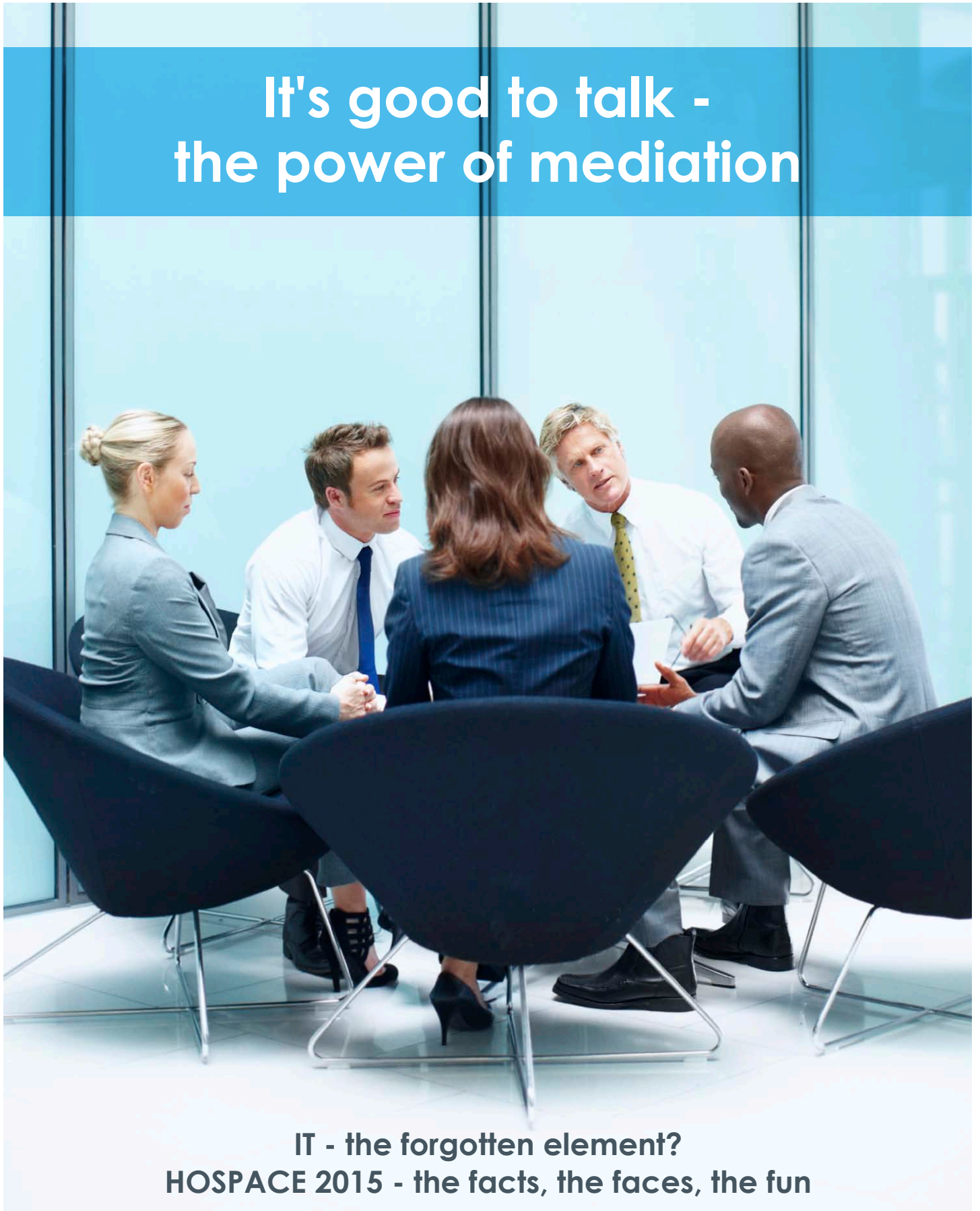


THE OVERVIEW

ISSN 2048-4844 OCTOBERS ISSUE 2015

**It's good to talk -
the power of mediation**



**IT - the forgotten element?
HOSPACE 2015 - the facts, the faces, the fun**

Welcome to THE OVERVIEW

Dear members,

The conference season this year has been busier than ever, with the range of issues causing heads to scratch in the hospitality sector longer than ever. The online travel agents, the relentless march of the ever-increasing number of brands, the choking red tape.

One bogeyman which rears its head at every gathering is Airbnb, which is expected to double its nightly bookings this year to 80 million nights, according to an investor document leaked to Reuters.

The sharing platform has caused consternation throughout the leisure market, as it offers value and variety which is almost impossible to compete with. The branded global hotel operators have so far brushed the issue aside as of being little interest, believing that Airbnb will either be legislated out of existence or, more importantly, poses no threat to the lucrative corporate market.

Airbnb has been reluctant to lie down and accept its lot as a home for Gap Year students and has kept its legal team brokering agreements over tax in cities such as Amsterdam and Paris and has started to eye the business market.

At the last count the company had over 250 companies using its business platform, including Google, a number which is bound to be boosted through its recent agreement with serviced apartment company BridgeStreet.

But before everyone runs to sell their hotels and rent out their spare rooms, there are ways to compete. Airbnb wins on personal service - even if you're not staying with the host there is usually better communication than calling front desk. It is also high on personalisation. These are both within the grasp of hotels.

The conference season ain't over 'til it's over, of course, and the crowning glory will be next month's HOSPACE, where debate from the floor will be actively encouraged. Come prepared.



Katherine Doggrell

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→ In October's issue...

- 2. Introduction
- 3. Carl's HOSPACE preview
- 5. FM Recruitment
- 9. Guestline
- 10. HOSPA Education
- 11. HOSPA Scholarships
- 12. The power of mediation
- 14. IT - the forgotten realm
- 16. Keystep
- 17. NEC Enterprise Solutions
- 18. Restaurant openings record
- 20. North West sizzles
- 22. Events

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Hospitality Finance, Revenue and IT Professionals

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**Revealing
the faces of
HOSPACE**



**HOSPA CEO Carl Weldon fills in the gaps in this
year's event**

We talked last issue about the angles of HOSPACE – but no names or faces? Without wishing to imply that our speakers have angular faces, let's see who we have.

The Leaders' Panel will be chaired by the ever-effervescent Peter Hancock, CEO of Pride of Britain Hotels – with us for the third time and still getting rave reviews. He will be asking the panel what's important to them? "Them who?" you ask. Jonathan Ragget, Managing Director of Red Carnation Hotels will be providing the full service, award-winning angle, with another angle again from Mark Hird, Managing Director of Tavistock Hospitality. Mark will be talking not just hotels – but self-branded restaurants, a brewery and a distillery with an award-winning gin - all from the north of England (see February's Overview for an in-depth article on Mark) and Andy Townsend - Chief Executive Officer - Legacy hotels. The fully-branded franchise view will come from Les Asplen, the Managing Director of Best Western Hotels. Completing the set will be the vastly-experienced Peter Cashman, CEO of Focus Hotels, who loves management contracts with multiple brands.



Hospitality and the Digital Challenge - helping us navigate this topic will be Dr Cris Tarrant, CEO BDRC Group – the UK’s largest independent research consultancy – and a familiar face to the global branded hotel operators. Cris will be extracting knowledge and information on the F&B angle from Stephen Minall, Director and Owner of Moving Food, with marketing represented by Mark McCulloch, Founder at Spectacular Marketing expert in Brand, Digital, and Social. Mark has previously presented to The HOSPA IT Community on digital. They will be joined by Dr Michael Toedt, Managing Partner of dailypoint, an expert on Big Data – in fact Michael has written the book on the subject (“Data Revolution How Big Data Will Change the Way of Doing Business”) and will have some to give away at HOSPACE. Expedia will also be represented, Irene van der Watt, Area Manager, Regional UK & Ireland, giving us the viewpoint of the online travel agents.

We must not forget the operators of course, and we haven’t. We will be joined by Carson Booth, SVP for Global Property Technology at Starwood Hotels & Resorts – who knows all about the things Starwood are doing with their Digital approach such as keyless doors. Finally let’s add in a younger (in company terms at least) digital specialist in the form of the CEO of Flypay, Tom Weaver, a new entrant into the digital payment arena. With such a stellar panel, I think we are covered!

We are delighted to announce that the ‘HOSPACE Interviews’ at HOSPACE 2015 will be with two of the hospitality industry’s most influential and dynamic leaders – British Hospitality Association CEO Ufi Ibrahim and citizenM Hotels’ Co-partner, Founder and Chief Operating Officer Michael Levie.

Michael will be interviewed by leading hospitality financial journalist Andrew Sangster, the Founder and Editorial Director of Hotel Analyst. Michael and Andrew will be aiming to provoke serious debate and topic areas for us to consider over lunch.

I will have the honour of interviewing Ufi Ibrahim again on stage, specifically to discuss and find out more about the BHA’s vitally-important ‘Cut Tourism VAT’ campaign, currently supported by

126 MPs across all parties, and Ufi’s hope to reach the target of 200 MPs by May 2016. The BHA is focused on highlighting the benefits of the hospitality and tourism industry to the UK economy – and how HOSPACE delegates can help the BHA in its objective.

In the afternoon – after a choice of up to seven Workshops and Technical Updates every half hour - we will examine the fragmented nature of the hospitality business over three sessions, with a varied group of experts and angles to choose from.



Chairing the challenging panel of ‘Managing Inwards and Outwards’ will be Paul Slattery, Co-Founder and Director at Otus & Co – famous in the industry but his first time at HOSPACE. He will be aiming to extract views and angles from: Heiko Figge, who is responsible for overseeing the MREF Hotels portfolio at The Moorfield Group. As an owner he is of course a Gamekeeper turned Poacher after his experience as an operator with Thistle. The advisors’ view will come from Robert Barnard, Managing Partner at BDO’s Hospitality Division. Sarah Freeman, Director Business Partner at InterContinental Hotels Group, will be providing a procurement angle from an operator which includes ownership, management contracts and franchises. And then the customer – and who better to represent the customer than TripAdvisor? With the trends and specialist view of our industry will come Adrian Hands, Senior Director of CPC/META for EMEA, Trip Advisor.

Finish this off with great pre-dinner magic... a superb Gala Dinner (we have already tasted the food) at the Sofitel at T5 – then the legendary after-dinner entertainment and games - who knows, there may even be dancing in the street.

Please come and join us for a superb day of information, education and inspiration. And don’t forget the networking! HOSPA members get special rates of course.

Watch out for more news on Twitter (@HOSPATweets), Facebook and LinkedIn and extend your networking to social on the day with questions for the panels or commentary on the day’s events.

For more news and bookings, please contact us via: www.Hospace.org or +44 (0)203 418 8196.

 follow us at HOSPACE @HOSPATweets





Jillian Malone
Director, FM Recruitment

Five steps to making the most of reviews

TripAdvisor launched 15 years ago. Reviews and feedback had been part of hospitality long before that, but with the advent of digital reviews, this has become a key area for hoteliers to keep on top of. Despite this, there is no industry-wide standard approach to reviews online or off. Some companies use the reviews for data, some display reviews as badge of honour, some leave them entirely to the consumer, and some will actively get involved in the conversation. With these varying approaches in mind here are five steps to making the most of reviews.

1. During the stay – Getting a good review

What are reviews really about? They are a display of guest satisfaction or dissatisfaction. Leaders can look at satisfaction scores when they come in, and work out what needs to change in their business. But why not just up the ante and make the decision to provide great service when it is needed most? This is what Lennert de Jong, Director of Distribution at citizenM advises. He suggests that bad reviews can be nipped in the bud by good problem solving during the stay: “We want our ambassadors to be alert. If you look unhappy, why do you look unhappy? Is it because your wife didn’t pick up the phone this morning? Or is it because of something we’ve done wrong? We want to know, because we can fix it right there.” Following this model, if something is not working in the room it can be changed, or if it is too late for this, some sort of compensation can be given to please the guest at this stage.

According to Jakob Riegger of TrustYou, which provides review related technology solutions, if you are proactive with service, your helpfulness will likely become the subject of a positive review:

“So fundamentally the experience with staff and interaction with staff is driving the review scores. One of the interesting things about that is, this is something that you can train people on.”

- Jakob Riegger COO, TrustYou

It is also very important that the experience in your hotel/ apartment/hostel is meeting the expectations built up through branding and advertising. A budget brand can get a fantastic review by providing the basics it promises; a luxury hotel has a much higher bar to meet.

2. At the end of the stay – Encourage feedback

Comment cards are the traditional way to collect feedback from your guest. Today this information can be collected by email or through an app, after or even during the stay. Some smaller boutique hotels may simply make a polite request in person for a rating on TripAdvisor. We all know that customers will be talking about their holidays whether we ask them to or not, so pointing them in the direction means you will be able to capture their feedback.

3. After the stay - Respond

Digital giant TripAdvisor, which analysed customer usage of its pages, found that hotels responding to half of their reviews saw the likelihood of receiving a booking enquiry increase by 24% (compared to their competitors not responding at all).

TripAdvisor Survey

‘Management responses in the past year’ had the third biggest impact on traveller engagement behind ‘Number of photos’ and ‘Total number of reviews’



So how do you respond? A simple thank you can go to positive reviews and more constructive criticism can be politely acknowledged and dealt with if necessary.

Having the courtesy to respond to your guests on digital platforms is really just a continuation of the customer service you are providing in the hotel.

Responding to every review may seem like an impossible task but it is not unheard of. According to Hannes Spanning, Managing Director of Meininger Hotels, it is policy that Meininger replies to 100% of reviews. This responsibility is spread across the employees in head office and at the hotels, and is part of the employee incentive scheme.

4. Using the review – Measure and learn

So who else wants to look at the review scores other than potential guests? Well this comes back to the guest satisfaction levels. Keeping an eye on reviews can provide the most accurate and real-time insight into what is really happening within the business. Executives who can’t be on the ground with the guests will look to these scores as a measure of progress and success. It will be useful for them to look at and consider how the brand is being discussed, rated or criticised on social media and review sites. A quick scan of reviews will show any problems that needs to be dealt with and may well show if the guests are looking for something new or different.

"We look at it from a very high level of course, so our chairman wants to see how the hotels are doing and asks 'what is our score on Trip Advisor?' We take that very seriously, we promote it."

- *Lennert de Jong, Director of Distribution, citizenM*

5. Using the review - Display with authenticity

Once outstanding customer service is your new standard, the reviews are rolling in, and you have learnt all you can from them, you will want to display those glowing reviews for all to see.

Having reviews on a website can increase trust in your product and can even encourage more direct bookings. The important thing here is that because these reviews are real and on a trusted platform, there is great credibility behind them.

A TripAdvisor widget will display reviews directly on a company website. Other platforms offer a similar services. But for those who don't want to bring attention to what is regarded as a

competitive booking platform, there are other solutions, such as Trust You, to display reviews with third party reassurance.

Another concern some consumers have is that reviews might be written by people who have not actually set foot in the door of the hotel property. Choice Hotels only display review from verified guests:

"Because they can see that authenticity in those reviews, they're no longer leaving our site in the same numbers and our conversion rates have gone up as a result."

- *Steve Joyce, President and CEO, Choice Hotels International*

Let them shout from the rooftops

Following these five simple maxims can help you to raise awareness of your business, reinforce the quality of your product, and encourage others to spend their money with your business. If you don't have people in place who are seriously focussed on working this for your business, it's time to step things up ...

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Guestline launch new feature to boost direct bookings

Guestline has launched Price Assure, a new price comparison tool for hoteliers to display live OTA prices on their website to drive direct bookings. Guests can compare the total cost of their stay on the hotel's website against 5 other online channels to give potential guests the assurance that they're getting the best rate on the market if they book direct.

In an ever competitive market place, hoteliers are under increasing pressure to deliver direct bookings at a lower cost of acquisition and reduce OTA commissions. Price Assure, available as a free module on Guestline's latest Online Booking Manager, enables hoteliers to provide guests with a quick and simple booking platform and price comparison tool that will drive conversion rates and boost loyalty.

Andrew Williams, Development Director at Guestline commented, 'The comparison of live prices from selected channels against your own not only assures guests they're getting the best available price, but it also saves them time and negates the need for guests to shop around for the best deal. It can be the difference between clinching that direct booking and sending them back into the hands of the OTAs.'

Whilst OTAs still remain important to hotels, hoteliers need to promote future loyalty to remain competitive and drive profitability. As most consumers will visit the hotel's website after finding them listed on an OTA, hoteliers can use Price Assure to encourage potential guests to remain on their site and complete the booking. The tool also compares the cost of the total stay, not just one night, so bookers can be presented with the total cost saving.'

Price Assure is now available as a standard feature on Guestline's latest Online Booking Manager. The easy-to-use booking engine has also been recently updated to make the booking process even more efficient for guests. It now enables guests to make a booking in just three simple steps. The booking module is integrated with Guestline's distribution and PMS products, so bookings, rates and availability are automatically updated across your channels and in your PMS in real-time.

Guestline's Managing Director Phil Davidson added, 'With new innovations being continually added to Guestline's solutions, hoteliers can be assured of the latest innovations to drive occupancy and revenue.'



We are also in the process of developing an integration with TripAdvisor's Review Express solution, an automated review collection service that helps hoteliers generate more reviews and drive exposure on their platform. This, along with the ability to display the collected reviews using TripAdvisor's latest content display widgets on their own website, will further enable hoteliers to boost the effectiveness of their booking engines and will be available to customers soon'.

For more information on Guestline's solutions, visit www.guestline.com



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<http://hospa.careerwebsite.com>

Cost and Control for Food and Beverage Operations

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

This practical course is designed to help participants manage the daily tasks they have to undertake such as ordering, purchasing, gross profit calculations, and how sales mix impacts on gross profit. Delegates will gain a thorough understanding of the control of gross profit and pricing methods and will also look briefly at wage and salary controls.

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***
- ***Manage cost of sales with better forecasting, correct pricing and less wastage***
- ***Forecast wage and salary cost***
- ***Understand the basics of what the figures mean***

When: 9th February 2016

Where: London

Investment: £300 + VAT



Introduction to the Uniform System for the Lodging Industry 11th Edition for Finance Managers and Auditors

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.

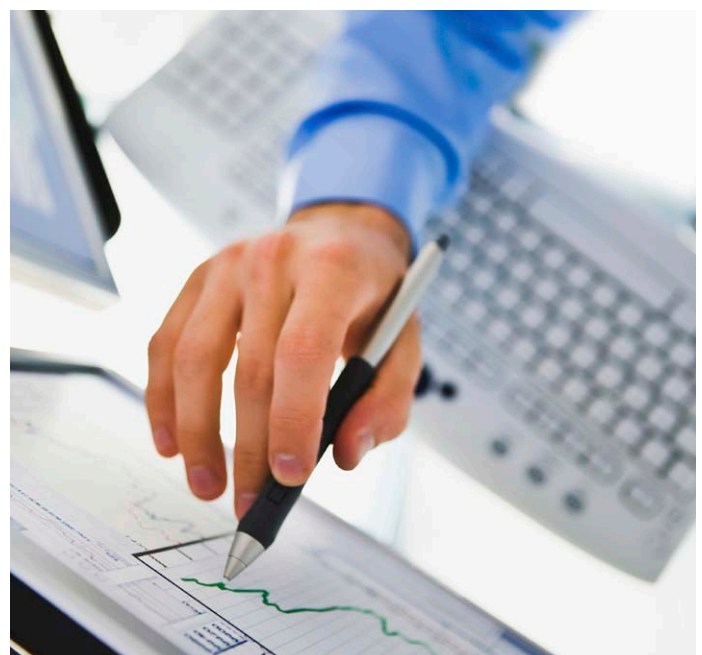
On completion of the course, delegates will be equipped with the know-how to be able to:

- ***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



Email education@hospa.org or call 01202 889430 to reserve your place.



Study aids

Win one of 15 HOSPA Career Investment Development Scholarships 2015, sponsored by Fourteen IP, and an unrivalled opportunity to be noticed by top hospitality industry leaders at HOSPSPACE 2015!

HOSPA is delighted to invite applications for its popular annual HOSPA Career, and Future Career, Investment Development Scholarships, sponsored by Fourteen IP.

Indeed, a record 15 HOSPA Career Investment Development Scholarships are up for grabs this year, allowing the lucky winners to learn from, and be recognised by, senior members of the hospitality industry at HOSPA's highly acclaimed annual HOSPSPACE 2015 Conference and Exhibition on 26 November at the Sofitel London Heathrow, Terminal 5.

The HOSPA Career Development Scholarships have proved so successful that this year, for the first time, HIT Scotland (Hospitality Industry Trust Scotland) – whose mission is “assisting people to achieve their potential within Scottish hospitality” – is offering five HOSPA Career Development Scholarships of their own to Scotland’s talented 30 year-olds or under, studying or working in hospitality finance, revenue management and IT.

“The opportunities that the Career Development Scholarships will offer are immense,” said David Cochrane, Chief Executive of HIT Scotland. “We are delighted to be working in collaboration with HOSPA to achieve similar aims – namely, developing the emerging talent of our industry with the support of the leading experts in their chosen fields. Our HIT Scholars will learn from the best and this, in turn, will help their businesses with new thinking and innovations.”

The 2015 HOSPA Scholarship Awards will afford the 15 lucky winners an unrivalled opportunity to be noticed and publicly recognised for their outstanding achievements in the work place and the classroom. Their prizes will comprise a full day's attendance at HOSPA's HOSPSPACE 2015 – on 26 November; places at the Conference Dinner where their achievements will be recognised; and being individually featured in the Conference Edition of The Overview.

“We are delighted that HIT Scotland is offering five HOSPA Career Development Scholarships of its own to attend HOSPSPACE 2015,” said HOSPA Chief Executive Carl Weldon. “It is vitally important to attract talented young people from all corners of the UK, and develop their skills in the rewarding key disciplines of hospitality finance, revenue management and IT. Successful candidates will find it a golden opportunity for networking with senior members

of the hospitality industry, sharing knowledge and attending our ‘BIZTEC’ education workshops on future business best practice.

“In addition to the HOSPA scholarships offered by HIT Scotland, HOSPA is delighted to announce ‘Career Investment Development Scholarship’ opportunities for five upcoming young people, 30 years old and under on 30 October 2015, working in hospitality finance, revenue management and IT; and ‘Future Career Investment Development Scholarships’ for five aspiring final-year hospitality students, who have excelled in their current studies, and are planning to start their hospitality industry careers in Autumn 2016. Candidates must be nominated accordingly by senior members of the industry and course leaders.

“HOSPSPACE 2015 is the largest and most prestigious annual gathering of like-minded hospitality practitioners in the UK – providing information, education and inspiration that will leave a lasting impression on the 15 lucky scholarship winners.”

The closing date for nominations is 30 October 2015. All candidates will be notified before 13 November. The nomination forms for Career Investment Development Scholarships and Future Career Investment Development Scholarships can be downloaded from: <http://www.hospace.net/delegates/scholarships/>. HOSPSPACE 2015 details can be found on www.hospace.org

Neil Tolley – Managing Director of Fourteen IP, sponsor of HOSPSPACE 2015 and HOSPA Career Investment Development scholarships – said: “Fourteen IP is delighted once again to be a major sponsor of HOSPSPACE, not only providing the general sponsorship for this key industry event, but also providing support for these young people and their Career and Future Career Scholarships at HOSPSPACE 2015. This ties in with Fourteen IP's commitment to the HP Apprentice scheme in the technology area of hospitality.

“At HOSPSPACE 2015, we will be also hosting a table-top exhibit, where delegates can view Fourteen IP's Evolution Family of products in action. Indeed, Fourteen IP, in partnership with Aruba, will be providing WiFi for the event, fronted by the company's own Evolution Gateway solution. Plus, of course, we will be providing special technology prizes at HOSPSPACE 2015 and its Gala Dinner.”



Hotel Mediation – Legal Triage for Guests, Hoteliers and Staff

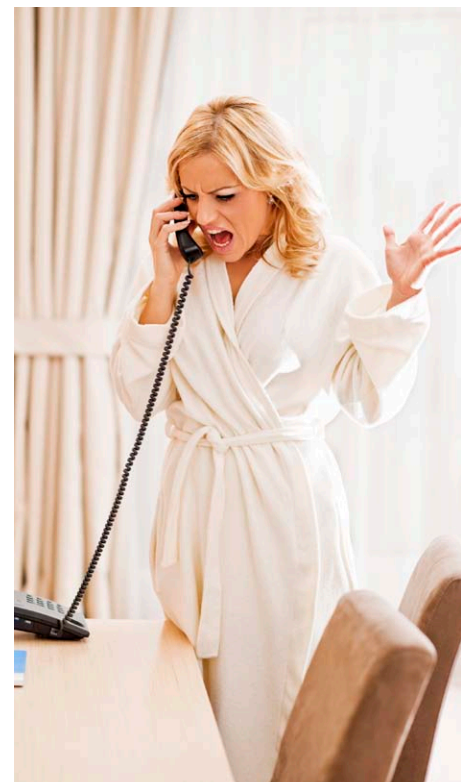
Mediation is an informal, voluntary, confidential process in which parties to a dispute can, with the help of an independent intermediary, meet to work out a settlement. It is an alternative dispute resolution (ADR) method.

Mediation is applied across private and the public sector in the UK where vested interests are locked at impasse; where “jaw jaw rather than war war” is acknowledged by the use of a nonpartisan as the best means to settle an issue. In the UK mediation surfaces in business disputes, marital breakdown (where it is compulsory), workplace conflict and employment issues and as a tool for improving community relations. All practitioners in the private sector are accredited independent neutrals and tend to specialise in the same area as their early careers.

Changes to the Justice System of England and Wales are far reaching across all branches of law but have not reduced cost and delay to those intent on pursuing justice in the courts. Access to litigation remains the privilege of the few rather than the right for all.

Mediation, arbitration, adjudication and conciliation are society’s response to offer a legal alternative to litigation. Each method has its own features. There are four main differences between mediation and the others. First, it is the only form of ADR that involves an intermediary and is non-adjudicative. Second, all settlements flow from the parties themselves. The parties decide whether they wish to settle and so the mediator does not impose a settlement. Third, the mediator assists negotiation between the parties. Finally, any settlement, because it is a contract, is not limited necessarily to a narrow monetary award but can encompass imaginative variations or alternatives to compensation, including an apology.

In 2013 across England and Wales, there were approximately 9,500 civil and commercial mediated cases. It’s a growing profession to whom disaffected litigants realise the benefit of curtailing legal costs (in most cases, rather late in the day, the commercial advantage of a confidential legal settlement conducted without public



record and without prejudice to future proceedings. Given its cloak of secrecy, no true market analysis is possible as user profiles, types of cases and actual detail of outcomes are not disclosed. In the UK hotel sector, anecdotal evidence suggests that mediation is used successfully and achieves a typical settlement rate of 90% of cases. But it is used with less frequency, because its practice is unknown and its workings are misunderstood. In the US, hotel mediation steps into contractual arbitration provisions in supplier disputes as a nimble method of settlement in franchising, management and owner issues and construction matters. Many believe that mediation is at a tipping point in Europe and here in the UK, where consumer rights are changing, it may be the experience of the hotel guest and staff that may well be a strong advocate for it going forward across the spectrum.

I have not met any business leader who likes to discuss customer complaints, employee grievances or supplier disputes in any industry, let alone in hospitality or hotels. Yet when I catch-up with friends or family, there is no paucity of example of a negligent contractor, discriminatory boss or the dissatisfaction with a recent hotel, dining or retail experience.

We contribute and recycle mixed messages that confuse and ultimately fatigue us into doing little more than showing immediate dissatisfaction when something we purchase is not what is originally promised. Evidence suggests that hotel customers tend to complain less but depart hotels dissatisfied, neither to return nor recommend to others. Oddly, a dissatisfied hotel guest is more likely to complain about an unsatisfactory retail purchase than over a disappointing stay. Hotel related complaints are low, but guest dissatisfaction polls much higher levels of discontent. The dissatisfied tend either to be mute or vent grievance in TripAdvisor or in post-stay guest surveys. According to academic research, only 5% of hotel customers formally complain, half that in retail. For every 20 dissatisfied hotel customers, only 1 guest formally complains. But 19 remain dissatisfied and chose not to escalate a grievance to a written complaint.

Research into formal claims made through the small claims court shows that two amongst the five worst hotel companies rated in the 2014 Which? Annual 'Best' and the 'Worst' hotels in the UK survey, defended a total of 31 cases over the past 5 years. The roll shows claims as much £15,000 to as little as £59 have been pursued and settled. Whilst the register does not show dismissed or suspended cases these figures are remarkably low given the annual volume of transactions that pass through these businesses.

Either hotel staff are skilled at resolving complaints or a guest venting a grievance on social media is cathartic and therefore an end to it. As far as business leaders are concerned, complaints are taken seriously with an inevitability to them as a cost of doing business. The low levels of formal complaint in the industry is surprising, maybe simply worthy of praise of hospitality being well delivered across the board; but I think not and an EU Directive, new Regulations and UK adaptation may well distil a more honest picture, that will actually benefit the industry.

These suite of changes will provide consumers online and in person new rights of redress and measures to be adapted and (in some instances) funded by business.

Consumer access to ADR will increase and mediation will become more commonplace and its benefits understood. Experience in the EU has shown that ADR has a high success rate and satisfaction with customers in resolving their issues with traders. The adoption by the UK of the directive is mandatory and whilst its provisions are not invasive for business they are

prescriptive. From October 2015 all e-commerce platforms will need to notify customers of their right of access to a third party to help resolve any grievance with the trader only if the company is prepared to progress with it. If so, the company will fund it. The traditional system for civil claims below £10,000 remains, unreformed, as an unwieldy beast. Despite efforts by the Ministry of Justice to offer online applications for monetary claims from and a single venue for handling physical claims (Northampton County Court), the process remains complex and cumbersome, susceptible to delay, costly (fees rose earlier this year) and not without litigation risk. Decisions are made by reference to matters of law that can make the judicial outcome seem quite harsh.

The Money Claims Online is the most direct way to lodge a claim against an individual, organisation or company through a court process. The formalities are aimed at a claimant whose case against the defendant is small and barely merits legal advice (the cost of which, if indeed required, is unlikely to be part of any award on costs). Furthermore, if experts are required, these costs will also not be recovered. Couple the 'at risk' costs with the probability of success never exceeding 70%, is it worth claiming though the courts? Claims can be considerable from hotel customers, individually or as multi-claimants, but clarified consumer rights, interpretive company's terms and conditions all point to consumer mediation becoming not an alternative to court but the principal route for justice.

Lord Justice Neuberger in a speech to the Civil Mediation Council earlier this year restated his belief the Mediation is an important part of the justice system. He was careful to remind an audience overwhelmingly filled with mediators, that it is a fundamental human right to have access to justice in a court of law and that no alternative to it should deny the right of full and complete access to it. He supports mediation as a means to provide access to justice for all as an affordable and swift means to resolve dispute. But he emphasises that mediation is not suitable for all issues.

Over the past 2 years developing case law within the sector shows examples of where litigation can only be the correct course of action. The horrific case of Thomas Cook where the tragic deaths of two children could have been avoided needed full openness of the law to publicly find them in breach of duty of care. Barclays Bank action against Grant Thornton over the issues behind the collapse of the Von Essen Group, exposed the importance of a disclaimer of responsibility on an auditor's report; the case of Mr and Mrs Bull who operated a B&B with a policy that stated on their online booking form that double bedrooms are only available to heterosexual couples.

But for those cases that have greatest chances of settlement outside the court (or on the court steps) the choice of mediator must be driven by what a party thinks the person will do for him or her. This drives to the heart of why a mediator is needed – to settle the dispute. A mediator is like a cabbie with two passengers in the back in a hurry to get to the Airport. Each passenger has their own route to get to there, but there is only one driver behind the wheel.



Joel Goldman is an Accredited Mediator, Director, Key 2 Hotels



IT – the UK hotel industry's forgotten element?

Why the lack of IT expertise in understanding what Software Vendors are selling, could be costing businesses guests and revenue

Kevin Edwards, Managing Director of Avenue9

IT is often described as the forgotten element in the UK hospitality industry. For more than a decade, the UK hotel industry has significantly underinvested in IT, with serious consequences. The emergence and dominance in recent years of Online Travel Agents (OTAs), for example, has impacted bottom line profits through the industry failing to invest in IT to win the battle to drive bookings through their own proprietary websites.

In addition, the hotel industry has fallen behind other service industries in addressing the data insights revolution. As a result, it is not as competitive as it should be in the fields of customer relationship management and loyalty schemes. In the face of fast changing technology and today's highly competitive climate, it's crucial to invest in the right IT to seek out guest behaviours – in terms of booking and spend patterns – and to use the data for, amongst other things, researching trends and information on 'cost' behaviour. This is an area where OTAs, airlines and supermarkets have traditionally led the way in customer relationship management and loyalty schemes.

This brings me to another even more fundamental IT problem the hotel industry faces – the fact it is full of poorly executed and extortionately expensive interfaces. These interfaces range from guests booking, to guests checking out. Indeed, the world of hotels is dependent on interfaces. It loves them with a passion! It's an industry where general managers, sales managers, IT managers and receptionists constantly talk about interfaces, their faults, failures and their general lack of support. I can honestly say that in my entire IT working life, I have never met an industry so vocal about the dreaded interface!

Let's face it, an interface is an interaction between two things that could be a human to human, a human to a computer, or a computer to a computer. Surely in the technologically advanced world we now live in, we should be able to get one to talk to another? The aviation industry has managed it and it has a phenomenal amount of systems integration – from baggage handling, to reservations and would you believe it, serial interfaces. You never hear the aviation sector complaining as much about interfaces.

The reason is simple: they have modernised, evolved and stopped using outdated technology; and, most significantly, they have derived financial and operational benefits.

The question is: has this evolution occurred due to the airlines and airport operators, or has it been down to the software and hardware vendors recognising the need to evolve?

The simple answer: the vendors recognised the need and the aviation businesses recognised the importance IT can have on their bottom lines. As a result, this has helped to eradicate system integration issues and stop the temptation to patch up old technologies that had leaked money for years. This is reflected in the fact that the cost of air travel continues to remain static and, in certain instances, has actually reduced. In short, the airline operators, as a whole, are maximising their profitability.

So why can't the hotel industry do the same? A major hurdle to achieving this is that the profession often does not know who to trust – from infrastructure providers and IT vendors, to high end



consultants commanding large fees – when making important decisions on critical business systems. IT is an enormous subject area. In most other sectors, businesses are able to employ a diverse set of IT skills – a factor not shared by the hotel industry. Unfortunately, owing to the complexity of hotels' IT systems versus the relative size of the organisations supporting them, employing teams of proficient IT people isn't truly viable. This has led to the hotel industry becoming reliant on IT vendors.

There are a myriad of vendors out there to supply the industry – the problem is that IT has a language of its own; and how many hotel owners and managers fully understand what is being sold to them? The answer is very few; and the majority need unbiased IT experts, with in-depth hospitality industry knowledge, to translate 'IT speak' and advise them about the systems best suited to their operation – that will talk to each other and maximise business potential and return on investment. This is where Avenue9, created to fill a void in the hotel sector, has a very major role to play in providing a seamless and independent approach to managing a multitude of vendor relationships and disparate systems, often inappropriate to the nature of many hospitality and leisure operations. As an independent organisation, not aligned to any particular product or vendor, Avenue9

is in an ideal position to advise on this process and assist our clients in operating and selecting a suite of IT hotel systems that will work best together – to service the business, maximise its potential, and support its future plans for growth as efficiently and as effectively as possible.

We believe that it's the software vendors which are driving requirements and functionality in hotel and leisure operations, rather than the vendors listening to operators' requirements. With such a diverse marketplace, it is not the case of one size fits all. A five-star spa, aimed at international travellers, is very different to that of a one-star operation focusing on the domestic market. This is where Avenue9 excels. We want to understand fully the nature of our clients, understand their inner workings and fundamentally comprehend how they operate. It is only once this process is complete that we are able to suggest and recommend tailored solutions to fit their respective businesses.

We are also very mindful of the fact that the UK hotel industry has high employee turnover, and it is extremely difficult to ensure there is a consistency in maintaining staff IT skills and knowledge, especially in view of a general lack of refresher training within this field. This again is an area where Avenue9 will provide the tailored support and back-up

needed. In short, we are here to take the angst out of IT for hotel businesses through our independent approach, built upon industry experience and market knowledge. This puts us in an ideal position to consult upon, supply, manage and host any aspect of IT within the hotel and leisure sector. Most importantly, this is underpinned not just by technical expertise, but as I have already stated, a deep understanding of how a particular business operates and the unique challenges it presents.

But don't just take my word for all this – let our rapidly growing client portfolio speak for itself. It includes major brands such as: The Gleneagles Hotel, The Hotel Collection, SACO (The Serviced Apartment Company), Generator Hostels, Redefine BDL Hotels, Bourne Leisure, and Watgate Bay.

Avenue9 is currently involved in projects that involve everything from PMS (Property Management Systems) and EPoS (Electronic Point of Sale) rollouts; deployment of guest technology and applications; PCI compliance; network solutions; and IT systems for new-build properties, to general consultancy and IT health checks; technical support; contract negotiation; and brand development and website hosting. We look forward to hearing what we can do for you.



As the clocks 'fall back', make sure your IT systems don't!

Don't let this happen to your guests

The process of changing numerous clocks in the home can be laborious, but for businesses and IT Departments, it can cause chaos. Hotels are particularly susceptible as check-out times can be affected, and room keys can stop working if IT systems are not updated in a 'timely' (excuse the pun) manner.

Over the years Keystep Solutions have taken countless calls for help when guests can't get into their room, or house-keeping can't service rooms for the simple reason that the clocks have changed. Here Keystep offers some valuable advice for a smooth switch to Greenwich Mean Time this October.

Keystep's Recommendations

- Make sure the date and time is correct on your lock programmer terminal before you change the time in the lock.
- Change the time on your door entry system between midnight and 2.00am on 25th October. It only takes a few seconds per lock and makes no noise so your guests will not be disturbed.
- Regular cleaning of the magnetic card reader will ensure keys are not rejected when guests try to get into their rooms. It is a good idea to ask the house-keepers to do this as part of their duties every month.
- Flat batteries cause the lock to lose its programme. Ensure house-keepers are in the habit of reporting low battery warnings in the locks and make sure you swap them out before it causes your guests an issue.
- Destroy cards handed back by guests who tell you they don't work. Like most things in life, over time, they will wear out as strips lose their magnetism. Trying to re-use worn out cards will only cause further frustration. Putting a magnetic card next to a Smartphone can wipe the card, and it is worth explaining this to your guests upon check-in.

Guests want to feel safe and secure in their accommodation. Hotels have a duty to protect them. Good security benefits everybody; hotel guests, staff and managers. Taking security seriously contributes to a well run, efficient hotel with an excellent reputation.

Andrew Evans, CEO of Keystep Solutions comments; "Basic maintenance is essential, Electronic Door Locks log important security information about use of the lock (such as detailing which card opened which the lock, and when). But this information can be confusing, if not useless, if the time is incorrect."



Evans continues: "With this reminder, you should have a smooth transition when turning the clocks back this Autumn, but if you don't, we are only a phone call away!"

So whether you're changing the clocks at home or at work, remember to turn them backwards on Sunday 25th October. Although Autumn sees evenings drawing in, it's not all bad news, we do get more daylight in the morning. So enjoy reverting to GMT for 6 months - until we'll be required to reverse our habitual clock changing process for the Spring of 2016!



NEC appoints Southern Communications as Executive Hospitality Partner in the UK

NEC Enterprise Solutions, leader in enterprise IT & Communications solutions has appointed Southern Communications as Executive Hospitality Partner in the United Kingdom.

Kees van Donk, Director Hospitality at NEC Enterprise Solutions, explains: “As subset of our NEC Smart Hospitality drive, this programme aims at expanding our reach within the important hospitality sector. Through this programme we recognize and support business partners that invest in and promote the value of our integrated solutions, enabling them to go-to-market more successfully and help create new opportunities.

Southern Communications’ appointment is another important step in establishing an ecosystem of trained and certified Smart Hospitality partners across the region”.

With its Global Smart Hospitality drive and Executive Hospitality Partner Programme NEC further builds on its in-depth experience and expertise in serving the hotel industry worldwide and reinforces the company’s leadership in providing best in class solutions to the sector.

The programme addresses and supports the 4 main aspects of Sell, Learn, Support and Promote and includes marketing support in raising awareness, developing leads, training

staff and supporting implementations. Executive Hospitality Partners include Advance in Russia, Teksam in Turkey, addCIT in Sweden, MER ICT of The Netherlands, FMG and Ophelia in Germany and Al Yousuf in the UAE. Now Southern Communications are the first UK partners added to that list. As Paul Bradford, CEO of Southern Communications confirms: “The Hospitality sector is one of the strategic vertical markets for Southern Communications in our drive towards growth. Our selection as Executive Hospitality Partner will further strengthen our activities and our continued success in working with leading national and international hotel operators.”

To conclude Kees van Donk states “Southern Communications have earned this NEC accolade through displaying their expertise within the hospitality industry and together will help us achieve our vision of ‘Smart Hospitality’ in the UK market.

On top of that, to continue to show commitment to the UK Hospitality Industry, NEC and Southern Communications will be a Gold Exhibitor of this year Hospace, 2015, 26 November at Sofitel London Heathrow.”



New restaurant openings top 1,700

- Now more licensed restaurants than community pubs
- Decline in overall numbers of licensed premises bottoms out

Despite the continuing closure of pubs across Britain, the eating and drinking out market saw a net 1,770 new restaurants open in the last 12 months, according to latest data compiled for the new Market Growth Monitor from AlixPartners and CGA Peach.

The contrast between the 6.9% growth in restaurant sites and the 4.4% decline in drink-led pubs and bars – including a 5.1% fall in community pub numbers – in the year to the end of June reflects the continuing shift in consumer preferences towards eating-out occasions.

The first quarterly Monitor figures show that there was growth too in numbers of wine bars, café bars and food-led pubs – the latter increasing by 1.1% over the last 12 months. Branded food pubs saw a 9% growth in numbers – and the bulk of the overall growth in restaurants came from the, largely branded, chain restaurant market.

There are now more restaurants with licences in GB than drink-led ‘community locals’ – 27,500 against 26,700. The number of pubs and bars overall fell by 2.6% over the year to just above 53,000.

Return to market growth

“But the good news is that the long-term decline in the total number of licensed premises in Britain – including hotels, clubs, restaurants and other venues selling alcohol on the premises – appears to have bottomed out,” said Peter Martin, Vice President of CGA Peach, the business insight consultancy that produces the Monitor in partnership with AlixPartners.

“Over the last year, total numbers actually increased slightly by a net 965 to just over 124,000, driven largely by the expansion in restaurants. In the previous five years, numbers had fallen by over 8,000,” Martin said. Urban areas are the main focus for the new growth, seeing a 2.9% uplift in licensed premises in the year to June, with food-led sites, including restaurants and pubs, increasing 5.9%, while the numbers of drink-led businesses remained largely static.

However, not everything is gloomy in suburbia or rural parts, added Martin. Total numbers of licensed premises were largely unchanged year-on-year, with growth in food-driven sites off setting declines in traditional pubs and bars. The suburbs, in particular, saw a marked ‘move to food’, with a 5.2% increase in those type of operations – not far behind the growth rate in urban centres.

“In an active deal market with many groups looking to expand, this is an important and timely barometer. The figures from our first Market Growth Monitor illustrate that restaurant growth is genuinely a UK-wide story, with growth in many parts of the UK outstripping that of London,” said Paul Hemming, Managing Director, AlixPartners, the global financial advisory firm.

“The reality of today’s eating-out market is that, beyond the M25, there are more expansion opportunities for the leading branded operators, as shown by the presence of cities such as Leicester, York and Sheffield in the top 10 growth towns.

“The proliferation of branded eating-out concepts to relatively new destinations, and its obvious implications for the independent operator cohort, is a picture that chimes with what we hear in the marketplace anecdotally, through the businesses

with which we work. It is clear that the desire for quality food and bar offerings has spread across the country. Many of our clients are taking advantage of this new market and are finding the combination of strong demand and (typically) lower rent is delivering highly attractive ROI.

“The reality of the move to food is borne out in the CGA Peach data which shows that today in Britain, for the first time, the number of licensed restaurants outstrips the number of drink-led community pubs – a switch that occurred earlier in 2015. How times have changed.”

Not just about London

Regionally, Greater London remains the growth engine. Total numbers grew 3.3%, with food-led businesses up 6.9% over the past 12 months – representing a net increase of almost 500 new licensed businesses. The North West and Wales were the regions to see overall declines, but then only marginally, both down 0.1% on the year before. Again, the expansion of eating-out venues off set the decline in alcohol-led sites – and all regions saw a drop in drinking establishments.

City centres, however, are the real hot-bed of competition – where the premiumisation of the drinks market has also led to a net increase in bars and other drink-led operations opening up, in contrast with what has been happening elsewhere in the country.

While central London saw most new openings last year in number terms – up by over 100 – other cities are overtaking it in terms of rate of growth for both restaurants and bars.

While central London saw a 3.3% increase in licences – and Manchester, a current major focus for brand openings, a 3.7% jump – others like Glasgow, Newcastle, Leeds, Cardiff, Bristol and Birmingham are outstripping both with growth rates of around 5% or above (see table below). In the last 12 months, Birmingham even saw a 5.5% increase in bars and other drink-led operations in its centre.

City centres in growth: top 10

(increase in on-licensed premises in 12 months to June, 2015)

Position		Net new sites	Annual change	5 year change
1.	Leicester	18	8.5%	13.2%
2.	Bristol	10	6.5%	2.5%
3.	Birmingham	20	5.9%	11.8%
4.	Leeds	18	5.8%	18.8%
5.	Glasgow	25	5.2%	8.9%
6.	Newcastle Upon Tyne	18	4.9%	15.9%
7.	Cardiff	10	4.9%	25.0%
8.	York	11	4.4%	17.5%
9.	Liverpool	15	4.3%	17.7%
10.	Sheffield	9	4.2%	1.8%



North West sizzles

Hotels in the North West sizzled this August despite the soggy summer, recording a 5.2% increase in Revenue per Available Room (RevPAR), to £56.69, which contributed to a 3.8% increase in Total Revenue per Available Room (TrevPAR), to £101.43, according to the latest data from HotStats.

As a result of the growth in popularity of key North West cities as destinations for leisure visitors, including Liverpool and Manchester, as well as astute revenue management by hoteliers, unlike the British weather the month of August is no longer a wash out, with room occupancy at hotels in the region this month recorded at 79.7%, one of the strongest monthly occupancies in the year to date.

The 6.3% year-on-year increase in GOPPAR achieved by hotels in the North West was well ahead of the rest of the UK in August, which managed a 5.4% increase in GOPPAR as a result of a 3.7% increase in RevPAR. Manchester was one of the big winners in the region, recording a 12.5% increase in GOP to £26.85 per available room, which was driven by a 6.8% increase in TrevPAR, combined with cost savings made in both payroll (-3.0%) and overheads (-2.0%).

Festival Fever Boosts Bottom Line at Edinburgh Hotels

August is always a peak month of performance for hotels in Edinburgh and 2015 was no exception with RevPAR achieving an impressive 6.3% year-on-year increase to £139.61 from £131.35 during the same period in 2014, which was in spite of a 0.8 percentage point decline in room occupancy, to 92.3%.

As a result of this growth, at £139.61 RevPAR recorded at hotels in Edinburgh for the month was almost 70% above the average for the 12 months to August 2015 at £83.00, illustrating the positive impact this month has on annual performance at hotels in the Scottish capital.

Once again the population of the city swelled this August as it played host to 50,549 performances of 3,414 shows in 313 venues as part of the annual Festival Fringe, fuelling demand for hotel accommodation in Edinburgh, as well as nearby cities, such as Stirling, Dunfermline and Glasgow.

Despite more than 1,000 bedrooms of accommodation entering the Edinburgh market in the last three years, the Festival Fringe has virtually doubled in size over the last decade, enabling hotels to continue recording strong performances, illustrated by the 6.0% increase in GOP in August 2015, to £94.41 per available room from £89.04 during the same period in 2014.

Heathrow Hotels Unable to Capitalise on a Record Breaking Month of Passenger Numbers

Heathrow Airport recorded its busiest ever month in August 2015, with 7.33 million passengers passing through the airport, equivalent to approximately 236,000 passengers per day.

However, Heathrow hoteliers suffered a month of profit decline, which was in spite of RevPAR remaining static at £59.64 for the month and payroll levels dropping by 0.7 percentage points to 29.9% of total revenue, from 30.5% of total revenue during the same period in 2014.

Declining ancillary spends, including food (-8.4%) and beverage (-0.2%) contributed to a 0.7% drop in TrevPAR to £85.95.

This decline was further compounded by the 4.8% increase in overhead costs.

As a result, in contrast to the 4.0% year-on-year increase in passenger numbers at Heathrow Airport, bottom line performance at local hotels was down, with a 2.5% decrease in GOP recorded, to £27.11 from £27.81 during the same period in 2014.

The month of August 2015

	Aug'15	Aug'14	Var b/w		
NORTH WEST	Occ %	79.7	78.3	1.4	▲
	ARR	71.14	68.81	3.4%	▲
	RevPAR	56.69	53.88	5.2%	▲
	TrevPAR	101.43	97.76	3.8%	▲
	Payroll %	31.5	32.1	0.6	▲
	GOP PAR	28.26	26.58	6.3%	▲
EDINBURGH	Occ %	92.3	93.1	-0.8	▼
	ARR	151.19	141.07	7.2%	▲
	RevPAR	139.61	131.35	6.3%	▲
	TrevPAR	181.65	173.75	4.6%	▲
	Payroll %	20.0	20.3	0.3	▲
	GOP PAR	94.41	89.04	6.0%	▲
HEATHROW	Occ %	89.1	88.8	0.4	▲
	ARR	66.92	67.20	-0.4%	▼
	RevPAR	59.64	59.65	0.0%	▼
	TrevPAR	85.95	86.51	-0.7%	▼
	Payroll %	29.9	30.5	0.7	▲
	GOP PAR	27.11	27.81	-2.5%	▼

The Calendar year to August 2015

	YTD'15	YTD'14	Var b/w		
NORTH WEST	Occ %	75.6	73.4	2.1	▲
	ARR	75.09	72.00	4.3%	▲
	RevPAR	56.74	52.87	7.3%	▲
	TrevPAR	103.32	98.34	5.1%	▲
	Payroll %	30.9	31.4	0.5	▲
	GOP PAR	30.50	27.86	9.5%	▲
EDINBURGH	Occ %	79.9	79.6	0.4	▲
	ARR	105.33	99.91	5.4%	▲
	RevPAR	84.21	79.49	5.9%	▲
	TrevPAR	122.50	117.13	4.6%	▲
	Payroll %	28.1	28.5	0.4	▲
	GOP PAR	44.83	42.09	6.5%	▲
HEATHROW	Occ %	83.7	81.4	2.3	▲
	ARR	74.15	73.53	0.8%	▲
	RevPAR	62.06	59.82	3.7%	▲
	TrevPAR	91.27	88.91	2.7%	▲
	Payroll %	28.5	29.4	0.9	▲
	GOP PAR	31.85	30.72	3.7%	▲

The twelve months to August 2015

	Rolling'15	Rolling'14	Var b/w		
NORTH WEST	Occ %	76.2	74.2	2.0	▲
	ARR	75.93	72.23	5.1%	▲
	RevPAR	57.84	53.61	7.9%	▲
	TrevPAR	106.88	101.39	5.4%	▲
	Payroll %	30.2	30.8	0.5	▲
	GOP PAR	32.87	29.92	9.8%	▲
EDINBURGH	Occ %	80.5	79.9	0.6	▲
	ARR	103.12	96.87	6.4%	▲
	RevPAR	83.00	77.38	7.3%	▲
	TrevPAR	123.20	117.12	5.2%	▲
	Payroll %	28.0	28.8	0.9	▲
	GOP PAR	45.02	41.07	9.6%	▲
HEATHROW	Occ %	83.1	80.5	2.6	▲
	ARR	74.58	74.47	0.1%	▲
	RevPAR	61.95	59.94	3.3%	▲
	TrevPAR	92.44	89.73	3.0%	▲
	Payroll %	28.8	29.2	0.4	▲
	GOP PAR	32.42	31.82	1.9%	▲

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

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

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

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

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

For more information please:

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Members' Events

9th November Manchester Regional Meeting Midland Hotel

Topics Include:

"Where Next for Manchester's £7billion Tourism Economy" - Nick Brooks-Sykes, Director of Tourism Manchester

"Overall Hotel Industry Update with a special focus on the local area and City. Including latest results for Europe, The UK and its regions - plus market trends and pipeline." - Corinna Schroeder, STR Global

"Why Working with your Software Vendor is costing you guests." - Kevin Edwards, Managing Director & Phil Brown, Hospitality Consultant, Avenue 9

To register for this event please contact Jenny Rose;
jenny.rose@hospa.org

HOSPA Annual Awards Lunch London Marriott Grosvenor Hotel

Come and celebrate with HOSPA on the 17th December, the venue is to be confirmed at a later date. Enjoy a delicious seasonal lunch at the Association's Annual Awards Ceremony with awards for hospitality's best practitioners in Finance, Revenue Management and IT as well as the most successful learners of the year from the HOSPA Education Programmes. The reception starts at 12:00pm with lunch commencing at 1:00pm.

Do you know a Finance, Revenue or IT Professional who is dedicated to the hospitality industry and has made an impact on others in the industry? Or perhaps an employer who operates in the hospitality industry and who has demonstrated an outstanding commitment to promoting and investing in education? If you know just the person/company why not nominate them for one of the prestigious awards!

The nomination form will be uploaded soon.

For more information please contact
jane.pendlebury@hospa.org



HOSPACE 2015 26th November Sofitel London Heathrow

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

HOSPACE 2015 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

Highlights will be a line-up of top hospitality industry experts for the Leaders Panel. In addition, delegates will be able to benefit from HOSPACE's popular, highly topical programme of hospitality industry specific educational workshops – all led by top specialists in their subjects.

Panels include:

Spotlight 1: Hospitality and the Digital Challenge

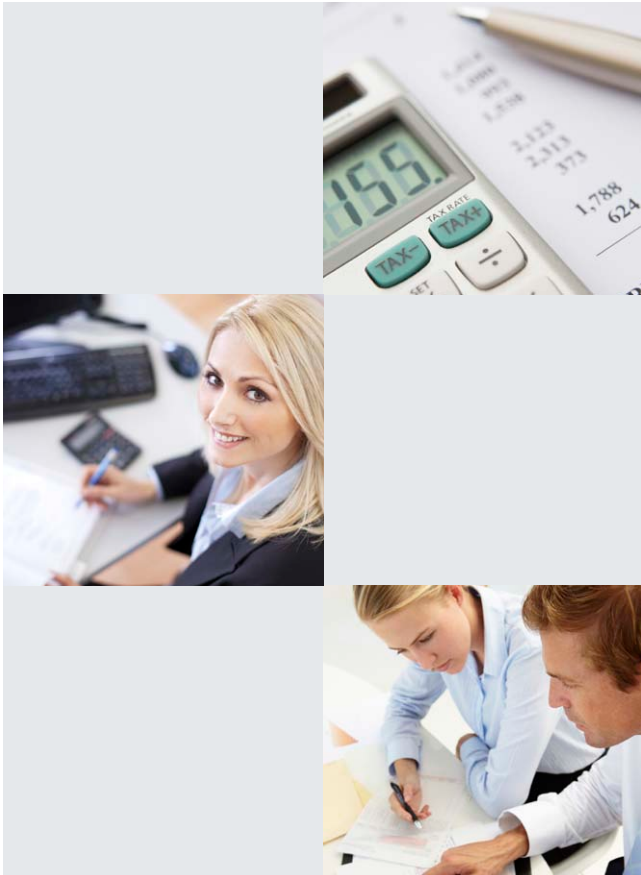
How the industry should embrace fast changing digital issues to maximise business potential

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

As in past years, HOSPACE will be supported by a growing and increasingly influential exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies – covering all eventualities for any hospitality business, whether they be start-up, established independent, or multi chain-owned, operations.

For further information, please visit www.hospace.net.



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- HotStats
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- Infor
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- Keystep
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- PAR Springer-Miller
- Premier Software Solutions
- PricewaterhouseCoopers
- QDOS Communications
- Rate Tiger

- Save Money Cut Carbon
- STR Global
- Verteda
- XN Hotel Systems

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- Hotel Marketing Association
- Hotel Technology Next Generation
- Smart Report

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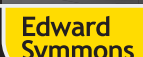
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Conference Highlights:

Leaders' Panel: A line up of Hospitality Leaders and Senior Executives looking at and debating the current issues and trends affecting the industry today.

Spotlight 1: Hospitality and the Digital Challenge
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

THIS YEARS GUEST SPEAKERS

Leaders' Panel - 'Key issues, trends and developments facing the Industry today'

Peter Hancock (Chair)
Chief Executive,
Pride of Britain Hotels

Jonathan Ragget
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, BDRG Group

Stephen Minall
Moving Food, **Mark McCulloch**,
WE ARE Spectacular Marketing

Dr Michael Toedt
Managing Partner of TS&C,
dailypoint and author

Tom Weaver
CEO, FLYPAY

Irene van der Watt
Area Manager, Regional UK & I,
Expedia Lodging Partner Services

Carson Booth
VP Global Property Technology,
Starwood Hotels & Resorts
Worldwide

Spotlight Session 2 - 'Managing inwards and Outwards – all the Stakeholders'

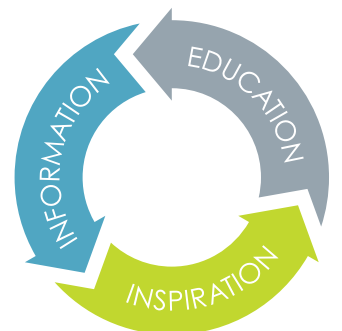
Paul Slattery (Chair)
Co-Founder and Director,
OTUS & Co

Heiko Figge
Moorfield Group Head of
Hospitality Portfolio,
Moorfield Group

Robert Barnard
Partner / Leisure and
Hospitality, BDO

Sarah Freeman
Director,
Business Partner Hotel
Operations, IHG

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