hospitality Portfolio, Moorfield Group, Sarah Freeman - Director - Business Partner Hotel Operations at IHG, Adrian Hands - Senior Director of CPC/META for EMEA - Trip Advisor, Mark Edwards, Partner in the BDO Leisure and Hospitality Team, Jeremy Rata, Operations Director, Luxury Hotel Partners.	
18:05 - 18:15	Conference Closing and Prizes	
18:45 - 19:30	Delegate Pre Dinner Drinks Reception	Kindly Sponsored by Flypay
19:15 - Late	HOSPA Gala Conference Dinner, Pub Quiz and Dinner Entertainment	Kindly Sponsored by BDO, Fourth, Infor

→ HOSPSPACE WORKSHOPS & TECHNICAL UPDATES

Please find below the current programme for HOSPSPACE 2015 Workshops and Technical Updates taking place on **Thursday 26th November 2015**

Session 1 14.40 - 15.10

HFTP

USALI 11th Edition - Long and Winding Road

FourteenIP

Moving Your PBX to The Cloud

IDEaS

Innovations in analytics and automated revenue management

XN Hotel Systems

The Mobile Guest Journey - A Case Study

Samsung

Discussing Samsung WiFi designed for hotels and see a preview of the LINK SINC and REACH in-room TV solution

NEC

Pyramid of Needs for Hoteliers - From safety to loyalty and achieving Smart Hospitality

FLYPAY

We explore the current and future expectations of your digital Hospitality Guests

Session 2 15.10 - 15.40

MLR Networks

Launching Passive Optical Networking - A Revolution in IP Connectivity

Duetto

Reclaim the power with Revenue Judo for new methods and techniques to overcome rising distribution costs

HOSPSPACE Professional Development

The latest trends in hotel development, ownership and management including reference to the latest edition of the USALI and implications for revenue management.

Infor

People Science - How breakthroughs in technology can help combat the effect of the National Living Wage

Sky

Guest expectations for Hotel TV and Wifi

HOSPSPACE IT

HOSPSPACE Entrepreneurs Den

Session 3 16.10 - 16.40

HOSPSPACE Revenue Management

Relationship counselling for Revenue Managers, Financial Controllers and Operators

HFTP

Global Hospitality Accounting Common Practice (GHACP) Project - Making Sense of the Numbers

Mitel

Connected Hotels; Mobilising the Guest and Staff Experience

Oracle Micros

Customer centricity in hospitality - Turning leads into recurring revenue

AirAngel

Hotel WiFi - Best practice and innovations

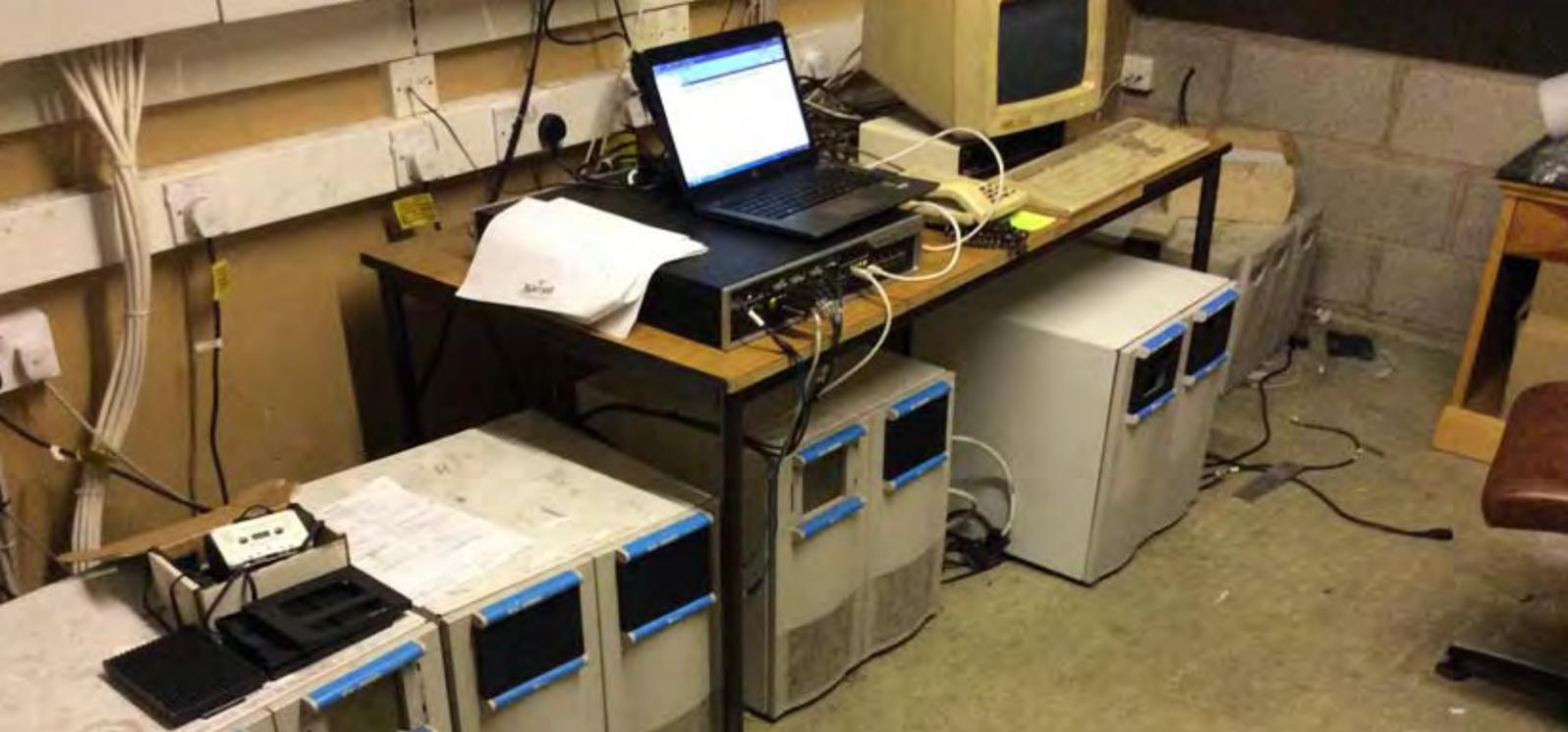
HOSPSPACE IT

HOSPSPACE Entrepreneurs Den

Barclaycard

The future of payments into 2020 - How to become more effective and efficient when processing card payments





Fourteen IP - PBX - Avoid crossed lines

Every hotel has a PBX or switchboard and many are 10, 15 or even 20 years old. However, there has been little reason to change, no new software features that will revolutionise the guest experience or increase revenue and no new hardware that will do the same. They generally just tend to sit in the basement working away making and receiving calls, until one day... without warning... it goes wrong!

If the unthinkable happens and your old PBX stops working, what happens next? Your lifeline to the outside world has just been cut off and nobody can call you to make a booking! You call your PBX maintainer who may have to inform you that some of your old PBX parts are hard to get hold of or even that getting manufacturer support for that element of your system would be difficult as that part went End Of Life several years ago! What next? In the interim you need to at least receive calls from the advertised number, so you or your maintainer have to call the network provider who then agrees that they will place a call divert on the main number but be patient as it could take a few hours. Suddenly there is a reason to move your PBX to the cloud, just like you

have done for numerous other business critical services.

Cloud telephony has been around for a number of years now, for millions of homes and for many small businesses and larger enterprises, a cloud telephony solution is the norm and something they have had reliably in place for a number of years. Most, if not all of Wall Street is run from the cloud following 9/11 and companies of all sizes across the world have moved to cloud telephony.

Hospitality is a little different though, in the days before mobile phones the hotel PBX was a real revenue generator but those days are over and your old PBX is now just a cost and a business risk. There are however hospitality specific interfaces to PMS, call accounting, fire panels and guest response systems as well as guest voice mail and wake up calls that may have made moving to the cloud challenging in the past.

The good news is that thanks to specialist hospitality sector suppliers (system integrators) like Fourteen IP and major vendors such as Broadsoft, the rock solid and versatile nature of a cloud telephony solution has been developed to meet the needs of hoteliers both large and small, accommodating the hotel specific interfaces mentioned above. In fact major global groups such as Marriott and Hilton have now standardised on cloud telephony worldwide and many groups continue to join them but why?

Cloud Telephony is always up to date, super resilient and comes with a low capital cost. There is no 'big box' to pay for, and most hotels can keep the phones they already have in their bedrooms. You will also instantly free up floor space and reduce power costs, line rental costs and support costs. You will also be better connected, work smarter and be able to offer a superior level of guest service. Guests could also benefit from voice integrated apps that they could load on to their smartphones. These integrated apps could allow guests to directly call any of their favourite Hotel facilities such as the restaurant or SPA. Guests can forget having to wait in the room to be contacted by other guests or hotel staff, they can be reached no matter where they are on the Hotel premises.

So what benefits will a cloud PBX bring?

Your new cloud PBX is always up to date with at least two new software releases each and every year, you will always have the latest features available and the system is always current... and all at no additional cost. This means that once you have a cloud-based PBX, you should never need to buy a new voice system again!

Integration to the PMS, plus call accounting, staff voicemail and guest voicemail is provided via Jazz or TigerTMS, which are both industry standard solutions you know and trust.

With PMS integration we can even display a guests loyalty status on the switchboard screen when they call.

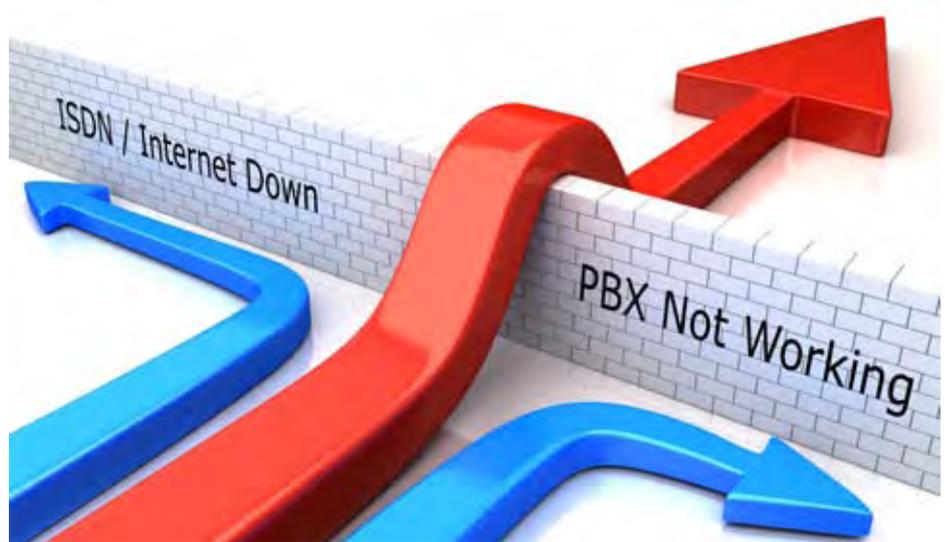
Your PBX comes with a fixed monthly cost (excluding call charges) that includes 24x7 support and all the updates to the platform, you may very well be surprised at the comparison between what your monthly payments are now and what they would be for a Cloud PBX.

Cloud telephony is highly resilient so if your internet service goes down, calls will route via your backup connection (e.g. ADSL, ISDN2, PSTN, etc.), if your backup goes down too then calls will still find their way to your designated mobiles or whichever number(s) you have told the platform to call. The Cloud PBX does all of this completely automatically.

If a traditional PBX system stops working then that's it, no more service, however, that is not the case with a Cloud based PBX. With a Cloud PBX there is typically not just one system but two and they are housed in geo-graphically diverse carrier grade data centres and connected to multiple Tier 1 carriers to ensure resiliency. Therefore if the primary Cloud PBX platform goes down, then the secondary system takes over in just a few milliseconds and customer service is not impacted.

What about adding new users and features?

Cloud Telephony is provided as a service, so adding and removing new users and features is very simple. Users can be added individually without having to buy extension cards or licences in blocks of 6, or 12 as with a traditional PBX. There is also no need to worry about system capacity, as there is no limit on how many handsets can be deployed at your hotel. Need more call centre agents to handle a major campaign that you have running for the next few months? No problem, a Cloud PBX allows you to add additional features without having to buy any new system hardware (I assume they need devices?), licences or having an engineer sent to site to install it. Extra call centre agents can simply be added for the duration of the campaign and then turned off again. Thereby enabling extreme flexibility to your system without having to pay capital or being tied in to long term contracts. Even adding advanced features such as PCI compliant call recording which would generally have a very high capital cost can be added simply and easy on an agent by agent basis for a low monthly cost per user.



All of this means that you only pay for what you need and when you need it.

What about our DECT System?

In most cases you can retain your existing DECT wireless system and connect it to the cloud platform in the same way that you would connect your existing analogue bedroom phones. Integration with fire panels and guest response systems will also remain in place. If you have wireless VoIP phones then phones from Ascom, Mitel and Spectralink will all continue to work after a little re-programming. We can also provide an application for your mobile handset that allows you to make calls as if you were sat at your desk.

What if we have more than one Hotel? Groups can benefit in even more ways with the ability to centralise services such as guest services, reservations and event bookings etc. and even do this by time of day or day of the week. Centralising services allows you to be more efficient and can help reduce costs considerably. Cloud PBX also allows for centralised management of staff in multiple locations. This means that hotel staff can all belong to the same contact centre group and be monitored by a single supervisor even if those staff are located in different properties.

Calls between sites are free of charge and carried in HD and admin users will benefit from a shared telephone directory and the ability to call each other quickly and simply.

Centralised Features

- *IVR / Auto Attendant works across multiple sites allowing the system to transfer calls anywhere.*
- *Switchboards can be centralised or calls can overflow from one hotel receptionist to another in a different hotel.*

- *Single dial plan across sites.*
- *Staff can be moved between properties without having to retrain them on how to use the system or what numbers to call for what department.*
- *Guest Services can be centralised and reached by guests from any property.*
- *Contact Centre (ACD) functionality is managed above property giving central control of agents in multiple locations.*

We have hotels outside the UK

If you have hotels throughout Europe or beyond, then it's important to choose a partner with experience in providing Cloud PBX services in multiple countries. Retaining your local number, presenting your number both nationally and internationally and also approval and connectivity with your local emergency services is vital. Ensure your cloud PBX provider has international interconnects with multiple international Tier 1 carriers and that all of your numbers can be retained.

In Summary

The move to the cloud for hotel telephony is well and truly underway and with a solution for hotels large and small and individual or part of a group then there is simply no reason to not take a look at a cloud PBX. Evolution Voice is the leading Cloud PBX for hotels in EMEA and live in 10 countries and growing fast. For more information see www.evolutionvoice.com or contact us on sales@fourteenip.com

Neil Tolley
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Fourteen IP Communications



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Colder August fails to chill eating and drinking-out growth

Britain's restaurant and managed pub groups recorded another month of steady growth in August, with collective like-for-like sales up 1.3% on the same time last year, latest data from the Coffer Peach Business Tracker shows. Chillier than average weather had an impact, but the sector still delivered a 17th consecutive month of positive growth.

"Restaurants fared much better than pubs, and that was largely down to the colder than average temperatures for the month," said Scott Elliott, director of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

"Casual dining chains saw like-for-like sales up 4.7%, with trading in restaurants outside of London particularly strong. In contrast, managed pubs actually saw like-for-likes fall 0.2% against August 2013, with those outside the M25 down 0.7%. However, it has to be remembered that August last year was the hottest in 10 years, and hot sunny weather always tends to benefit the pub sector," Elliott added.

"The good news is that these latest figures, from 28 leading chains, show that the public continues to go out and spend on eating and drinking-out, even with the unpredictability of the British weather. They just adapt their choice of venue," he observed.

Regionally, London outperformed the rest of the country, with like-for-likes up 2.6% against 0.9% for outside the M25. Pubs in London still recorded positive growth.

"The continued investment in new openings, particularly from restaurant groups, saw total sales growth in the sector outstrip average LFLs by some margin. Overall, they were 4.3% up on last August, with casual dining chains 10.6% ahead," Elliott added.

Looking at the long-term trend, year-on-year like-for-like sales for the sector were running 2.4% up for the 12 months to the end of August, with total sales 5.1% ahead.

David Coffer, chairman of Coffer Group, said: "Although London continues to be an ever more sophisticated and popular location for restaurants and pubs, there is now a definite growth in regions outside the M25. This correlates to increasing prices and rentals in those areas with the effects of recession outside of London now fast diminishing in property and trading terms. Demand for restaurant and licensed premises is at the highest level I have seen in my almost 50 years in the market."

Paul Newman, head of leisure and hospitality at Baker Tilly, observed: "As we leave summer behind there is a continued sense of optimism from larger operators, experiencing an impressive 17 consecutive months of like for like growth. We are seeing a number of chains being more active in restructuring their estates and disposing of poorer performing sites. This increasing churn is leaving many operators in a stronger financial position to fund and manage growth through more efficient allocation of capital and refocusing of management resource."

Jarrod Castle, leisure analyst at UBS Investment Research, said: "Like-for-like growth for August at 1.3% compares with 2.2% in July and 0.4% in June. Total August sales growth was in line with July and ahead of the 3.1% figure in June. This leaves the 12-month moving average growth rate at 2.2% for like-for-like sales, and 4.9% total sales growth. While managed pubs which saw a LFL declines of -0.2% this was against a tougher comp of 2.4% in August 2013."

The Coffer Peach Tracker* industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 28 operating groups, and is recognised as the established industry benchmark.



Rate growth in East Midlands

Hoteliers in the East Midlands successfully recorded growth across all key market segments this month to fuel a 6.8% year-on-year increase in RevPAR (Revenue per Available Room), according to the latest data from HotStats.

In addition to growth of 1.1 percentage points in room occupancy, to 78.2%, the 5.2% increase in achieved average room rate was as a result of positive movement in the rate recorded in the corporate (+7.1%), residential conference (+7.3%), individual leisure (+5.0%) and group leisure (+11.1%) segments.

The year-on-year growth in RevPAR contributed to a 5.3% increase in TRevPAR (Total Revenue per Available Room), to £99.77 from £94.73 during the same period in 2014. The ongoing period of successful trading for East Midlands hoteliers was further illustrated by the 4.6% increase in Gross Operating Profit per Available Room (GOPPAR) to £32.22 from £30.80 in September 2014.

Top Line Growth Continues at Stratford-upon-Avon Hotels, But Be Wary of Shaky Bottom Line

Hotels in Stratford-upon-Avon recorded another strong month of RevPAR growth in September, driven by year-on-year increases in both room occupancy (+3.8 percentage points) and achieved average room rate (+3.6%). The resulting 8.7% increase, to £64.60 from £59.44, contributed to RevPAR growth of 9.9% in the nine months to September 2015.

Whilst the Stratford-upon-Avon hotel market remains one of the top performers in the UK, due to its strong leisure and conference base, association with 'The Bard' and high barriers to entry, incremental increases in costs are beginning to impact the profitability of hotels in this market, illustrated by the 0.1% year-to-date decline in GOPPAR.

In addition to the 28.8% year-on-year increase in Rooms Cost of Sales (ie the cost associated with travel agents commissions,

reservations fees, GDS fees, third party representation fees and internet booking fees) at hotels in Stratford-upon-Avon in the nine months to September 2015, growing labour costs (up by 1.2 percentage points to 33.2% of total revenue) are noteworthy.

A significant increase has also been noted in property and maintenance expenses (+17.6%) in the year to September 2015. Whilst this may be, in part, due to the age of a number of the properties in the sample, it may also be attributed to many of the properties in the sample being involved in major transactions in the last 12 months (ie The Hotel Collection's Billesley Manor and Walton Hall & Hotel, Q Hotels Stratford Manor and The Stratford, as well as Principal Hayley's Ettington Chase) and the costs associated with pre-sale 'fluffing' and post-sale product improvements.

Birmingham Flying High on Growth in Commercial and Leisure Segments

Birmingham is currently one of the top performing hotel markets in the UK, in terms of GOPPAR, with a 23.3% year-to-date increase recorded in the nine months to September 2015, to £34.42 from £27.92 during the same period in 2014.

Despite the addition of more than 850 bedrooms into the market since 2013, Birmingham hotels have remained resilient, recording consistent growth in RevPAR, on a rolling 12-month average, from £48.07 in the 12 months to August 2014, to £54.85 in the 12 months to September 2015.

Whilst the Birmingham hotel pipeline for 2016 includes another 250 bedrooms from Holiday Inn Express and a 253-bedroom Park Regis from the Staywell Hospitality Group, a positive outlook for the local and national economy bodes well for Birmingham's hotels where the commercial segment accounts for more than 50% of total hotel demand. In addition, strong visitor numbers to the city have contributed to a 5.6% increase in the achieved rate in the leisure segment in the nine months to September 2015.

The month of September 2015

	Sep'15	Sep'14	Var b/w		
EAST MIDLANDS	Occ %	78.2	77.0	1.1	▲
	ARR	67.67	64.30	5.2%	▲
	RevPAR	52.89	49.53	6.8%	▲
	TrevPAR	99.77	94.73	5.3%	▲
	Payroll %	29.4	30.3	0.9	▲
	GOP PAR	32.22	30.80	4.6%	▲

	Sep'15	Sep'14	Var b/w		
STRATFORD UPON AVON	Occ %	81.7	77.8	3.8	▲
	ARR	79.11	76.39	3.6%	▲
	RevPAR	64.60	59.44	8.7%	▲
	TrevPAR	110.72	106.09	4.4%	▲
	Payroll %	30.1	30.5	0.4	▲
	GOP PAR	39.27	37.42	4.9%	▲

	Sep'15	Sep'14	Var b/w		
BIRMINGHAM	Occ %	81.8	80.4	1.4	▲
	ARR	84.47	79.13	6.7%	▲
	RevPAR	69.11	63.62	8.6%	▲
	TrevPAR	123.90	115.77	7.0%	▲
	Payroll %	23.9	25.3	1.5	▲
	GOP PAR	52.93	48.05	10.1%	▲

The Calendar year to September 2015

	YTD'15	YTD'14	Var b/w		
EAST MIDLANDS	Occ %	69.3	68.2	1.1	▲
	ARR	65.20	61.49	6.0%	▲
	RevPAR	45.19	41.96	7.7%	▲
	TrevPAR	85.50	81.56	4.8%	▲
	Payroll %	33.2	33.7	0.5	▲
	GOP PAR	22.39	20.80	7.6%	▲

	YTD'15	YTD'14	Var b/w		
STRATFORD UPON AVON	Occ %	72.2	68.3	3.8	▲
	ARR	75.93	72.96	4.1%	▲
	RevPAR	54.79	49.86	9.9%	▲
	TrevPAR	96.20	90.17	6.7%	▲
	Payroll %	33.2	31.9	-1.2	▼
	GOP PAR	28.01	28.05	-0.1%	▼

	YTD'15	YTD'14	Var b/w		
BIRMINGHAM	Occ %	73.0	69.6	3.4	▲
	ARR	74.46	69.85	6.6%	▲
	RevPAR	54.32	48.61	11.7%	▲
	TrevPAR	98.70	90.07	9.6%	▲
	Payroll %	28.8	31.2	2.4	▲
	GOP PAR	34.42	27.92	23.3%	▲

The twelve months to September 2015

	Rolling'15	Rolling'14	Var b/w		
EAST MIDLANDS	Occ %	69.0	67.4	1.6	▲
	ARR	64.66	60.99	6.0%	▲
	RevPAR	44.64	41.10	8.6%	▲
	TrevPAR	86.15	81.71	5.4%	▲
	Payroll %	33.1	33.7	0.6	▲
	GOP PAR	22.59	20.91	8.0%	▲

	Rolling'15	Rolling'14	Var b/w		
STRATFORD UPON AVON	Occ %	70.3	66.7	3.6	▲
	ARR	75.29	72.16	4.3%	▲
	RevPAR	52.92	48.16	9.9%	▲
	TrevPAR	95.46	88.82	7.5%	▲
	Payroll %	33.0	32.1	-0.9	▼
	GOP PAR	27.84	27.28	2.1%	▲

	Rolling'15	Rolling'14	Var b/w		
BIRMINGHAM	Occ %	73.3	69.2	4.1	▲
	ARR	74.85	70.67	5.9%	▲
	RevPAR	54.85	48.91	12.1%	▲
	TrevPAR	100.10	92.18	8.6%	▲
	Payroll %	28.5	31.2	2.6	▲
	GOP PAR	35.51	28.69	23.8%	▲

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.

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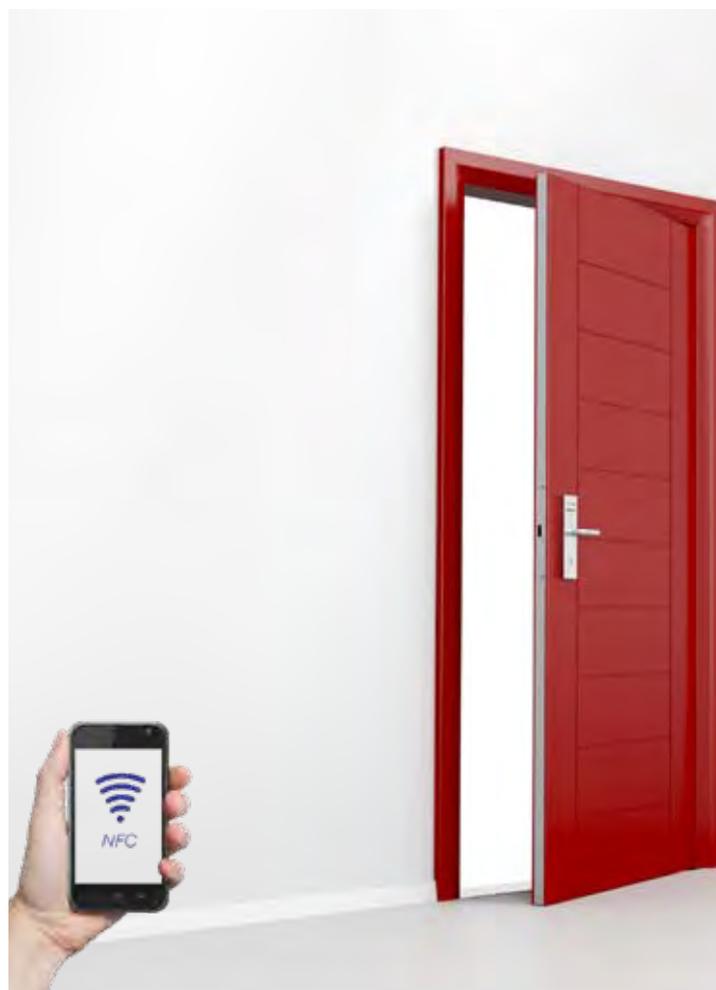
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How the industry should embrace fast changing digital issues to maximize business potential

Spotlight 2: The Challenges of Effective Inward and Outward Hospitality Management
How to successfully juggle such diverse concerns as owners, investors, staff, guests, fraud, own website bookings versus OTAs, and funding

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'Key issues, trends and developments facing the Industry today'

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Pride of Britain Hotels

Jonathan Raggett
Managing Director,
Red Carnation Hotels

Mark Hird
Managing Director,
Tavistock Hospitality

Peter Cashman
Chief Executive,
Focus Hotels Management

Les Asplen
Managing Director,
Best Western Hotels

Andy Townsend
Chief Executive,
Legacy Hotels

Spotlight Session 1 -

'Digital and the Hospitality Challenge'

Dr Crispian Tarrant (Chair)
Chief Executive, BDRC Group

Stephen Minall
Moving Food

Mark McCulloch
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Dr Michael Toedt
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Tom Weaver
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Carson Booth
VP Global Property Technology,
Starwood Hotels & Resorts
Worldwide

Spotlight Session 2 -

'Managing inwards and Outwards – all the Stakeholders'

Paul Slattery (Chair)
Co-Founder and Director,
OTUS & Co

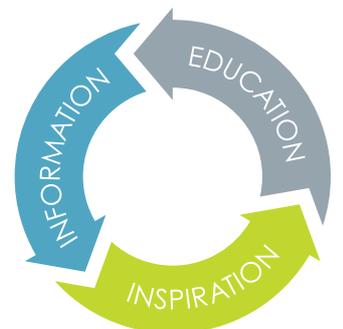
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