

THE OVERVIEW

ISSN 2048-4844 OCTOBER ISSUE 2016

HOSPACE - We're here, are you?



Professional Development accolade

Welcome to THE OVERVIEW

Dear members,

The Conservative Party conference marked a step forwards in the move to Brexit, with a date of March 2019 set for us to pull down the EU flags and we hope that our own conference, HOSPACE 2016, will provide a little more cheer and a little more steer.

The hospitality sector has been looking on the bright side, with staycations front and centre. EasyHotel raised GBP38m on the public markets from investors enthused by the brand's potential. CEO Guy Parsons said: "A decline in consumer confidence will impact the industry as a whole. The board believes consumers will increasingly look for brands offering best value for money. During the last recession, budget brands outperformed the rest of the market. The EasyHotel brand is expected to continue to outperform the market - the only super budget brand of scale."

EasyHotel was joined by JD Wetherspoon, which said that it was considering adding around 100 hotels to its estate within the next decade.

The comments came as the Markit/CIPS UK Services Purchasing Managers' Index showed that growth, such as there was, slowed in September - the first month we have had since the EU Referendum which can be classed as 'normal' now that the summer holidays are well and truly behind us.

David Noble, group CEO, CIPS, said: "Though business optimism improved further from July's seven-and-a-half-year low, and was the strongest for three months, disquiet around Brexit still remained. The sector concentrated on stabilising rather than forging ahead with confidence, as optimism stayed below the longterm average."

Driving all this is the weak pound, which, at the time of writing, was getting weaker by the day. Estimates suggest that it will be 18 months at least until we see any improvement in the exchange rate - to time to bring your growth strategy close to home.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

→ In October's issue...

- | | |
|--|--|
| 2. Introduction | 14. Accolades for Professional Development |
| 3. HOSPA CEO welcomes HOSPACE | 16. HOSPACE programme |
| 4. A network of teams | 18. Britain celebrates summer |
| 7. Leading learners | 19. Rates drive profits |
| 9. XN | 21. Events |
| 11. The growth of intelligence solutions | |



Hospitality Finance, Revenue and IT Professionals

CEO

Jane Pendlebury

jane.pendlebury@hospa.org

Editor

Katherine Doggrell

+44 (0) 7985 401 831

katherine.doggrell@hospa.org

Editorial Board

Paul Nisbett

Chairman - Finance & Accounting Committee

Bryan Steele

Chairman - Information Technology Committee

Michael Heyward

Chairman - Revenue Management Committee

Alec Jones

Taxation Committee

Membership & Events

Robert Maloney

Membership Officer

rob.malone@hospa.org

Tel: 0203 418 8196

Professional Development

Debra Adams

Head of Professional Development

debra.adams@hospa.org

Jane Scott

Programmes Coordinator

jane.scott@hospa.org

Tel: 01202 889 430

Publisher

Hospitality Professionals Association

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

Cloud-based hospitality software for hotels, groups, apartments and pub chains

Sponsor of The Overview



www.guestline.com • sales@guestline.com • +44(0) 1743 282300

The wisdom of the crowd



HOSPA CEO Jane Pendlebury looks ahead to HOSPACE

HOSPACE 2016 is nearly upon us - our office is buzzing with anticipation and excitement. We have a marvellous set of speakers both on the main stage and for the breakout workshops/technical updates.

One of the many highlights of the day will be a not-to-be-missed, top-level discussion in our post-Brexit world on 'The consequences of leaving the EU for the UK Hospitality Industry'. As ever, we have some well-known industry names giving their views on this and the profession's most pressing issues. These include: Jonathan Raggett, Managing Director, Red Carnation Hotels, and Steve Cassidy, Senior Vice President Hilton Worldwide, who will be addressing the long-standing challenge faced by the industry of 'How to Attract and Retain Talent'. There will also be experts imparting their knowledge on key subjects affecting the profession, such as Benedetta Cassinelli, Partner and Business Development Director, Considerate Hoteliers Association, discussing sustainability; and there will be an opportunity for delegates to take centre stage in what should prove to be a hotly-contested debate on the motion: 'This house believes corporate chain hotel brands tend to suppress value rather than create it'.

We are also delighted to welcome the Hotel Marketing Association (HMA) to HOSPACE 2016. As you will know, we work hand-in-hand with the HMA and our membership now encompasses theirs. We look forward very much to their breakout session on 'The benefits of gamification'.

The wide range of technical session topics will additionally include 'Keeping confidential data safe', 'The role of dynamic website personalisation in growing direct bookings and increasing customer loyalty', 'Technology can provide exclusive and highly targeted media opportunities for luxury and premium brands' and a session on the 'Apprentice Levy'. Please see more detail on page 17.

Conferences are always great for gathering new ideas; and I know a few HOSPA members who recently attended The Annual

Hotel Conference and, like me, were lucky enough to hear Professor Martin Elliott, Professor of Cardiothoracic Surgery at Great Ormond Street Hospital, speak. He talked about how he and his team learned from Formula One pit stops and the split-second precision of the Ferrari Formula One motor racing team. No, I didn't see the link either! However, the efficiency of a pit stop - mostly due to fine-tuned communications - significantly helped to improve the process during the transfer of babies from the surgeon's table and into recovery. This was, apparently, the most dangerous part of heart surgery.

The similarity of the two operations (pit stop and heart surgery) became apparent when viewed from above. We were shown an aerial picture of both - the subject (baby or car) in the middle surrounded by experts (medical teams or mechanical teams). Professor Elliott said: "The learning we achieved was applicable to all handovers, and had resonance in many areas of medicine and the wider industry". Mortality rates have dropped notably at Great Ormond Street Hospital and throughout the UK's medical community. How brilliant Professor Elliott was for spotting the similarity and then having the courage to pursue it. I would suspect that there were a few of his colleagues questioning his sanity. We can all benefit from improvements in communication; and, as this example shows, it always pays to think outside the box and learn from other industries. Who knows what brilliantly innovative, whacky ideas delegates will take away with them from HOSPACE 2016?

On a different level, I expect that a lot of the chat at HOSPACE will be about the US Election which will have taken place on 8 November. I dare not make a prediction, other than we can all be sure that whatever happens the result will be a talking point.

Finally, on a personal note, I really want to thank the HOSPA team. This is our busiest time of the year, and in 2016 it has been further complicated by the installation of a new membership system, which inevitably has had its teething problems, though in the long-term it will pay dividends for the Association. See you on the 10th!



Chris Denison Smith
Director, FM Recruitment

A new kind of teamwork

According to research by Deloitte, the newest way to structure your organisation is in a “network of teams.” This setup is fast replacing static organisational structures and allowing more flexibility for all. This, alongside the introduction of more computerisation and automation to replace tasks previously undertaken by people, leads to a whole new approach to staffing. So who is benefiting more from this new way of working: employer or employee? And how does this apply in hospitality? We look at some key changes under this new approach, and what it means to the hospitality industry.

Team of leaders

Change is afoot. Top down hierarchies are not the Millennial way. In Deloitte's Global Human Capital Trends 2016¹, 92% of companies stated that they believe redesigning their organisation is very important or important, making it the no. 1 issue among this year's respondents. But why the change? Today's thinking suggests that businesses will perform better when teams are more empowered. In the network structure, teams are brought together for specific projects and project based leaders have the ultimate authority for its success. This means they can make the right decisions specific to the goals of the project and respond to problems directly without having to go through a big boss every time.

Extending a sense of responsibility to more people brings more heads into the game and allows for more innovative solutions to arise. Giving staff the opportunity to take the lead also puts the consequences on their shoulders and should mean that everyone is rooting for the organisation's success.

The best people for the job

How ready should you be to mix a team up? The longer people work together in a team the better they should understand each other, but what if the team is just not right for the job at hand? Hugh Taylor, Chief Executive of Michels & Taylor says that it is worth a reshuffle to optimise performance:

“We often change teams. We often find where the opportunities are and develop them. Wherever we can, we take the teams that we are introduced to, understand what they are doing well, understand where there are opportunities and work with them to help them to get from x to y. Because of the hotel expertise that we have, we are able to go into a business and do that. It's more difficult and it takes longer if you actually have to take people out or move the team around, so that's not ideal, but often that is the case in business and sometimes you have to do that as professionally as possible to get to the optimum position for a team that can perform at the level that you want.”

Remember mixing up a team doesn't necessarily mean hiring and firing, but breaking down the barriers between departments. Take people from wherever they currently sit in your organisation and set them to work on whichever project they can add the most value to. This variety of opportunity

under a project based structure could also spell an end to the ‘not in my job description’ worker mentality.

The Freelance Economy

On the frontline of hospitality, faces change frequently and temporary staff are often added during busier periods. This is a response to the needs of the business. The move towards freelancing and contract work, however, follows the needs of the millennial workforce. Freedom of choice and flexible working is becoming more valued.

According to Deloitte, more than one in three US workers are currently freelancers - a figure expected to grow to 40% by 2020. And almost half of the executives Deloitte surveyed said they expect to increase the use of contingent workers in the next three to five years.

The modern workforce is not as willing to sign away their work lives but that doesn't mean they are not hardworking. In fact there is a level of experience and credibility needed to make selling your services a viable financial option. If you want to consult for an executive team you need to be bringing something to the table they don't already have. And this means benefits for the organisation.

Freelancers who do not have the safety net of a permanent contract need to show their worth in everything they do. This structure invites task focus, it again becomes about delivering each project to the highest standard possible. All of which is good for a hospitality business.

Technology is part of your team

In the Deloitte survey, 43% of executives anticipate greater deployment of robotics and cognitive technologies in the next three to five years. This is one prediction from the report that we can already see taking force in hospitality, with computers often taking responsibility for the booking and check in processes. So the interesting question is, should you reframe technological upgrades under your staffing budget? Or is neglecting recruitment in favour of automation ultimately detracting from your service?

Chris Day, Global Managing Director, Christie & Co says that the decision is different depending on the priorities of your sector:

¹ <http://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-dup-global-human-capital-trends-2016.pdf>

"I think that we're seeing some people go down the digital route, particularly at the budget end, where customers are very happy not interacting with people. I think where the edges become slightly more blurred is when you get into the luxury end of the market where there's a significant chunk of that customer base that doesn't want the digital product. It wants the digital product when it wants it but it also wants people available and I think that's a real dilemma. Customers still want to be pampered."

Technology will never replace humans in one of the most personality-led of industries, but it should certainly be in the strategic plan of every hospitality business.

Strategic partnerships

When we are constantly told the importance of data and digital technology, it can feel like we need to be able to do it all ourselves. But while hospitality undeniably needs to better embrace the advantages of new technologies, you no more have to have this covered in-house than you do plumbing.

Network is not just the new shape of organisations, but of the wider economy. Isolated institutions will struggle in this world. We need to build relationships with specialist organisations in other industries who can provide vital services to us. Andrew Sangster, Editor and Owner, Hotel Analyst suggests it is about knowing your strengths:

"I think hotel companies should just concentrate on doing what they're good at - providing excellent service, and leave the online customer relationships to people who are better placed to deal with that."

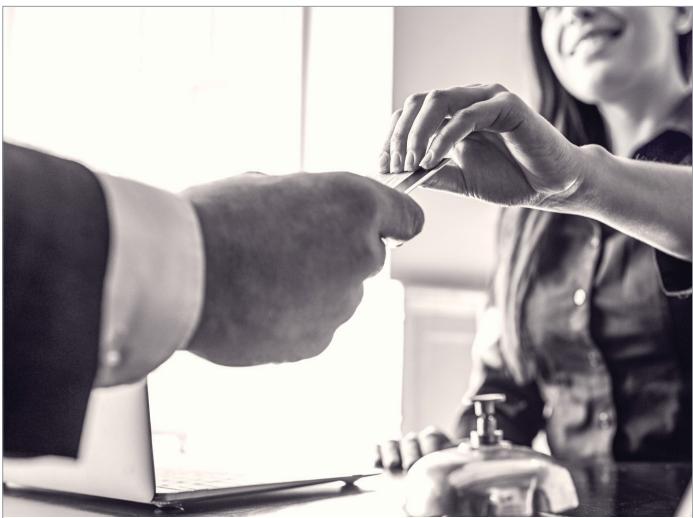
Shared values

With all the moving parts involved in business today, the role of the leader to keep an organisation on course and look at the bigger picture is more vital than ever. Flexibility doesn't have to mean impermanence of staff. There is a lot of value added to a business when people have worked in or with an organisation for a long time and have an understanding of its core values and the context of its choices.

While job titles and progression may start to look different, this new way of working can offer a lot of developmental value to an individual within a hospitality business. Likewise, structuring your business into greater numbers of teams may well have significant advantages.

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





YOUR ALL AROUND INTEGRATED
PAYMENT SOLUTIONS

3CPayment.com

brother
at your side

★★★★★

WHEN EVERYONE'S A CRITIC,
CHOOSE BROTHER

PRINTING & TECHNOLOGY
SOLUTIONS FOR THE
HOSPITALITY & LEISURE SECTOR

VISIT US AT #HOSPACE2016 TO DISCUSS HOW WE
CAN HELP YOU GET COMPLIMENTS, NOT COMPLAINTS

BT wifi

FAST RELIABLE EASY

Your customers demand high speed connectivity wherever they are!

Come and see us at HOSPACE 2016 to find out about:

- The fastest wi-fi in any hotel in London
- Delivering reliable wi-fi throughout your hotel
- Insight on where customers spend their time in your hotel

Look forward to seeing you.

exponential-e
APPLIED INNOVATION

The Trusted IT Solutions Provider
to the Hospitality industry

Choose Peace of Mind as a Service with our:

- Fully owned and managed, PCI compliant, UK Network & Voice infrastructure.
- Scalable and burstable bandwidth with a single end-to-end SLA and real-time monitoring.
- Multiple services converged across one pipe, that fully integrate with hotel systems.

"Exponential-e has been providing us with exceptional service and support for a number of years. Their services are extremely flexible and scalable, our Account Manager is always on hand."

Andaz Hotels.

0845 470 4001 **HOSPA**
Hospitality Finance, Revenue and IT Professionals

www.exponential-e.com/hotels

Education & Training Programme results

The following learners, enrolled on the March 2016 programme with examinations in July, successfully passed the course-work assignments and examinations:

Financial Management, Stage One

Ketan Bhakta*	Jurys Inn Birmingham
Myles Donald	Principal Hayley - Blytheswood Square Hotel
Debra Fraser	Principal Hayley - Selsdon Park Hotel
Sarah Gauntlett	Jurys Inn Birmingham
Maxime Guichoux	Hotel Le Richemond, Geneva
Antje Henze	De Vere Venues Latimer Place
Tatiana Ivanova	Marriott Hotel Brusselles
John Kula	Principal Hayley - Kenwood Hall Hotel
Wasantha Pathirana	Jumeirah Zabeel Saray
SP Russell	Firmdale Hotels - Ham Yard Hotel
Natalia Zaremba	Shangri-La Hotel, At The Shard

Freeman Luk	Principal Hayley - Wotton House
Begona Manzanero	London Hilton on Park Lane
Claire McQueen	Princes Street Suites
Emilia Mielnicka	Number Eleven Limited
Luke Taylor	Jurys Inn Birmingham
Fiona Thomson	The Waldorf Astoria Edinburgh
Miriam Valderrey	Hotel Russell

Revenue Management, Level One

Stephen Baskerville	The Landmark London
Caroline Baudet	The Wesley
Jaroslaw Fertlinski	The Wesley
Tsvetelina Georgieva	Apex Hotels
Natalia Gluszcynska	Mercure Bristol Grand Hotel
Sam Jennings*	Premier Inns
Ahsan Latif	The Wesley
Jacopo Pagani	No Ten Manchester Street Hotel
Stewart Redford	Premier Inns
Priya Shah	The Grove

Revenue Management, Level Two

Jo Fox	ETC Venues
Diane Little*	Principal Hayley - The George Hotel
Florence Tercier	The Nido Collection

Revenue Management, Level Three

Micheal Alex	Studying independently
Phillipa Jordan	Farncombe Estate
Hugh Murphy	Jumeirah Carlton Tower
Bethany Parker*	Principal Hayley - Grand Central Hotel
Anneliis Veinberg	The George in Rye

* Highest grade achieved for their Stage or Level of study

Financial Management, Stage Three

James Bland*	The Hotel Collection - Redworth Hall Hotel
Pranav Dave	Shangri-La Hotel, At The Shard
Alan Eaton	Eynsham Hall Ltd
Rupinder Kachala	Jurys Inn Birmingham
Miriam King	Principal Hayley - Connaught Rooms

Meet with our professional development team at HOSPACE 2016!

Are you considering developing your career in Financial Management or Revenue Management? Looking to develop your teams? Our learning and development courses provide the practical knowledge and understanding required to manage the Finance or Revenue Management function in the hospitality industry.

Contact HOSPA to book a 10 minute chat with our professional development team to find out how we can help you and your organisation.

→ LEARNER RESULTS

Education & Training Programme results

Learners awarded Associate (Certified) membership status of HOSPA following successful completion of their studies during 2016:

Financial Management Programme

Ali Agoumi, Formerly Starwood Hotels & Resorts
Gavin Duffy, Jurys Inns

Laura Hyland, Jurys Inn Cork
Fawad Iqbal, Crowne Plaza Docklands
Meriel Johns, Jurys Inn Brighton
Jackson Lai, Formerly Mandarin Oriental
Mathias Lenders, Royal Garden Hotel
Robert McCluskey, De Vere Village Urban Resort Maidstone
Cecil Pickard, Jurys Inn Heathrow
Sandie Rankine, Jurys Inns (UK) Ltd
Nicola Shallcross, Principal Hayley Cranage Hall
Eva Stranakova, Imperial Hotel
Oksana Svidrun, Crowne Plaza Marlow

Aino Valkama, Sheraton Muenchen Westpark Hotel
Sam Willetts, Jurys Inn Birmingham
Berit Williams, Principal Hayley Beaumont House
Gemma Williams, The Grove Hotel

Revenue Management Programme

Micheal Alex, Studying independently
Zena Carter, Farncombe Estate
Phillipa Jordan, Farncombe Estate
Lance Keirle, Le Manoir Aux Quat' Saisons
Hugh Murphy, Jumeirah Carlton Tower
Marisa Palmero, Malmaison & Hotel Du Vin
Bethany Parker, Principal Hayley Grand Central Hotel
Anneliis Veinberg, The George in Rye

Enrolment is now open for both courses in Financial Management and Revenue Management commencing in March 2017.

Please contact education@hospa.org for more information.



Learn about Revenue Management with HOSPA

This modular programme is delivered online and provides an opportunity to study in-depth the revenue management strategies and techniques applicable to the hospitality sector. You will benefit from:

- Expert tuition and guidance from leading practitioners
- Up-to-date course materials and access to industry journals
- A convenient modular approach
- Relevant and practical learning
- HOSPA Associate (Cert Revenue Management) membership of HOSPA on completion of the full programme

Introductory modules are available for those new to Revenue Management leading to modules designed specifically to enable learners to apply the techniques to every day practice.

Enrolling now for March 2017, to learn more contact us:

education@hospa.org / +44 (0)1202 889430

www.hospa.org



Every hotel has unique challenges.
Our solutions are built to meet them all,
Smart, mobile and configurable.

**Workforce management
Purchase-to-pay & Inventory
Analytics**



**Improve profitability.
Enhance the customer experience.**

For a free demo or to find out more:
Email: sales@fourth.com
Call: +44 (0) 8450 571 234
www.fourth.com

**Make better
decisions
faster**

Advanced hotel software from the
front desk to the back office

Infor Hospitality software features social, mobile,
analytic, and cloud technologies that drives new
levels of usability, connectivity, and insight.



infor.com/hospitality
hospitalityuk@infor.com
Visit us on Stand 4

Copyright ©2016 Infor. www.infor.com. All rights reserved.

MY HFTP®

Build Your Global Network Today

Hospitality Financial and Technology Professionals (HFTP) is your connection to an incredible resource: hotel and hospitality colleagues worldwide who share your challenges and successes.

HFTP is an international association which supports hospitality finance and technology professionals through education, industry research reports, certifications and leadership opportunities.

Invest in Your Career: www.hftp.org

New! **Save the Date:** 28–30 March

HITEC²⁰¹⁷
AMSTERDAM
Produced by **HFTP**

**LOOKING FOR
A PARTNER TO
TO MAXIMIZE
YOUR SALES?**

idiso
Hotel Distribution

YOUR GLOBAL HOTEL SALES PARTNER

**YOUR 360° GLOBAL HOTEL DISTRIBUTION
& SALES PARTNER**

www.idiso.com

info@idiso.com

Xn protel Systems implements integrated PMS, Conference & Banqueting and EPoS solutions at The Lensbury



The Lensbury is a premium hotel, conference centre and leisure club, situated in South West London, UK, with 171 bedrooms, 37 meeting rooms and multiple F&B outlets. The resort boasts world class sporting facilities and hosts international teams from the world of rugby and other disciplines.

The management team at The Lensbury conducted an exhaustive RFI process, with the stated aim to "implement a new PMS solution, be fully integrated with the F&B, hotel and conference departments and make substantive improvements in the quality and timeliness of financial control and management reporting." After extensive presentations and reference checks, the team settled on Xn protel as the most qualified and comprehensive solution for their needs. The project commenced in January 2016, with Go Live in June 2016.

"We invested significant time in evaluating vendors and systems, as we were determined to make the right decision for our business", stated Snezana Hassell, IT Systems Manager. "That decision has been endorsed by the support we have had from the Xn team throughout the process and the obvious functionality benefits the systems are now delivering".

HOSPA
Hospitality Finance, Revenue and IT Professionals
Professional Development





Powering connections

Connected Guests

Reduce on-property complexity, simplify support and **eliminate** costly upgrades.

See the latest Mitel Connected Guests cloud telephony and applications suite.

Sign up for a FREE MiCloud Hospitality 30 day trial

mitel.com/hospitality

Complete Hospitality Cloud

The Integrated Cloud for Hotels & Casinos



MICROS + Oracle

Complete. Mobile. Secure.

ORACLE®

oracle.com/hospitality

Copyright © 2016, Oracle and/or its affiliates. All rights reserved.



Are all your inbound bookings secure?

See how easily you can remove legacy data and non-automated bookings containing payment card and PII data from PCI scope using ShieldQ's accredited service.

- ✓ **Become PCI compliant instantly:** no hardware, not costly consultants or processes
- ✓ **Meet all PCI DSS requirements**
- ✓ **Meet GDPR's requirements** and avoid harsh penalties

Join our educational session
"Removing hotels from PCI/GDPR scope"

www.ShieldQ.com



More Bookings. More Profitably.

Attract, Reach and Convert guests with the leading cloud platform for hotels.

The Channel Manager

TheBookingButton

Canvas

Prophet

GDS by SiteMinder

The SiteMinder team will be showcasing our award-winning technology. Meet us at stand no.13 to discuss the industry's latest topics including hotel distribution, direct bookings, and revenue management.

Request a demo or find out more
Email: info@siteminder.com
Call: +44 (0)20 3151 0730

SiteMinder.com

Ever fancied seeing yourself as a pilot in a fighter jet cockpit?



Infor's Mike Weeks looks at the growing importance of Business Intelligence solutions.

With month-end approaching along comes the ritual of late nights with finance burning the midnight oil copying and pasting data, reconciling data and account balances, chasing up commentary on variances from various department managers before they can generate the month end pack. After all this effort, the pack (typically a set of PowerPoint slides or a heavily formatted Excel workbook) is emailed around totally insecure. Consumers of the reports are known to add their interpretations to the documents with notes and comments. Then, before you know it, at the next management meeting everyone is sitting with his or her version of the report - complete with an unaudited set of commentary and variations in the numbers with no explanation - sound familiar?

Actually, there's a whole process you go through before the management meeting takes place right? In fact, as you arrive bleary eyed into the office the next morning, after availing yourself of whatever food has been left behind from last night's MICE activity, you already know there will be a string of emails asking for further clarification and detailed analysis of that particular account balance. "What is the average occupancy for exec rooms by brand compared to forecast?" "What is the expected impact on margin if we reduce the room rate by 2%?" "What % of residents are pre-booking dinner and what is the average pre-booked dining spend?" All great questions following a particular line of thought but of course if the answer to the business issue is not at the end of that line of enquiry

you know there will be an even more urgent set of questions being fired relentlessly at you following a different thread.

Time for rest? Not likely, not unless something changes in your process. Surely you were not employed to herd numbers and reports corralling them into some form of presentable shape? Separating the flock of "data sheep" into those which will get a good return and those that need to be held back or hidden amongst the rest of the flock hoping they will not be spotted by potential buyers of your stock.

In fact, when I talk to most members of the finance and accounting teams they all have aspirations of adding value to the organisation through partnering the business units. They never expected to spend their time on the mundane mechanics of collecting and chasing data and commentary, reconciling and improving their PowerPoint skills let alone screaming at the PC about why did that format suddenly change, all you did was paste a graphic into the document!

It is for this reason that we see a continuing take up of BI (Business Intelligence) solutions across the hospitality industry. BI is one of those acronyms that has been around for a while and for many of us in the hotel industry it represents a set of static reports emailed to management at month end, yet in other industries, BI has moved on significantly and means something completely different.

Business Intelligence within industries such as financial services and retail are the backbone of the business operations. You already know that retailers can analyse your shopping basket as you pay for goods to present a tailored offer as you pay just to try and keep you in the shop or to ensure you will return real soon.

Did you also know that retailers are combining internal data about their customers along with externally held data to provide even more tailored offers to the client? They also combine vast amounts of data and apply algorithms to them to predict their stock, customer and product offers more reliably. It is for reasons like these that we now talk about BI as not just the rear view mirror, telling me where I have been, but that it is now analogous to the "head up display" in a jet fighter. Business Intelligence can now provide hotels "real-time" data about core attributes to keep the hotel (plane) in the air such as altitude and speed. Informative data enabling the hotel manager (pilot) to get to where he needs to go with directional data (planning and forecasting, initiatives, projects, CapEx, cash flow) but also predictive information on collision avoidance and missile evasion.

In the "head up display" of the jet fighter, the pilot needs to see an inordinate amount of information so it needs to be clear and context sensitive. Of course a jet fighter and pilot need a whole team of people behind them, for this reason, the pilot needs communications and collaboration with the entire team, all of this is what modern BI brings to hotels. Real-time analytics, context sensitive information beautifully presented and easily consumed within a collaborative framework. This then is my kind of Business Intelligence and exactly what we provide at Infor.

Recently I had the good fortune to attend a presentation from Vienna House Hotel who have started their journey and

implemented just such a solution. Since implementing Infor's d/EPM solution, all areas of the hotel have clear, accurate visibility to all aspects of the operations from room utilisation through to staff turnover as well as other external and benchmarking data.

In Vienna House Hotel's case, they chose not to rip and replace completely, in fact, they left the process alone but instead chose to focus initially on the current technology challenge of spreadsheets. Vienna House Hotel found that through removing spreadsheets from the process, along with all the emails needed to move them around the business, they managed to reduce both their month end and rolling forecast processes by more than 50% enabling them to spend more time on value-added analysis.

Ultimately business intelligence is about enabling and empowering decision makers at both corporate and local hotels to be more profitable. Vienna House Hotels are now able, through the use of pre-defined USALI chart of accounts in the Infor d/EPM solution to benchmark accurately comparable properties and investigate and collaboratively share best practices.

We all dream of flying a fighter jet and having 100% visibility and confidence over decisions, for most of us this is never going to happen, but perhaps we can have this confidence over our business decisions.



Mike Weeks is a Senior Account Manager at Infor for the d/EPM, Expense Management and Risk and Compliance solutions. If you want to learn more visit us on Stand 4 at HOSPACE in November or contact amanda.brown@infor.com

HOSPA

Hospitality Finance, Revenue and IT Professionals

Join us for the HOSPA Annual Student Awards Ceremony on Wednesday 25th January 2017 commencing at 2.00pm in the prestigious Crystal Palace Theatre at the Hilton on Park Lane, London.

The event commences with a Panel Debate with distinguished expert speakers discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea followed by networking.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this celebratory networking event.

Tickets £50.00 per person to include Afternoon Tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

education@hospa.org / +44 (0)1202 889430

www.hospa.org



Specialists in IT for Hospitality
Delivering highly effective solutions to the hotel industry

- Guest Internet Services
- Hotel Managed Services
- Hotel Telephone Services
- Security & Access Control
- Voice & Broadband Services

Contact us on **0844 511 0021**
sales@tmbsystemsgroup.com | www.tmbonline.com

TMB Systems Ltd, Unit 10 Silver Business Park,
Airfield Way, Christchurch, Dorset BH23 3TA

Open Systems Open Minds

PMS ▾ POS ▾ CRS ▾ Spa/Activity

ProcureWizard

Find out why our solution is the best in the industry...

Purchase 2 Pay	Food & Beverage	Time & Attendance
Laundry Control	E-tendering Solution	Document Scanning

call: 0844 801 2008
email: info@procurewizard.com
visit: www.procurewizard.com

Tasty Recipes, Happy Customers, Top Performance.

Saffron helps caterers track Business Performance to maximise profit and efficiency.

With customers feeling the pinch, Saffron gives you the functionality to track just how your restaurant is performing, so that you can make changes to improve profit without affecting standards!

For more information and an online demonstration, visit **fdhospitality.com**

For a smooth running catering business

t: +44 (0) 114 281 6060
f: +44 (0) 114 281 6061
e: sales@fdhospitality.com

Fretwell-Downing Hospitality Limited. Company registered in England at Unit 1 Hawke Street Sheffield No 3152100

People 1st and the Chartered Institute of Management Accountants recognise HOSPA's hospitality-focused Professional Development Programmes



HOSPA is delighted to announce that its hospitality focused Professional Development Programmes in Financial Management and Revenue Management have been reviewed by People 1st and will receive the charity's prestigious Quality Mark approval for the period 2016-2018.

The Quality Marks are awarded by People 1st - the skills and workforce development charity for employers in the hospitality, tourism, leisure, travel, passenger transport and retail industries - based on a thorough review of the design and content of training programmes, taking into account how they will help individuals contribute to the overall improvement of the sector's skills and standards.

In addition, HOSPA's course in Financial Management has been reviewed by the Chartered Institute of Management Accountants (CIMA), in light of the forthcoming launch of the 2017 syllabus for the CIMA Certificate in Business Accounting (Cert BA) - CIMA's entry level qualification (CGMA). This can be taken as a stand-alone qualification, whilst offering a route to becoming a Chartered Global Management Accountant (CGMA). The 2017 syllabus will commence on 11 January; and it has been confirmed that HOSPA's Financial Management graduates will continue to receive exemptions from two components of the CIMA Certificate in Business Accounting. These are BA2: Fundamentals of Management Accounting (following successful completion of HOSPA's Financial Management Stage 2 in Operational Management Accounting and Stage 3 in Strategic Management Accounting); and BA3: Fundamental Financial Accounting (after completing HOSPA's Financial Management Stage 1: Introduction to Financial Accounting).

Commenting on the People 1st award and continued CIMA recognition, HOSPA Head of Professional Development Debra Adams said: "We are honoured and thrilled that our Professional Development Programmes have received such important recognition from two such influential and august organisations as People 1st and CIMA. This is tremendous news for the Association and our graduates, giving them the level of professional recognition and range of qualification opportunities required to confirm they have the skills and knowledge for pursuing a successful career in hospitality finance or Revenue Management."

HOSPA Chief Executive Jane Pendlebury added: "This much

valued recognition by People 1st and CIMA is the latest achievement in a year of great progress for our Professional Development Services. This follows the announcement in March that the Association had successfully secured funding from the Savoy Educational Trust, matched by investment from HOSPA, to further the development of our Revenue Management courses. The grant has enabled us to update and reposition our current Revenue Management programme - enabling the individual units, within the online programme's three levels, to be studied from 2017 in a modular format. This, in turn, is making the course more flexible - providing greater accessibility to a wider audience.

"The grant has also supported the updating of our highly acclaimed Revenue Management ebook, which has been used extensively by practitioners and academics following its initial launch in 2012."

The traditionally popular HOSPA course in Financial Management provides a first step in pursuing a career in business and finance in the hospitality sector. The course is based on best practice in the sector and follows the guidance and recommendations of the Uniform System of Accounts for the Lodging Industry (2014 edition). It offers three levels of study and successful completion of all three levels leads to Certified Associate Membership of HOSPA.

In 2011, HOSPA introduced its hospitality focused Professional Development Programme in Revenue Management. Written by leading educators in Revenue Management in the hospitality sector, in conjunction with leading industry experts, the course is designed to provide Revenue Managers of the future with the skills and knowledge required to manage their divisions, as well as to provide non-revenue personnel with a detailed knowledge of the function within a hospitality property.

For further information about the range of professional development opportunities offered by HOSPA, visit: www.hospa.org/education or email: education@hospa.org or visit LinkedIn: www.hospa.org/linkedin/ or telephone: +44 (0) 1202 889 430.

#dontsweatdirect



Europe's most advanced
direct booking engine

+25%

We guarantee to grow
your direct bookings

Visit our stand at

HOSPACE 2016

www.avvio.com

@AvvioDirect



Passive Optical Networking

A REVOLUTION IN IP CONNECTIVITY

Deliver voice, video and data
over a single fibre optic cable

- ✓ More cost effective
- ✓ Reduce ongoing costs
- ✓ Reduce rack space



Visit us at **Stand 5 | mlrnetworks.co.uk**



**Re-imagine hospitality solutions for PMS and POS to
lower your costs while maximizing the guest experience.**

Imagine a suite of hospitality solutions that can take your property to the next level of efficiency, revenue growth and guest service. Imagine having a choice of cloud-based or on-premise deployment. Imagine a POS system with powerful business intelligence capabilities. Agilysys has re-imagined hospitality to help create lasting connections with your guest while meeting your ROI needs.

**CONTACT AGILYSYS TODAY
TO LEARN MORE**

+44 (0) 1753 290 034
sales@agilysys.com
www.agilysys.com

Agilysys..

TRANSFORMING HOSPITALITY BY BUILDING
LASTING CONNECTIONS
Copyright ©2016 Agilysys NV, LLC.

cardonet

Be our guest, leave the IT to us

**Specialist
24 x 7 x 365
IT Support
Built for Hotels**



Visit the Cardonet stand to find out
how we can solve your IT problems.
Or get in touch today: 020 7837 2444

cardonet.co.uk
jane@cardonet.co.uk

Sponsored by



8:30	Registration & Exhibition Opening
9:00	Conference Opening Jane Pendlebury (CEO, HOSPA) & Peter Hancock (Chief Executive, Pride of Britain Hotels)
9:15	Attracting and Retaining Talent Chair Jane Sunley, CEO, Purple Cubed Panel Sally Beck, General Manager, Lancaster London Jonathan Raggett, Managing Director, Red Carnation Jessica Kramer, VP, Business Development, Alice Stephen Cassidy, Senior VP & MD, Hilton UK & Ireland
10:00	The consequences of leaving the EU to the hospitality industry Moderator Robert Barnard, Partner, BDO Panel Mark Essex, Director Public Policy, KPMG Jeremy Robinson, Partner, Watson Farley Williams Martine Ainsworth Wells, Head of Destination engagement, ETOA
10:45	Refreshment Break Sponsored by
11:15	Sustainability - the importance of the world we live in and examples of best practice Moderator Peter Ducker, FIH, Chief Executive Institute of Hospitality Panel Ciaran Fahy, Chief Executive of the Hotels Division of Ellerman Investments Ltd, The Ritz Catriona Reaby, Environmental Consultant, SE2 Benedetta Cassinelli, Partner & Business Development Director, Considerate Hoteliers
11:55	HOSPA 300 Ben Pask, Director, Rare: Consulting
12:00	HOSPACE Workshops & Technical Update Session 1 Sponsored by
12:35	HOSPACE Workshops & Technical Update Session 2 Sponsored by
13:05	Networking Buffet Lunch Sponsored by
14:30	HOSPACE Workshops & Technical Update Session 3 Sponsored by
15:00	State of the Industry - An update of where we are Liz Hall, Head of Hospitality & Leisure, PWC Sarah Duigan, Director of Client Relationships, STR Peter Martin, Vice President, CGA Peach
15:45	Refreshment Break Sponsored by
16:15	How Technology is changing the face of traditional hospitality Moderator Tomasz Mloduchowski, CTO, Zerado Panel Ed Lines, Industry Manager, Google Patience Tagborio, Head of Partnership Solutions, Wi-Q Jo Brennan, Founder & CEO from JamJou
16:45	Debate This House believes corporate chain hotel brands tend to suppress value rather than create it Chair Melvin Gold, Specialist Consultant to the Hotel Industry Panel For the Motion: Robin Sheppard, Chairman, Bespoke Hotels Against the motion: Surinder Arora, Founder and Chairman, Arora Group
17:30	Conference Closing Remarks
18:30	Pre Dinner Drinks Reception
19:30	Gala Dinner with Professional Of The Year Awards Sponsored by

Please find below the current programme for HOSPACE 2016 Workshops and Technical Updates taking place on **Thursday 10th November 2016**.

Sponsored by



Session 1 12:00

HFTP

Designing the User Experience

Lyle Worthington talks about the art and science of User Experience Design, see real examples of why it is important, and discuss ways to improve the overall User Experience.

HOSPA IT / Entrepreneurs

Dragon's Den

5 x 5 minute presentations from the start up / entrepreneurial exhibitors.

HOSPA Revenue Management

The invisible gap between cost and profit - balancing the needs of finance and revenue management

Presented by Michael Heyward & Ally Dombev.

Cendyn

The three essential components of true hotel CRM

John Seaton will be covering the 3 key elements Data, Action and Impact.

Procure Wizard

Purchase to pay at its best

How Purchase to Pay has evolved over the last 5 years into a seamless connection with the supply chain providing cost reductions.

Barclaycard

How Technology is changing the Payments Landscape

A thought leadership session presented by Paul Manktelow, VP Barclaycard, discussing the latest payments innovations and technologies. The session will look at consumer and hospitality market spend trends & statistics, advancements in technology, and how operators can utilise this insight to integrate the latest innovations to improve the customer experience, payment process and consumer engagement models.

Session 2 12:35

Hotel Marketing Association

Gamification

Steve Lowy will discuss how Gamification will impact the Hospitality Industry.

Ajay Aluri

Future of Computing and its Impact on the Hospitality Industry

This interactive session will offer insights into consumer behavior trends and demonstrate the future of Augmented Reality (AR) computing, use of wearables and IoTs in the hospitality industry.

Rare: Consulting

Redfining Loyalty

This summer Rare: asked 1,000 people what loyalty means to them. In this session we will share what loyalty means from a customers perspective, and discuss what it means for the hospitality industry.

Avvio

Dynamic Website Personalisation

Frank Reeves will present on the role of dynamic website personalisation in growing direct bookings and increasing customer loyalty.

ShieldQ/Interfax

Data security challenges and solutions for hotels

How data discovery tools and PCI Level 1 document and data management solutions can be deployed to resolve many of these challenges.

Entrepreneurs

Dragon's Den

5 x 5 minute presentations from the start up / entrepreneurial exhibitors.

Agilysys

On line presence - Increasing the property Wallet

Agilysys will explain how to increase revenues whilst decreasing commissions through enabling room, spa, golf and event bookings online.

Session 3 14:30

Cardonet

Transform your business by solving your IT problems

Keep ahead of your competitors, impress your guests and generate revenue through smarter technology management. Will moving to the Cloud save you money? How secure is your data? How to futureproof your IT budget.

IDeaS

Aligning your revenue strategies to achieve optimal results

In this interactive workshop, Laura McNally will reveal different room pricing & yield strategies and explain the key considerations for aligning these with onward distribution capabilities

Infor

It's all about me

The case for Real Time & Predictive Analytics in the Hospitality Industry.

HOSPA

Apprentice Levy

A full technical update on how to prepare and what to expect.

Luxia Global

Increasing revenue through technology

Optimising guest-facing technology and driving new revenues for leading hotels around the world.

DROP IN SESSION



Instasupply

Changing the way the world works

Simona Pop

Moore Stephens

Experts in all things Finance to hotels

A question and answer session - an opportunity to ask all those accountancy questions you were afraid to ask!

BT

BT Wifi/BT Sport

BT uses the power of communications to make a better world

Weddingdates.co.uk

Find your dream Wedding Venue

Britain celebrates summer



Britain's managed pub and restaurant groups saw collective like-for-like sales grow 0.6% in August against the same month last year, following on from a 0.3% sales lift in July.

The latest monthly figures from the Coffer Peach Business Tracker, the sector's established sales barometer, show that the country is not giving up on going out to eat and drink in the wake of the Brexit vote.

"Pub groups had the best of the month's trading, with like-for-likes up 1.2% against a 0.4% decline among casual dining chains, with drink-led businesses doing best of all. As ever this can be put down to the good weather," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

"The reassuring thing is that overall business was marginally up on last year at a time when consumer confidence was expected to be fragile in the wake of the referendum," added Martin.

"However, performance was not uniform across the country, with London operators, seeing a healthy 2.9% like-for-like sales uplift against August 2015, continuing a trend seen in July. In contrast, those outside the M25 saw a slight 0.1% fall in like-for-likes sales against last year. Tourism will have helped the capital and the market will remain cautious as we move into the pre-Christmas period," he said.

Total sales for the month among the 34 companies in the Tracker cohort were up 4.2% on August 2015, reflecting new site openings over the past 12 months.

The underlying annual sales trend shows sector like-for-likes running at just 0.8% up for the 12 months to the end of August, the same as at the end of July, with restaurant chains up 0.9% and pub groups ahead 0.8%.

Trevor Watson, executive director, valuations, at Davis Coffer Lyons, said: "Within these figures there are certainly some interesting trends. Over the last three months, the rate of growth between the pub sector and the restaurant sector has been broadly similar, unlike the last four years when restaurant growth has been significantly faster. This is further evidence of the slowdown in growth in the restaurant sector as the number of new openings reduces and the sector moves into a period of more modest growth. London is benefitting from staycations and weaker sterling."

"Overall, the results are considerably more positive than some might have expected. Business and consumer confidence in the autumn season for the time being, looks as though it is likely to remain positive in the run up to the key Christmas period."

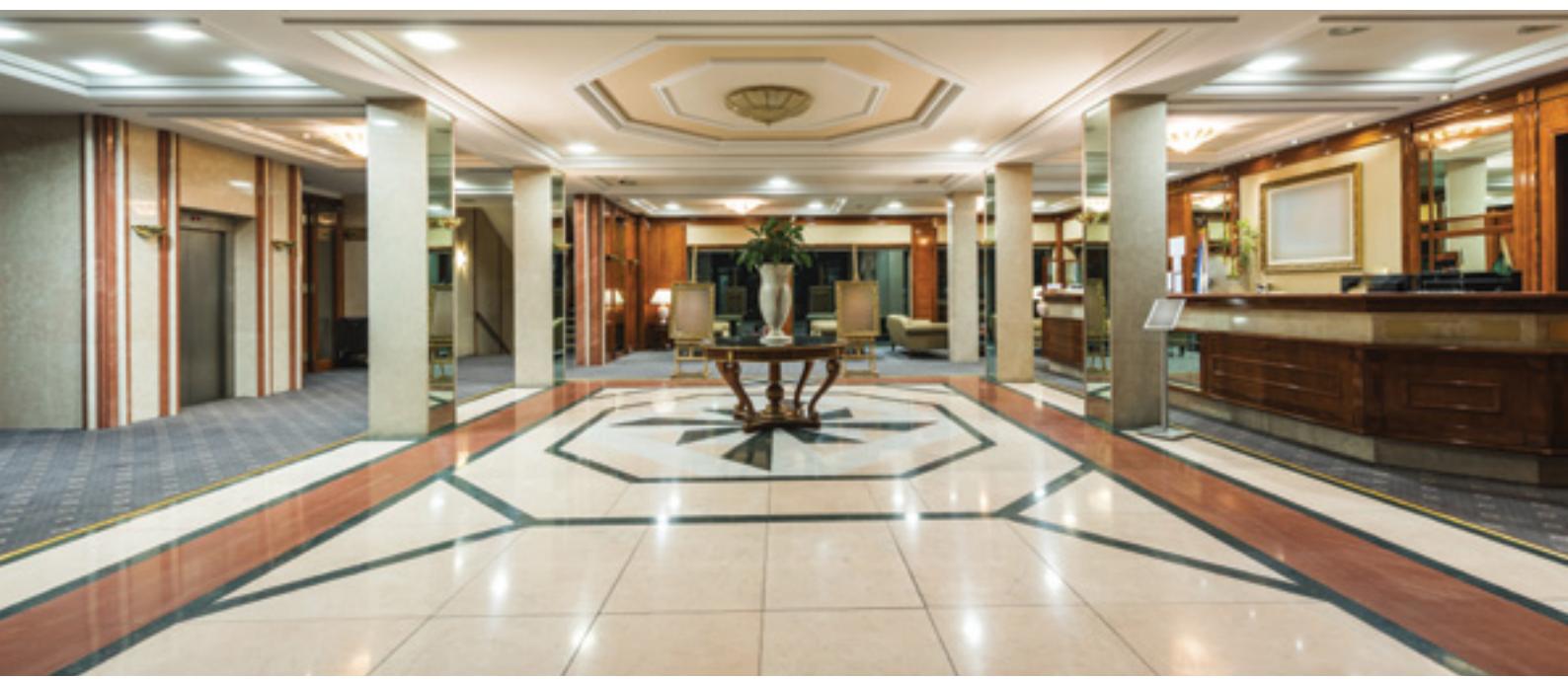
Paul Newman, head of leisure and hospitality at RSM UK, added: "Three consecutive months of like-for-like growth across the eating and drinking out sector provides some welcome respite for operators in an environment where cost headwinds are increasingly prevalent."

"All operators are needing to work harder to remain relevant in the face of new competition. Refurbishments, redesigns and rebrandings are increasingly necessary for some established multi-brand operators. However, operators of all sizes need to remain flexible enough to remodel their offering in the face of changing customer needs. Investors should also plan to provide adequate cash headroom for existing site development capex that could impact ROI expectations and overall sector valuations."

Pub and restaurant group sales performance for last 12 months

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
LFLs	1.2%	2.5%	-0.2%	1.3%	1.9%	0.0%	0.6%	-0.8%	-1.4%	1.8%	0.3%	0.6%
Total	4.6%	6.1%	3.5%	4.7%	5.4%	3.2%	4.9%	3.1%	2.2%	5.7%	4.0%	4.2%

Source: Coffer Peach Business Tracker



Rate growth drives profits

In the absence of any occupancy growth this month, the 5.5% increase in achieved average room rate at hotels in the North West was responsible for fuelling a 3.5% year-on-year profit increase in the region, according to the latest data from HotStats.

August is typically one of the most operationally challenging months of the year due to a marked step down in commercial demand, but hotels in the North West were once again able to leverage price due to strong volume, as they have done for the majority of this year.

The 5.6% increase in RevPAR (Revenue per Available Room) in August was somewhat diminished by declining ancillary revenues, including Food and Beverage (-4.2%) and Conference and Banqueting (-10.6%) on a per available room basis, which resulted in North West hoteliers achieving year-on-year TRevPAR (Total Revenue per Available Room) growth of 1.9%.

However, the growth in profit per room in August contributed to what is shaping up to be another positive year of performance for hotels in the North West, recording a year-to-date profit increase of 3.1% to £33.21 from £32.21 during the same period in 2015.

Profit per room at hotels at Heathrow fell by 11.2% this month as the airport recorded a year-on-year increase in passenger numbers of less than 0.1%.

Whilst hotels at Heathrow achieved a 2.8% increase in achieved average room rate, to £68.59, it was not sufficient to offset the 5.8 percentage point decline in occupancy, as the proportion of demand attributed to the leisure and corporate segments declined, and RevPAR fell by 3.9% to £57.32.

Year-to-date passenger numbers at Heathrow Airport are ahead

of last year by 0.7%. However, this is in contrast to the year-to-date decline in RevPAR performance at hotels in proximity to the UK's busiest airport, which fell by 2.5% in the eight months to August 2016 to £60.34.

Despite an 18.9% increase in revenue from the conference and banqueting department softening the TRevPAR decline to just 3.3%, rising labour costs (+4.5%) on a per available room basis contributed to the 11.2% profit drop.

Hotels in York recorded a 15.5% increase in RevPAR in August, fuelling an 8.1% increase in profit per room for the month, helping to alleviate the memories of plummeting performance as the flood waters surged in January.

As one of the UK's most popular tourist destinations, August is always a key month for the city's hoteliers and this year proved to be a strong period of operation, with hotels achieving a 4.2 percentage point increase in occupancy, in addition to a 10.0% increase in achieved average room rate.

Despite a poor start to the year due to the severe flooding in the city, York hotels have now recorded strong RevPAR growth across the eight months to August 2016.

However, it has not been without some investment, with significant increases in Rooms Cost of Sales (+23.4%) and Sales and Marketing Expenses (+39.8%) this month suggesting that hotels in York are deploying online resources, such as third party agents, to drive demand.

Despite the strong growth in revenue and subsequent profit per room uplift, as a result of the increase in costs, profit conversion at hotels in York dropped to 34.6% of total revenue in August, compared to 36.3% during the same period in 2015.

The month of July 2016

NORTH WEST

	Aug'16	Aug'15	Var b/w	
Occ %	79.7	79.7	0.0	▲
ARR	75.84	71.85	5.5%	▲
RevPAR	60.42	57.23	5.6%	▲
TrevPAR	103.68	101.75	1.9%	▲
Payroll %	31.4	30.8	-0.6	▼
GOP PAR	31.26	30.19	3.5%	▲

HEATHROW

	Aug'16	Aug'15	Var b/w	
Occ %	83.6	89.4	-5.8	▼
ARR	68.59	66.72	2.8%	▲
RevPAR	57.32	59.64	-3.9%	▼
TrevPAR	81.57	84.35	-3.3%	▼
Payroll %	31.6	29.2	-2.4	▼
GOP PAR	24.47	27.57	-11.2%	▼

YORK

	Aug'16	Aug'15	Var b/w	
Occ %	88.2	84.0	4.2	▲
ARR	104.46	94.94	10.0%	▲
RevPAR	92.12	79.79	15.5%	▲
TrevPAR	137.25	121.07	13.4%	▲
Payroll %	28.2	27.5	-0.7	▼
GOP PAR	47.51	43.94	8.1%	▲

The twelve months to July 2016

NORTH WEST

	Rolling'16	Rolling'15	Var b/w	
Occ %	76.0	76.3	-0.3	▼
ARR	79.95	76.50	4.5%	▲
RevPAR	60.77	58.39	4.1%	▲
TrevPAR	110.06	107.49	2.4%	▲
Payroll %	29.4	29.5	0.1	▲
GOP PAR	36.17	34.42	5.1%	▲

HEATHROW

	Rolling'16	Rolling'15	Var b/w	
Occ %	83.1	83.9	-0.8	▼
ARR	74.83	73.54	1.8%	▲
RevPAR	62.16	61.71	0.7%	▲
TrevPAR	91.41	90.86	0.6%	▲
Payroll %	28.0	28.5	0.5	▲
GOP PAR	32.94	32.59	1.1%	▲

YORK

	Rolling'16	Rolling'15	Var b/w	
Occ %	79.3	78.9	0.5	▲
ARR	91.71	86.39	6.2%	▲
RevPAR	72.76	68.15	6.8%	▲
TrevPAR	114.64	109.78	4.4%	▲
Payroll %	32.4	30.0	-2.3	▼
GOP PAR	32.64	34.65	-5.8%	▼

The Calendar year to July 2016

NORTH WEST

	YTD'16	YTD'15	Var b/w	
Occ %	75.2	75.7	-0.6	▼
ARR	79.14	75.68	4.6%	▲
RevPAR	59.49	57.31	3.8%	▲
TrevPAR	105.72	103.88	1.8%	▲
Payroll %	30.3	30.1	-0.1	▼
GOP PAR	33.21	32.21	3.1%	▲

HEATHROW

	YTD'16	YTD'15	Var b/w	
Occ %	82.1	84.5	-2.3	▼
ARR	73.49	73.29	0.3%	▲
RevPAR	60.34	61.90	-2.5%	▼
TrevPAR	88.20	89.90	-1.9%	▼
Payroll %	28.9	28.1	-0.8	▼
GOP PAR	30.40	32.18	-5.5%	▼

YORK

	YTD'16	YTD'15	Var b/w	
Occ %	78.8	76.0	2.7	▲
ARR	93.82	86.94	7.9%	▲
RevPAR	73.90	66.11	11.8%	▲
TrevPAR	116.12	105.26	10.3%	▲
Payroll %	32.3	30.8	-1.5	▼
GOP PAR	33.41	31.75	5.2%	▲

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

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

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

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

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

For more information please:

call +44 (0) 20 7892 2222

email enquiries@hotstats.com

visit www.hotstats.com

or follow us on Twitter and LinkedIn

Members' Events

24th November

Budgeting for Better Operational Performance in Hospitality

Location

The Caledonian Club, 9 Halkin Street, Belgravia, London

Event Details

An important method of financial control is the comparison of planned income and expenditure with the income received and the expenses incurred.

This course focuses on budgets and forecasts, what they are, how they are formulated and how they are used within a business.

Divided into six key topic areas, the course covers:

- The purpose of budgeting
- The purpose of different operational budgets - profit and loss and cashflow
- Producing simple operational budgets
- Comparing budgeted performance with actual fixed and flexible budgets
- Rolling forecasts and beyond

The course cost is £300 + VAT - call us to reserve your place on 00 44 (0) 1202 849691

25th November

Cost Control for F&B Operations

Location

The Caledonian Club, 9 Halkin Street, Belgravia, London

Event Details

Cost Control for F&B Operations is designed for all those involved with the management of food and beverage operations, from head chefs to food and beverage controllers. No prior knowledge of finance and accounting is required.

What is this course about?

This one day course has the purpose of assisting businesses with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability.

Taking a practical approach, the course is highly interactive and uses a series of worked examples, case studies and discussions.

Divided into seven key topic areas, the course covers:

- Best practice in purchasing and stock control
- Menu planning, standard costing and gross profit management
- Impact of sales mix
- Wage and salary scheduling control
- KPI's for food and beverage control
- Break-even analysis for F&B outlets
- Action plans for profit improvement

Cost

This one-day course is priced at £300 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

How do I register?

To register your place at this event, please email education@hospa.org or call the Professional Development team on +44 (0)1202 889430.

For more information please email education@hospa.org

25th January

Professional Development Awards

Location

Hilton on Park Lane, London

Event Details

Join us for the HOSPA Annual Student Awards Ceremony on the 25th January 2017 commencing at 2.00pm at the prestigious Hilton on Park Lane, London

The event commences with a Panel Debate with expert participants discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this prestigious celebratory networking event.

Tickets £50.00 per person to include afternoon tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

HOSPA Sponsors & Patrons

Gold Sponsors include

Avvio
Barclaycard
DropBox
Exponential-e
Guestline
Premier Software Solutions
Selima
SiteMinder
Sky Business
The Nav People
XN Protel Systems Limited

Acentic
AudioCodes
Avenue9
BDO
bookapark

Digital Alchemy
FM Recruitment
Fourteen IP
Fresh Montgomery
Fretwell-Downing Hospitality
Global Blue
HFTP
Hospitality Quality Consulting OG
HotStats
IDeAS - A SAS Company
Infor
Kerry Robert Associates
Keystep
Moore Stephens
Oracle Micros
PAR Springer-Miller
PricewaterhouseCoopers
QDOS Communications
Rate Tiger
STR Global
Watson Farley Williams

HOSPA Partners

Fresh Montgomery
HFTP (Hospitality Finance and Technology Professionals)
Hotel Marketing Association
Hotel Technology Next Generation
ICAEW Tourism and Hospitality Special Interest Group
The IOH
Smart Report

HOSPA thanks the following companies for being Premier Sponsors of HOSPA

BT Wi-Fi
Fourth



Application For Membership



Title (Please tick)	Mr <input type="radio"/>	Ms <input type="radio"/>	Mrs <input type="radio"/>	Miss <input type="radio"/>	Other (Please specify)
Forenames					
Surname					
Date of Birth	Nationality				
Job Title					
Company Name					
Parent Company					
Work Address					
Postcode					
Work Email					
Work Telephone					
Work Mobile					
Home Address					
Postcode					
Home Telephone					
Mobile					
Home Email					
Correspondence Address (Please tick)	Home <input type="radio"/>	Work <input type="radio"/>			

Which grade of membership are you applying for?

You would normally be granted Ordinary status, but if you wish to be considered for a higher grade then please indicate which and ensure you submit a CV to support your application. Corporate membership is available for 5 or more colleagues. Please call +44 (0)203 4188196 to discuss or email hospa@hospa.org.

Status (Please tick)	Ordinary <input type="radio"/>	Ordinary Student <input type="radio"/>	Associate <input type="radio"/>	Fellow <input type="radio"/>
Your Signature				
		Date		

BOOK NOW! HOSPACE 2016

Thursday 10th November

Sofitel London Heathrow, Terminal 5

Hospitality Conference Exhibition

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

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

HOSPACE is also home to an Industry Specialist Solutions Exhibition - covering all aspects of your Hospitality business.

Who should attend this event?

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

And all those interested in keeping up to date on innovations and trends in the hospitality sector and mixing with the experts!

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

