


THE OVERVIEW

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HOSPAC preview - the sector's role in Europe

A hand wearing a green sweater is drawing a map of Europe on a chalkboard. The map is drawn in white chalk on a dark blue background. The hand is positioned on the right side of the frame, holding a piece of white chalk and drawing the outline of a country in the central part of Europe.

Mid-market pressure - economy and luxury squeeze in hotels
Role up - what do HOSPA members do?

Welcome to THE OVERVIEW

Dear members,

The summer has, so far, been a mixed bag of searing heat and torrential downpours and we wouldn't have it any other way. Britain may be unsure about its role in Europe, but at least we can be sure about the weather.

As we continue to be unsure about the future for Brexit, immigration continues to be at the forefront of concerns and it looks increasingly likely that the cheap labour our sector relies on will be limited. Add in the likely drop in EU students coming to our universities and front-line staffing is expected to be stretched. The perfect time to sell hospitality harder as a viable career and the perfect time for the sector to get that part of its offering in order.

The rising cost of labour is one of the features of a new study from Hotstats, which reported that hotels in the UK have seen rooms profit fall over the past 15 years as operating costs have risen by 53%. The study pointed to the rising cost of acquiring rooms, with online travel agents dominating, in addition to growing wage costs, which are set to rise further after the National Living Wage was introduced this year.

'Benchmarking beyond revpar' calls for hotels to give greater focus to profitability with detailed data increasingly available on cost lines throughout the profit and loss account. Something which should ring the bells of HOSPA members, as the skills of revenue managers, IT directors, anyone with an eye on the bottom line and the knowledge on how to shave the bloated costs which can come in areas such as distribution.

The importance of sharing knowledge has never been greater. Know someone who should be a HOSPA member? The forms are at the back of this issue.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

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Postcards on a pledge



HOSPA CEO Jane Pendlebury looks ahead to HOSPACE

August is a funny month for business. So many people are away (I'm writing this from a boat on the Norfolk Broads) meaning that it's hard to get any project completed and yet those working - as I was last week - are determined to clear some of the backlog whilst ringing phones and emails are less abundant. Hopefully we can all start September with clearer desks and shorter to-do lists.

September will mean changes for my colleague Jenny. Many of you will have spoken or exchanged emails with Jenny over the last two and a half years. Lots of you will have been greeted at members meetings and welcomed to HOSPACE with her smiling face. But, the time has come for her to move on. Jenny has a new and exciting opportunity at an agency in London and the whole HOSPA team wish her well and thank her for her contribution to HOSPA's success over the last couple of years. Jenny's sister Suzie has recently graduated from university and she is stepping in on a short term, full time contract to fill the gap whilst a full time replacement for Jenny is found. The other team members in the offices remain the same.

There are two main HOSPA offices. One in Haslemere, Surrey and the second in Wimborne, Dorset. The Haslemere office leads on the membership and events whilst Wimborne takes responsibility for all of HOSPA's Professional Development. We have recently upgraded all of our key systems into the cloud meaning that we are now no longer reliant on some rather dated methods of communication. Thank goodness! Our new membership database should result in us being able to hold more accurate information on our members enabling us to send more relevant news to each of you. In the coming weeks you will receive a request from us to define your main areas of interest from our three main

communities: Finance, Technology, Revenue Management plus of course our newest membership category from the Hotel Marketing Association. Please do find the time to respond!

The bookings for HOSPACE 2016 on November 10th are coming along well with the exhibition almost full and the entrepreneurial section having been increased to deal with the demand. If you are a hotelier wishing to attend - please book soon to take advantage of our early bird rate of less than £100 for the day.

One of the discussion topics at HOSPACE this year will be on the subject of sustainability. Whilst not wanting to give too much away, I recently learned that we have overgrown our planet by 156% of the earth's bio capacity.

However, on the flip side, recycling a single aluminium can can operate a TV or computer for up to three hours whilst a six-pack could save enough energy to drive a car for five miles. That same single can takes 90 years to bio-degrade. Hotels are getting better and better at being green through recycling and linen re-use programmes and it is now not uncommon to find 'Green Policies' freely available to staff and guests. Many hotels throughout the countryside are keeping bees, but also in city centres - such as London - notably Red Carnation's Chesterfield Hotel and The Lancaster London.

For more on Red Carnation's green initiatives see www.redcarnationhotels.com/we-care and to learn more about The Treadright campaign supported by The Travel Corporation please see www.treadright.org To find out more about sustainability and hear what some of London's top hotels have achieved, then HOSPACE is the place to be!



Dan Akhtar
Director HPG SEARCH

The hotel design dilemma

Hotel design is a long game where the stakes are high, whilst some might say that fashion is fickle. This year's style trend (said to be "quiet and calming hues") may be out of mode in two years' time. Some of the most successful hotels have taken a holistic and long term view of Hotel Design, which moves far beyond the colour of walls or patterns on the carpet, and includes space and technology.

The "right" palette

Tru by Hilton has positioned itself as a millennial brand and has dressed itself up in bright colours and bold shapes to engage this younger crowd. Whereas the newly reopened Ritz Paris has coated itself in creams and golds to honour and maintain its history, and to share a sense of decadence with its visitors. In the alternatives world, a serviced apartment may keep to quieter colours and familiar design layouts to provide a feeling of home, something that its consumer base craves.

The colour palette of a hotel property can make the people it surrounds feel comfortable, excited, relaxed or inspired. Any new design decision should be heavily influenced by the mind-set of the guest you want to attract. This is where external expertise and market testing can really pay off.

Thinking through design to encourage true community

Hospitality is becoming more and more about enabling people in their goals. Well considered public areas should be open and welcoming, providing space for interaction and creativity. This change is being driven by social millennials who are out to embrace new places and meet new people, and also by time conscious business travellers who always need a place for productivity. Ian Burleigh, Director at architecture and interior design studio ICA says:

"One of the strengths that hotels have over the Airbnb option at the moment is the socialised environment where like-minded people can meet. That's not to say that Airbnb doesn't have a successful offering on meeting people locally, but hotels can do it in a more controlled way."

The community you create can involve more than just the in house guests. Making your hotel a part of the wider social scene can be great boost to your profile. Muriel Muirden, Executive Vice President and Managing Director Strategy, WATG says:

“You're building hopefully, beautiful, physical, environments that people enjoy. But then you're building sort of social environments, by how you arrange the spaces and how you bring in DJs or executive chefs into the spaces. You're creating high quality design, but an environment that's enriching both for the guest and the neighbourhood people that are coming through.”

Design which provides functional space

One hallmark of good hotel design is a deliberate use of space for maximum return (revenues). A Japanese style pod hotel, for example, is all about increasing the number of guests that can stay in the property, and streamlining what each needs during their stay. Compact design is perfect in cities and airports where the guest intends to be up and out after a good night's rest. These clever uncompromising designs are still managing to incorporate necessities like televisions into seemingly limited areas. In a small space, multi-function furniture can make great sense to, for example, provide essential storage.

Whereas in a resort space, where a guest could reside for a couple of weeks, acres of land can be filled with multiple swimming pools and bars each with its own identity. This expanse of space serves a different purpose; it gives the guest a sense of limitless possibility and escapism, which enables the resort to charge a healthy premium.

“The hotels that are getting it right just now are the ones that are putting the right thing in the right place, for the right people so there's an authenticity. Whether they're up market or whether they're budget, it's getting it right. It's focussed, it's localised, it's taking the best of what a brand could offer and tailoring to the local market and to the guest, and if they ignore that then they're not that successful.”

Ian Burleigh, Director, ICA

Designing in technology with purpose

Evolving technology is allowing for more creative design. Self-check in and mobile technology draw into question the necessity of a steadfast reception desk. The Henn na 'Robot Hotel' has now been open for over a year. Central to its design is how technology can make the hotel innovative, extraordinary, and efficient, by replacing many staff functions with machines and robots. Its intention is to be striking and experiential.

But new technology is integrating into hotel design across the board in more subtle ways. In good design, function and beauty should go hand in hand. Only elements which are meant to stand out should be noticed. A wireless phone charger built

into a lamp is an example of great design that does need to not distract the eye. So working through what your target audience needs (in terms of functionality) is essential to great design.

Down to a T(shirt)

Uniform is another area to extend your design approach to. Many uniforms will carry the hotel logo, they could be smarter or casual depending on your hotel's positioning, and can also affect how visible your staff are, even what kind of mood they are in. Ideally your staff will wear their uniform in comfort and with pride.

An object may be there to be practical for the guest, like the charger, it may be there to be energy efficient for the hotel, like LED lighting, or may be there to wow and be observed, like a great piece of art. The key to great design is in getting this right so that everyone - guest, operator and investor can win.

In 2016, design starts online

In our digital world, the design experience begins before the guest ever sets foot near the hotel. A cluttered homepage can be as off-putting as an unclean room. Again, efficiency is key and a clear and easily navigable site is vital.

Beyond this, the look and feel of your website should give the guest the same impression of your hotel as actually visiting it. The glamour, fun, or homeliness of your hotel should come through. This is becoming easier as a video on your website can literally put your experience in direct view. Both Airbnb and the Ritz Paris have created websites where a video on their homepages brings you immediately into their experience.

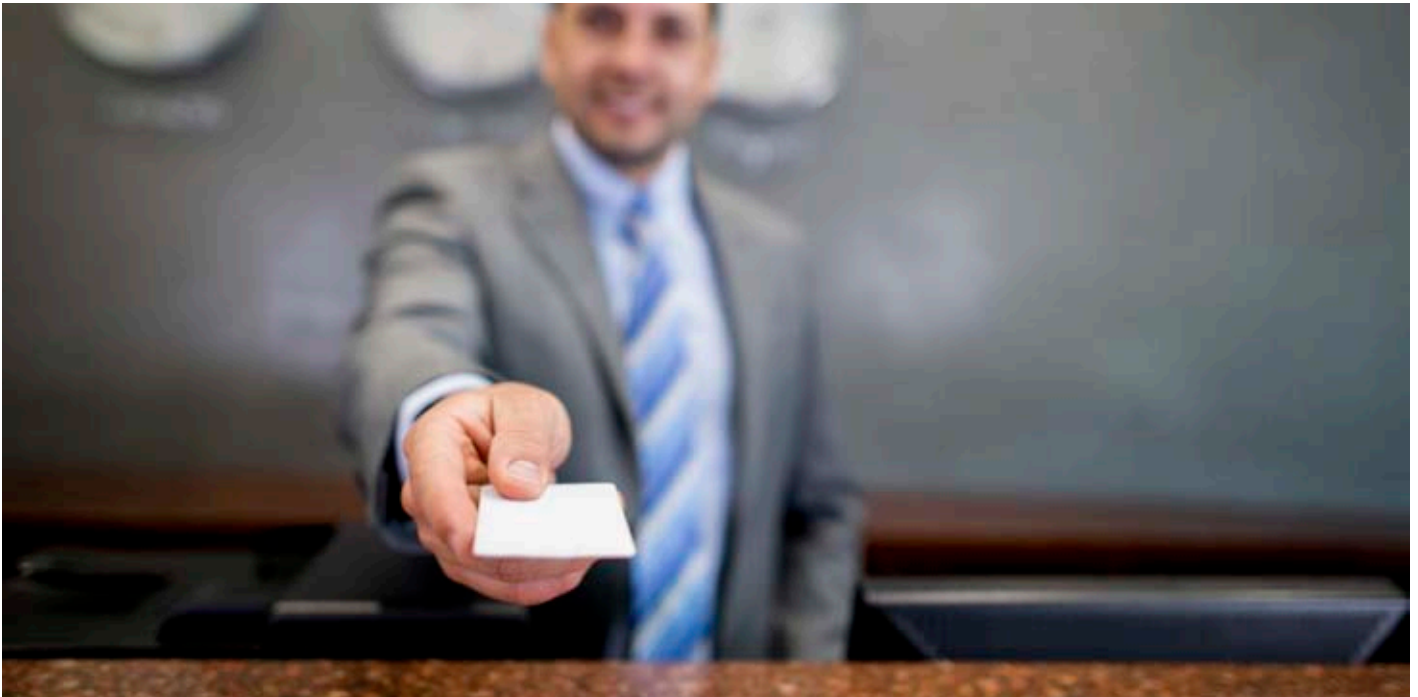
Design - definitely worth serious focus

Design gives us a great opportunity to take a step back from the often manic nature of the hotel business, and look at the big picture. Because this is something with a lasting impact (to your guests and your business) serious thought should go into design.

As a business, there are clear questions to ask. Who are you? Where do you want the business to be in ten years? What kind of people do you want to attract? What do you need to do for them? Hotel design is about building an environment to house answers to all of these questions. Often this can lead to exciting hotel concepts and disruptive new models. But even for a less innovative hotel, great design is accessible, exciting and can make or break the business.

Dan Akhtar is a Director at HPG SEARCH which provides advisory services within the hospitality industry. Practice areas include senior-level executive search focussing on industry specific specialty areas. Dan specializes in development, design and architectural construction positions within the hospitality industry.

Brexit focus for HOSPSPACE



The impact of leaving the EU on the UK hospitality industry and the profession's influence on the rest of Europe to be scrutinised at HOSPA's 11th annual HOSPSPACE2016 Conference and Exhibition on 10 November.

In a post-Brexit Britain, the impact of leaving the EU on the UK hospitality industry and the profession's influence on the rest of Europe will be perhaps the most pressing subject under scrutiny at HOSPSPACE2016 - to be held on 10 November at the Sofitel London Heathrow, Terminal 5.

Other hot issues under the microscope at HOSPSPACE2016 - celebrating 10 successful years since the first annual HOSPA Conference and Exhibition was held under the former British Association of Hospitality Accountants (BAHA) banner - will include: an analysis of the 'Current state of the Hospitality Industry'; a top-level discussion by a distinguished panel of industry leaders on 'Attracting and retaining talent'; an expert look at 'Hospitality Sustainability - the importance of the world we live in'; an examination of the challenges faced by the accommodation industry from the likes of AirBnB and onefinestay (handmade hospitality for stays in the finest homes), under the title 'Disruption within traditional hospitality'; and a branded versus non-branded hotel debate, based on the proposition: 'This house believes chain hotel brands tend to suppress value rather than create it'.

Presiding over the day's conference sessions will be raconteur and motivational speaker Peter Hancock, Chief Executive of Pride of Britain Hotels, whose legendary wit and wisdom will keep a top line-up of high profile industry speakers, to be announced shortly, on their mettle.

Other highlights of HOSPSPACE2016 will include the opportunity for delegates to attend a wide selection of highly relevant 'HOSPSPACE Workshops and Technical Updates'. In a similar vein, new to HOSPSPACE2016 will be an interactive '4-Way Drop-in Surgery' - enabling delegates to benefit from four concurrent, topical

presentations by leading suppliers on pressing hospitality industry issues, IT challenges and solutions.

"HOSPSPACE2016 promises to be the most thought provoking and informative yet," said HOSPA Chief Executive Jane Pendlebury. "The challenges facing the UK hospitality industry in an uncertain post-Brexit world are immense, but certainly not insurmountable. HOSPSPACE2016 will be an invaluable forum for airing commonly experienced issues, problems and solutions. The Conference and Exhibition also represents an unrivalled networking, knowledge updating and learning opportunity for hospitality finance, revenue management, and IT professionals. At this year's event, we have the newly added bonus of providing hospitality marketing expertise, as HOSPA now works hand-in-hand with the Hotel Marketing Association (HMA) - with HOSPA membership now additionally encompassing HMA membership."

As in past years, HOSPSPACE's ever popular exhibition of hospitality technology solutions will provide delegates with a 'one-stop shop' to view and interact with the latest and 'best in class' technologies, suitable for all sizes of operation and types of ownership.

The event's grand finale Gala Dinner will witness another first for HOSPSPACE2016. HOSPA's prestigious annual Hospitality Finance, Revenue Management and IT 'Professionals of the Year' awards will be presented at the dinner, instead of at HOSPA's traditional annual Christmas awards lunch.

For regularly updated information on HOSPSPACE2016, visit the HOSPSPACE website at: www.hospaspace.net. For bookings and further details, contact the HOSPA Membership and Events Office on telephone: +44 (0) 203 418 8196; or email: bookings@hospa.org

RevPAR growth fails to deliver profit at UK Hotels

A new HotStats study, which polled a consistent sample of nearly 45,000 hotel bedrooms across the UK over a 15-year period, identified a decline in rooms profit conversion, despite growth in RevPAR.

Now more than ever, the rooms department is the cornerstone of UK hotel operations, comprising almost two thirds of total revenue in 2015 (61.5%), increasing from just over half in 2000 (53.6%).

For hotels in the Regions, despite a 21% RevPAR increase over the last 15 years to £59.09, rooms profit has grown by only 11% during this period and has been hit by a 78% increase in Rooms Expenses, as well as a 26% increase in Rooms Payroll.

As a result, profit conversion in the rooms department at Regional UK hotels has dropped to 69.2% in 2015, from 75.1% in 2000, with a low of 67.5% recorded as recently as 2012.

The report highlights that despite operating costs at hotels in London and the Regions broadly growing in tandem, the pace of top line growth at hotels in the capital has been well beyond that of their Regional counterparts, which has not only offset rising costs but also means the performance gap is now wider than ever.

In London, RevPAR growth over the last 15 years was recorded

at 37%, which is no mean feat considering that supply in the capital has increased by approximately 50% since 2000, equivalent to approximately 50,000 additional bedrooms.

The £28.84 increase in RevPAR has been sufficient to offset the near 900% increase in Rooms Costs of Sales in London hotels over the last 15 years. Despite this stellar performance current rooms profit conversion has fallen below that achieved in 2000.

Pablo Alonso, HotStats' CEO said of the results, "a major factor which has contributed to the decline in rooms profit has been the stark increase in rooms expenses, which reflects the systemic impact of OTAs on the hotel industry since the turn of the century."

He added, "But this is not the only cost pressure on the hotel industry; national minimum wage rises and increasing employer tax burdens have also been concerns for the hotel operator striving to deliver returns to their investors. This data has far reaching consequences for the industry."

The HotStats publication, 'Benchmarking Beyond RevPAR' is available now to download for free at www.hotstats.com



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Leading learners this month: Eva Stranakova

Eva was sponsored by her employer, Starwood Hotels, to follow the HOSPA Financial Management Programme, which forms part of Starwood's Finance Futura Management Training Programme.

Eva works as Assistant Controller at the Hotel Imperial in Vienna, part of Starwood Hotels & Resorts Worldwide. She's responsible with one other colleague for maintaining the General Ledgers of two hotels and one managing company. She co-operates closely with other colleagues from Accounts Payable, Accounts Receivable, General Cashier and Income Audit to ensure that everything is done correctly. Moreover, she helps the Assistant Director of Finance and the Director of Finance with various reporting in Local as well as in US GAAP.

Eva is from the Czech Republic and before embarking on her hospitality career she gained a degree in Tourism Management from the University of Economics in Prague. During her first summer holidays at University, she took a hospitality internship as a concierge in a beautiful Art Nouveau hotel in Prague.

During her last term at University she learned about the management trainee programme offered by Starwood Hotels & Resorts Worldwide. Seeing it as a great opportunity, she decided to apply for the finance focused trainee programme called Finance Futura. She wanted to learn more about finance in hospitality and this programme exceeded her expectations. During the year-and-a-half-long training she had the opportunity to explore all positions in the Finance department in a hotel in Germany. Eva says: "The knowledge I acquired helped me greatly when I entered the last Stage of the HOSPA programme and started learning the duties and responsibilities of an Assistant Financial Controller."

Eva studied the HOSPA Financial Management course as part of the Finance Futura training programme. Eva says:

"As the courses progressed in parallel with working, I was able to compare the facts I learned with the reality. It helped me to understand the financial principles and to better understand my work and it built the base for going further in Finance."

On completion of Starwood's Finance Futura programme she received an offer to become General Ledger Chief Clerk for the Hotel Imperial and Hotel Bristol in Vienna and for one regional office.

Here she's learning more about the General Ledger and differences in reporting for a managed as well as an owned hotel. More recently, Eva has earned a promotion to the role of Assistant Controller.

To learn more about our Financial Management or Revenue Management programmes, please visit www.hospa.org/en/education or get in touch with us on 01202 889430 email education@hospa.org

You have until the end of August to enrol for the programmes commencing in September 2016. Each programme is studied in three Stages or Levels - Introductory, Operational and Strategic Stages - each costing £780 + VAT.



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HOSPA - Hospitality Professionals Association

Rice joins XN

Douglas Rice, Founder & CEO Emeritus of Hotel Technology Next Generation, joins XN protel Systems as Non-Executive Director.

XN protel Systems Group Limited is delighted to announce that Douglas Rice has joined the Board of Xn protel Systems in the role of Non-Executive Director.

Greg Spicer, Chief Executive of XN protel Systems, commented: "We are absolutely delighted to welcome Douglas to the Board of XN protel Systems. Douglas has an unrivalled level of experience in the hotel technology industry and will make a huge contribution to the planning, development and long term growth of our global business. Douglas brings to XN protel Systems a tremendous breadth of technical and business domain expertise.

The timing of Douglas joining our Board of Directors could not be better, as we begin to plan the North American launch of protel Air, our new native cloud PMS and xmsEnterprise Cloud Reservation System."

Douglas Rice commented:

"I am very excited to be joining XN protel Systems. Since leaving HTNG I have been looking for a limited number of high quality companies to work with at a strategic level. Now more than ever, top-end global hotel companies are searching for next-generation PMS, CRS, and POS solutions that can meet the needs of luxury hotels and that are supported globally.

XN protel Systems is well established in the global 5-star market, is already present in more than 50 countries, and has an excellent product portfolio and development team. The company is well positioned to become a market leader, and I look forward to working closely with Greg and his colleagues and helping to contribute to the next stage of the company's growth."



Biography

Douglas Rice is an industry leader in the global hospitality technology industry, and now advises hotels, technology providers, and investors on strategic technology planning, market development, funding, and mergers and acquisitions.

He is best known for his role as a founder of the global non-profit industry association Hotel Technology Next Generation (HTNG), Douglas served as its first chief executive, growing HTNG over his 11-year tenure from a start-up all-volunteer effort to a global industry association with thousands of members, a multimillion dollar annual budget, and nearly a dozen full-time staff.

Douglas was inducted into the Hospitality Financial & Technology Professionals (HFTP) Hospitality Technology Hall of Fame in 2012 and is the only recipient of the Lifetime "Most Valued" Award from the China Hospitality Technology Alliance. He is a frequent speaker at industry conferences around the world and has authored dozens of published articles.

Douglas's experience prior to HTNG includes: ten years as President of Stratus Management Group, Inc., a boutique consulting firm focusing on strategic hotel technology, marketing and operational issues for global hotel companies and hospitality technology vendors; eight years as managing consultant and Vice President at The Graycon Group, Inc. (predecessor company to TravelClick); four years in various marketing management positions at United Airlines; and six years as senior economist and consultant at Data Resources, Inc. and Wharton Econometrics (both now part of IHS GlobalInsight).

Douglas earned his Bachelor's degree with highest distinction in Economics and distinction in Mathematics at Dartmouth College. He earned a Master of Business Administration degree with highest distinction from Harvard Business School, where he was named a George F. Baker Scholar.

Post-Brexit worries hit eating and drinking-out market confidence



Consumer confidence and falling pound head short-term worries. Staff recruitment is major long-term concern for sector bosses.

Confidence among the leaders of Britain's restaurant, pub and bar groups has plummeted in the wake of the vote to leave the European Union, exclusive research by CGA Peach reveals.

Concerns over consumer confidence, rising product costs and staff availability head the list of short-term and long-term worries for senior executives.

The survey of 80 board-level directors, which was featured in yesterday's Mail on Sunday newspaper, shows that optimism about the market has crashed. Just 15% of operators are upbeat about market prospects in the next six months, down from the 75% that registered market optimism in January, as part of the annual CGA Peach Business Leaders survey.

"Looking longer term, the picture is slightly brighter, but only slightly, with 30% of operators optimistic about the market over the coming two years," said Charlie Mitchell, senior consumer research manager at CGA Peach's parent company, CGA Strategy. In contrast, around 40% of leaders are pessimistic both for the short and long-term.

When it comes to their own businesses, nearly two thirds (65%) of bosses believe that Brexit will have a negative effect on their operations.

In all, 24% are optimistic for their own business over the next six months, with 37% optimistic for the coming two years, while 23% are pessimistic both for the short and long term, with the rest neutral.

"Again, those figures are far lower than they were when we ran our Business Leaders' Survey in January, when 83% of operators were optimistic about prospects for their own business' in 2016," added Mitchell.

"Not a single operator has increased their expectations after the referendum, either in the short or long term - 44% have decreased business expectations for the rest of 2016, with 53%

lowering forecasts for the next two years," he added.

Most bosses predict negative consequences of the vote, including decreased staff availability, a falling pound, increases in raw material costs and a drop in consumer confidence.

Six-out-of-ten operators believe that consumers will go out less frequently over the next six months, while 48% think they will spend less when they do visit.

Most cited effects on the out-of-home market of the decision to leave the EU are:

- Increase in the cost of raw materials/ingredients (76% agreeing)
- Drop in consumer confidence (74%)
- Decreased staff availability (73%)
- Falling of the pound (71%)
- A skills shortage in the out of home market (69%)

Rising raw material costs and falling customer confidence are the leading short-term concerns, with availability of people the number one long-term worry.

"So it is perhaps not surprising that staff training and employee engagement are among the top five areas that operators are most likely to concentrate investment on, according to the survey, along with innovation, customer service and digital marketing," added Mitchell.

Business investment will be affected by the Brexit vote, with 27% of operators saying they are now less likely to consider an acquisition, against just 4% who say they are more likely, and with 21% of bosses planning to reduce investment in their businesses. However, half (49%) do not plan to change their investment plans, and 5% plan to increase investment, with 25% 'unsure'.

Avenue9 for Galgorm



Hospitality IT Solutions Specialists Avenue9 engaged as IT Director of leading Northern Ireland luxury resort and spa.

Hospitality IT solutions specialists, Avenue9, is delighted to announce that it has been awarded a one-year contract to operate as an outsourced IT Director for the luxury 163-acre Galgorm Resort and Spa - incorporating a spa village, three restaurants, 122 bedrooms and 12 self-catering cottages and cabins at Ballymena in County Antrim, Northern Ireland.

“This is an extremely exciting project,” said Avenue9 Managing Director Kevin Edwards. “Galgorm Resort and Spa is a highly successful business that has plans for growth, with a new-build development due to open in Belfast in late 2016, early 2017. Prior to being awarded the one-year IT Director contract, Avenue9 was engaged by Galgorm to conduct an inter-departmental audit which examined every hotel system from an operational standpoint. Working closely with the Resort’s department management and staff, the audit highlighted opportunities to drive efficiencies, functional and integration challenges, as well as the need to re-engage with certain IT vendors.

“Like many hoteliers, Payment Card Industry compliance is high on the agenda and we have conducted a PCI Compliance Gap Analysis and currently are working with Galgorm towards achieving full compliance, as part of our contract to operate as an outsourced IT Director for the luxury resort and spa.”

In response to the inter-departmental IT audit, Avenue9 is currently engaged in implementing remedial solutions and developing a long-term IT strategy for Galgorm, with built-in

potential for expansion and diversification. There have been some quick wins in terms of upgrading a number of key systems, such as Golf and Spa Management and Human Resources Management.

Commenting on Avenue9’s work at the hotel, Galgorm Resort and Spa General Manager Colin Johnston said: “We have been working with Avenue9 for six months now. During this time, they have been instrumental in helping us complete a number of IT projects; and we are currently working on a future three-year plan with Avenue9 on all our in-house systems. The knowledge, expertise and advice which we have received so far - along with the results - have been fantastic. We are looking forward to working with Avenue9 over the coming year.”

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 Galgorm Resort and Spa in selecting and operating a suite of IT hospitality systems that will work best together to service the business, maximise its potential, and support any future plans for growth and diversification as efficiently and effectively as possible.

Galgorm Resort and Spa joins the ever growing portfolio of Avenue9 clients that currently includes major brands such as: The Gleneagles Hotel, The Hotel Collection, SACO (The Serviced Apartment Company), Generator Hostels, Redefine BDL Hotels, Bourne Leisure and Watergate Bay Hotel in Cornwall.

Where are you?

Continuing from last month's analysis, Dr Cathy Burgess reveals where the HOSPAs membership works.

Following the article on the overall results from the survey, here is a summary of the findings analysed by the different categories. Further detail is available from the reports on the HOSPAs membership website.

Finance

- Roles ranged from Assistant Controller to Finance Director (29% overall). Half were based at unit-level (including several FDs).
- Three-quarters work in self-accounting properties, although some specialist tasks may be centralised, such as credit approval, insurances and tax management.
- Just under half had an undergraduate degree of some type (generally hospitality rather than accounting).
- 46.4% hold professional qualifications, the majority of these being CIMA although ACCA and ICAEW were also evident.
- A third have not undertaken any professional development in the past year, and only 20% for more than 5 days.

The most popular activities, in rank order, were:

| | | | |
|---------------------------------|-----|-------------------------|-----|
| Credit Control/ Sales Ledger | 94% | Revenue Control | 69% |
| Purchase Ledger/Payables | 92% | Purchasing | 61% |
| Nominal Ledger | 89% | VAT Returns | 58% |
| Budgets | 89% | Internal Audit | 56% |
| Payroll | 81% | Fixed Asset register | 50% |
| Food and Beverage Control | 72% | Cash management | 50% |

Pricing was only cited by 25%: given the importance of this it would be expected to be higher (RM was 95%).

Management competencies included:

| | | | |
|-----------------|------|--------------------------|-----|
| Communication | 100% | Organisation | 83% |
| Problem Solving | 97% | Leadership | 83% |
| Team Work | 90% | Strategy/goal setting | 79% |
| Planning | 83% | | |

When asked about how the role had changed in the last five years, comments included:

- Improved automation allows both reduced costs and more time to analyse.
- More tasks moving into shared services environment, some tasks decentralised but other areas centralised.
- Increased business partnering & reviewing business performance to increase profitability & find new revenue streams.
- Finance has become more integrated with the operating units.
- Some said the role had changed little, but others that it had moved towards compliance and strategy and away from running the business.

Comments as to the future of the role include:

- Improved systems integration, resulting in more outsourcing/centralisation (but potential control issues).
- More focus on profit and analysis, with 'less accounting and more conversation', hence more of an advisor and working closer with GMs.
- Become more customer focused.
- More strategic, and more legislation.
- More pressurized to deliver better company performance.

Revenue management

- Four were Revenue Directors, the rest RMs, half worked in a 'UK capital city', with half in a unit and more than a third in a head office.
- They were equally split by gender, and all were aged under 50 (the majority in their thirties).
- Two thirds had more than 10 years experience.
- All had had operational experience of some type - four having had three or more operational roles. Four had also had two or more jobs outside the industry.
- A third had a hospitality degree, two had no qualifications. The consensus was that specialist qualifications would be more important in the future than those in hospitality.
- During the last year, three had had no professional development, and the majority had only had a limited amount.

Key activities in rank order are:

| | | | |
|-------------------------------------|------------|-------------------------------------|------------|
| Analysing trends | 92% | Daily prices | 85% |
| Strategic pricing | 92% | Optimising REVPAR | 85% |
| Analysing booking trends | 92% | Competitor tracking | 77% |
| Availability/rates/inventory | 85% | Length of stay controls | 69% |
| Forecasting occupancy | 85% | Producing management reports | 69% |
| Segmentation analysis | 85% | | |

- Total revenue management was only practiced by just over half, and customer profitability by just over a third - somewhat disappointing when much of current emphasis is on GOPPAR rather than RevPAR.
- There is also limited evidence of RM input into other perishable spaces, such as conference and restaurants.
- The majority (60%) use on-site systems, with the rest centralised.

Those competencies seen as 'very important':

| | | | |
|------------------------|------------|------------------------------|------------|
| Communication | 91% | Strategy/goal setting | 82% |
| Problem Solving | 91% | Organisation | 73% |
| Planning | 82% | | |

Being customer-focused was far less important, only 36% ranking it as 'very important'.

The majority earned under £40,000, which is less than the Finance and Consultant roles. About half have a bonus scheme.

Opinions as to their changing role over the last five years included:

- Constant development of technology means adapting in order to compete.
- Access to data analytics has improved forecasting.
- Total revenue management is now more of a focus.
- RM is seen now as a stand-alone function.

Predictions for the future include:

- More technology-based.
- More driven to monitor trends and booking patterns as well as increasing profits, and therefore 'at the centre of the operation'.
- More customer centric.

Consultants

- Half had a hospitality degree, with a third having a masters or other postgraduate qualification - a greater proportion than any other group.
- All had more than 10 years experience working in the industry.
- Those that responded all earned more than £50,000 a year, but with a limited range of benefits.

Management competencies that were identified as 'very important' for their current job were:

| | | | |
|------------------------------|--------------|------------------------------------|--------------|
| Communication | 100% | Innovation | 75% |
| Problem solving | 100% | Team work | 62.5% |
| Planning | 87.5% | Organisation | 62.5% |
| Leadership | 87.5% | Development self and others | 62.5% |
| Customer-focused | 87.5% | Cultural awareness | 50% |
| Negotiation | 87.5% | Presentations | 37.5% |
| Strategy/goal setting | 75% | | |

Comments regarding their role were:

- Major changes in technology but an over-reliance on systems.
- Increasing need to be guest focussed.
- Far more use of benchmarking.
- Future - increased demand for their services, and ongoing need to 'keep current' with technology.

Dr. Cathy Burgess FIH, FHoSPA - The Oxford School of Hospitality Management, Oxford Brookes University



HOSPA Professional Development News



The HOSPA Education and Training Programme in Financial Management provides the first step to pursuing a career in business and finance in the hospitality sector. The course content 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).

We are delighted to announce that our programme has recently been reviewed by the Chartered Institute of Management Accountants (CIMA) in light of the forthcoming launch of the new CIMA 2017 syllabus and our learners will continue to receive exemptions based on their studies with HOSPA.

The CIMA Certificate in Business Accounting (Cert BA) is CIMA's entry level qualification which can be taken as a standalone qualification, whilst also offering a route to becoming a Chartered Global Management Accountant (CGMA). The Certificate in Business Accounting (2011 syllabus) examinations will be available until 10 January 2017. Examinations based on the Certificate in Business Accounting (2017 syllabus) will commence on 11 January 2017.

Graduates of the HOSPA Education and Training Programme in Financial Management will continue to receive exemption from two components of the Certificate in Business Accounting (2017

syllabus) - these components are:

- BA2 Fundamentals of Management Accounting (after successfully completing HOSPA Stages 2 & 3)
- BA3 Fundamentals of Financial Accounting (after successfully completing HOSPA Stage 1)

We are currently enrolling for the next intake to our programmes which commence on the 9th September.

Current learners enrolled on our programmes in Financial Management and Revenue Management will receive their results on the 2nd September.

For more information about our courses visit www.hospa.org/en/education/

Debra Adams, HOSPA Professional Development

How the hotel industry is cutting out the mid-tier



At the present, many hotels around the world are under intense pressure for profits. No single factor can account for this, but the broad response has been a tightening of budgets as well as a proliferation of new brands with a focus on lifestyle to target the emerging millennial audience.

While it's laudable to see a bolstering of the full-service spectrum of hospitality, this move lacks strategic substance because it fails to address the two key considerations of most hotel purchases - location and price. Instead, we are going to witness a depletion of hotels in mid-tiers with luxury properties thriving on emotional drivers and true branding while all others slowly shift towards a no-frills model.

Echoing the airlines

The airlines faced a similar situation several decades ago. For those old enough to remember, mainstream airlines were rocked by upstart no-frills carriers such as Southwest Airlines that found an underserved niche. By eliminating food services, built-in checked baggage charges and guaranteed seating assignments as well as through narrowing seat pitch and reducing legroom, these novel-at-the-time discount airlines were able to pass considerable savings on to their customers.

The focus was on conveying the lowest possible price to consumers at the start of the sales process with everything nonessential tacked on extra in an a la carte fashion. The model was an astonishing success as there was clearly a market for passengers who simply wanted to get from A to B in as a hassle-free a manner as possible. For many cases, coach travelers were more than prepared to put up with a non-negligible level of discomfort for substantial cost savings.

Thus, the airline industry bifurcated: first class with exorbitantly high prices and almost no discounts, and economy class where price was a yield affair. It was no-frills even before the verbiage of

'no frills' existed. (For reference, the trending category name is 'low cost carrier'.)

Typically only representing less than 10% of total seat capacity depending on the aircraft configuration, the bigwigs in the front of the plane certainly got what they paid for - better seating, full F&B and dedicated service. For all of us plebs in coach though, the new value proposition for loyalty to one carrier or another was translated into smaller check-in lines, preferred seat access during advanced bookings, a deferral of baggage fees and, obviously, points accumulation.

Nowadays, the average cloud warrior is used to this model, blindly accepting it as the norm. Even in the midst of my sexagenarian golden years, I am still a bit too young to fully recall Eastern Airlines or Wardair's exemplary coach service where complimentary champagne greeted you and fine bone china plates were an expectation at meal time. It should also be noted that both of these airlines did not survive the 1980s.

Monkey in the Middle

Remember the childhood game called Monkey in the Middle where two or more players passed a ball to one another while a player in the center attempts to intercept it?

Like the airlines, the middle ground in the hotel marketplace is rapidly evaporating. Those steering their product into the center of this segmented battleground will soon find that the revenue 'ball' will never touch their hands. Conversely, those operators who play to the extremes - the low cost carrier game as well as

those top price providers - will both succeed with their respective target markets.

What does this mean for you as a lone hotelier too swamped in daily work to ponder strategic issues like this and likely not high enough in the corporate chain of command to make any sweeping changes?

If you are manager at a limited-service property - branded or not - you are in the right spot. Similar to the evolution of the airline industry, your business will increasingly morph into a yield game, with the objective being occupancy (in the airline business this is called 'load factor'). Loyalty is fleeting, as customers have limited interest in finding out who you are nor do they have the time either. The buying decision will be based almost exclusively upon your location and whatever base rate you advertise.

Opposite to this is the luxury side of the spectrum where your primary focus is rate with occupancy secondary. At this end, you will find yourself in the 'real' hospitality business - exceptional services, facilities and amenities will actually drive sales and enhance loyalty. There will always be some elasticity relative to the competitive set, but unlike the 'coach' customer, no one is going to balk over a ten percent (or more) price differential. There are too many other emotional elements to factor into the purchase decision.

The premium segment will thus continue to focus on a value equation that considers price and location, but unique brand qualities will become the primary point of differentiation for the target audience. What do you do better than everyone else? What do you do that cannot be replicated anywhere else in the world? What experiences will your guests take away? While the urban ultra-luxury hotel set offers a good example of this, many resorts will follow this sort of model as well. Resort

customers typically spend more time on property - sometimes all of their time onsite - and as such they will be more attuned to differentiated product attributes.

Conclusion

To return to my opening statement about the eventual failure of lifestyle sub-brands, the airlines offer a clear case of how the value customer is less interested in perceptual or fringe add-ons. They want to stay at a place that is as close as possible to their primary purpose of travel for as little cash as possible. And these 'coach' guests are hardly a tiny demographic - it's quite the opposite! Unless the differentiators are sufficient to push a product into the premium segment where emotion plays a dominant role, any new brand introduction is simply another monkey into the middle of our hospitality menagerie.

About the author

Larry Mogelonsky is one of the world's most published writers in hospitality, Larry Mogelonsky is the owner of Hotel Mogel Consulting Limited and founder of LMA Communications Inc., an award-winning marketing agency based in Toronto. His experience encompasses hotel properties around the world, both branded and independent, and ranging from luxury and boutique to select-service. Larry is also a principal of Cayuga Hospitality Consultants and is on several boards for companies focused on hotel technology. His work includes three books "Are You an Ostrich or a Llama?" (2012), "Llamas Rule" (2013) and "Hotel Llama" (2015). You can reach Larry at larry@lma.ca to discuss hotel business challenges or to book speaking engagements.

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School holiday boost for June

Overall like-for-likes sales up 1.8% on June 2015

Pubs chains, helped by TV football, outperformed casual dining. Britain's managed pub and restaurant groups saw collective like-for-like sales up 1.8% in June against the same month last year, boosted mainly by later school holidays, according to latest figures from the Coffer Peach Business Tracker.

Pub chains, which also benefitted from televising of the Euro 2016 football tournament, reported collective like-for-likes up 2.0% for the month, while restaurant groups were ahead 1.4%. "The later school half-term break, which this year fell in June against May in 2015, was a big factor in the improved performance, having had a corresponding negative impact last month," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, RSM and UBS.

"The truth is that the eating and drinking out market remains sluggishly slow with underlying growth of only around 1% year on year," he added. "The sales growth in June essentially all came in the first week, which enjoyed a double digit boost. Our weekly figures show that the rest of the month was generally negative, despite football being on TV.

"Pubs did benefit from the football, with drink-led pubs and bars, especially those outside of London, up 3.8% on last June, but that was generally evened out by a drop off in eating out. There is also some evidence that drink-led businesses have benefitted from the National Living Wage putting a few more pounds in the pockets of younger, blue collar workers, although that's not replicated across the market," Martin observed.

Regionally, London had a tougher month than the rest of Britain, reversing the situation in May. Like-for-like sales inside the M25 were up just 0.1% in June, against plus 2.5% outside.

Total sales for the month among the 33 companies in the Tracker cohort were up 5.7% on June 2015, reflecting the fact that groups are still opening new sites, especially outside of London.

"Despite some fluctuations from month to month, the market is showing only slow underlying growth reflecting both increased competition and more uncertain economic times. The annual trend shows sector like-for-likes were running at just 1.1% up for the 12 months to the end of June, with restaurant chains up 2.0%, pub groups ahead 0.5% and very little difference between London and the rest of the country" Martin added.

"As for the impact of the Brexit vote, July figures will give a clearer picture, but early indications from our weekly data suggest little difference either way, although that might be down to the weather."

Trevor Watson, executive director of valuations at Davis Coffer Lyons, said: "The overall increase in total sales from the participating companies continues to show the extent to which corporates are winning trade from independents. The sample is showing a slight reduction in number of outlets, as operators continue to refine and improve their portfolios. We expect to see this trend accelerate as operators seek to maximise returns from their prime estate.

"The economic headwinds that were building in the early part of 2016 are likely to be with us for the rest of 2017, fuelled by Brexit economic uncertainty and international terrorism. The change in the value of sterling will help to sustain revenue figures in London, but will lead to increased cost pressures for all operators, some of which will probably be passed on through price increases. That could help support this index over the next few months."

Paul Newman, head of leisure and hospitality at RSM, added: "Positive like-for-like sector growth in June appears to be driven largely by the timing of school holidays. While there is no immediate cause for alarm, operators need to consider the timing and location of any new site openings with utmost care and be bold enough to exit underperforming sites.

"The ramifications from the Brexit vote may well affect short term consumer confidence. Operators will therefore be hoping that a change in the weather and an influx of holidaymakers from overseas taking advantage of their increased spending power will be enough to drive up demand over the rest of the summer."

Jarrold Castle, leisure analyst at UBS Investment Research, observed that June's like-for-like growth reversed the negative trend of May and April, but that the 12-month moving like-for-like average inside the M25 ended at just 1%, while outside it was 1.2%.

The Coffer Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 33 operating groups, and is recognised as the established industry benchmark. CGA Peach is part of CGA Strategy.

Pub and restaurant group sales performance for last 12 months

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|-------|------|------|------|------|-------|------|------|------|------|-------|-------|------|
| LFLs | 1.1% | 0.6% | 1.2% | 2.5% | -0.2% | 1.3% | 1.9% | 0.0% | 0.6% | -0.8% | -1.4% | 1.8% |
| Total | 4.8% | 4.3% | 4.6% | 6.1% | 3.5% | 4.7% | 5.4% | 3.2% | 4.9% | 3.1% | 2.2% | 5.7% |

Source: Coffer Peach Business Tracker



Rooms Department Profit on the Slide at North East Hotels

Year-on-year profit per room in the Rooms department at North East hotels fell by 7.2% in June as a result of a drop in Rooms revenue and rising departmental costs, according to the latest data from HotStats.

Despite a 1.2% increase in achieved average room rate this month, to £75.06 from £74.20 during the same period in 2015, as a result of a 4.3 percentage point decline in occupancy, RevPAR (Revenue per Available Room) at hotels in the North East fell by 4.1%.

In addition to the drop in Rooms revenue, profit levels were further impacted by rising costs across all Rooms department metrics, which included increases in Rooms Cost of Sales (+3.7%), Rooms Expenses (+2.1%) and Rooms Payroll (+4.3%) on a per available room basis.

As a result of the movement in Rooms revenue and costs, departmental profit conversion declined to 68.8% of Rooms revenue this month from 71.1% in June 2015. However, this is not an isolated trend for the month, with profit per room recording a 6.2% decline on a per available room basis across H1 2016.

This is in contrast to the Provincial UK hotel market as a whole, which increased profit per room in the Rooms Department by 5.2% this month and 2.2% for year-to-date 2016.

Profit Performance at Hotels in Bristol Stumbles as Occupancy Drops

Despite recording a 2.6% increase in achieved average room rate in June, Bristol hotels suffered a 0.4% decline in RevPAR as occupancy levels dropped by 2.3 percentage points, to 79.8%.

Whilst top line performance in the city remains robust, recording a 3.6% RevPAR increase in the first six months of 2016, it is clear that the opening of the 186-bedroom Hampton by Hilton in 2015, and more recently the 167-bedroom Premier Inn, have diluted room occupancy for the sample set.

Overall, a decline in revenue in ancillary departments, including Food and Beverage (-7.3%) and conference and banqueting (-13.9%) contributed to a 3.0% drop in total revenue this month.

And despite savings in both labour (-5.2%) and overheads (-5.8%) on a per available room basis, profit per room at hotels in Bristol fell by 0.6% in June. This is in contrast to the performance of hotels in the city so far in 2016, with a 4.4% increase in profit per room recorded in H1 2016 to £31.16 from £29.85 in H1 2015.

Cardiff Hoteliers Achieve Strong Profit Growth Driven By Robust Business Segment

Hotels in Cardiff recorded a 3.0% increase in profit per room in June as the commercial segment continues to drive the city towards achieving record top and bottom line performance.

Traditionally heavily reliant on major events to boost performance, the commercial sector in the city is now very robust, with the strength of demand translating to a 9.8% increase in the achieved corporate segment rate in June, which contributed to a 9.1% increase year-to-date 2016.

Furthermore, achieved rate in the residential conference segment increased by 2.6% for the month, contributing to a 16.2% increase in this segment rate for the first half of 2016, to £89.79, and is now the highest yielding segment for Cardiff hoteliers.

Whilst limited year-on-year RevPAR growth was recorded in June, the city's hoteliers have successfully grown this measure by 33.7% over the last 36 months, to £66.70 in the 12 months to June 2016 from £49.87 three years ago.

On a rolling 12-month basis, profit per room in the city has increased by 44.5% to £35.94 in the 12 months to June 2016 from £24.86 in the same period in 2012/13, with astute hoteliers able to successfully reduce payroll levels over the last 12 months (-2.2 percentage points) as well as managing down overheads.

The month of June 2016

| | Jun'16 | Jun'15 | Var b/w | | |
|------------|-----------|--------|---------|-------|---|
| NORTH EAST | Occ % | 78.4 | 82.7 | -4.3 | ▼ |
| | ARR | 75.06 | 74.20 | 1.2% | ▲ |
| | RevPAR | 58.85 | 61.36 | -4.1% | ▼ |
| | TrevPAR | 105.16 | 109.17 | -3.7% | ▼ |
| | Payroll % | 29.9 | 29.0 | -0.9 | ▼ |
| | GOP PAR | 34.41 | 35.86 | -4.1% | ▼ |

| | Jun'16 | Jun'15 | Var b/w | | |
|---------|-----------|--------|---------|-------|---|
| BRISTOL | Occ % | 79.8 | 82.1 | -2.3 | ▼ |
| | ARR | 83.77 | 81.67 | 2.6% | ▲ |
| | RevPAR | 66.83 | 67.07 | -0.4% | ▼ |
| | TrevPAR | 106.81 | 110.06 | -3.0% | ▼ |
| | Payroll % | 27.2 | 27.8 | 0.6 | ▲ |
| | GOP PAR | 39.65 | 39.88 | -0.6% | ▼ |

| | Jun'16 | Jun'15 | Var b/w | | |
|---------|-----------|--------|---------|-------|---|
| CARDIFF | Occ % | 84.4 | 84.4 | 0.0 | ▼ |
| | ARR | 80.06 | 79.77 | 0.4% | ▲ |
| | RevPAR | 67.55 | 67.34 | 0.3% | ▲ |
| | TrevPAR | 111.21 | 111.33 | -0.1% | ▼ |
| | Payroll % | 29.4 | 29.4 | 0.0 | ▲ |
| | GOP PAR | 37.43 | 36.35 | 3.0% | ▲ |

The Calendar year to June 2016

| | YTD'16 | YTD'15 | Var b/w | | |
|------------|-----------|--------|---------|-------|---|
| NORTH EAST | Occ % | 71.7 | 75.0 | -3.3 | ▼ |
| | ARR | 71.21 | 70.70 | 0.7% | ▲ |
| | RevPAR | 51.03 | 52.99 | -3.7% | ▼ |
| | TrevPAR | 91.38 | 94.75 | -3.6% | ▼ |
| | Payroll % | 33.4 | 32.5 | -1.0 | ▼ |
| | GOP PAR | 23.46 | 24.37 | -3.6% | ▼ |

| | YTD'16 | YTD'15 | Var b/w | | |
|---------|-----------|--------|---------|------|---|
| BRISTOL | Occ % | 72.6 | 73.7 | -1.1 | ▼ |
| | ARR | 83.75 | 79.64 | 5.2% | ▲ |
| | RevPAR | 60.75 | 58.68 | 3.6% | ▲ |
| | TrevPAR | 98.47 | 98.79 | 1.7% | ▲ |
| | Payroll % | 30.6 | 30.7 | 0.1 | ▲ |
| | GOP PAR | 31.16 | 29.85 | 4.4% | ▲ |

| | YTD'16 | YTD'15 | Var b/w | | |
|---------|-----------|--------|---------|------|---|
| CARDIFF | Occ % | 76.9 | 75.9 | 1.0 | ▲ |
| | ARR | 77.32 | 74.79 | 3.4% | ▲ |
| | RevPAR | 59.47 | 56.80 | 4.7% | ▲ |
| | TrevPAR | 100.68 | 97.92 | 2.8% | ▲ |
| | Payroll % | 31.6 | 32.3 | 0.7 | ▲ |
| | GOP PAR | 29.00 | 26.94 | 7.7% | ▲ |

The twelve months to June 2016

| | Rolling'16 | Rolling'15 | Var b/w | | |
|------------|------------|------------|---------|-------|---|
| NORTH EAST | Occ % | 74.7 | 77.4 | -2.6 | ▼ |
| | ARR | 72.37 | 70.51 | 2.6% | ▲ |
| | RevPAR | 54.09 | 54.54 | -0.8% | ▼ |
| | TrevPAR | 97.33 | 99.06 | -1.8% | ▼ |
| | Payroll % | 31.7 | 31.5 | -0.2 | ▼ |
| | GOP PAR | 27.56 | 27.18 | 1.4% | ▲ |

| | Rolling'16 | Rolling'15 | Var b/w | | |
|---------|------------|------------|---------|-------|---|
| BRISTOL | Occ % | 75.6 | 75.8 | -0.3 | ▼ |
| | ARR | 84.33 | 77.66 | 8.6% | ▲ |
| | RevPAR | 63.71 | 58.88 | 8.2% | ▲ |
| | TrevPAR | 103.42 | 98.65 | 4.8% | ▲ |
| | Payroll % | 29.7 | 30.5 | 0.8 | ▲ |
| | GOP PAR | 34.05 | 30.77 | 10.6% | ▲ |

| | Rolling'16 | Rolling'15 | Var b/w | | |
|---------|------------|------------|---------|-------|---|
| CARDIFF | Occ % | 80.1 | 78.6 | 1.5 | ▲ |
| | ARR | 83.22 | 74.71 | 11.4% | ▲ |
| | RevPAR | 66.70 | 58.72 | 13.6% | ▲ |
| | TrevPAR | 111.47 | 101.53 | 9.8% | ▲ |
| | Payroll % | 29.5 | 31.7 | 2.2 | ▲ |
| | GOP PAR | 35.94 | 29.41 | 22.2% | ▲ |

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:

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 visit www.hotstats.com
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Members' Events

5th September

Career Development - The journey from Reservations Clerk to Commercial Director (via Revenue Management Director)

Event Details

In hospitality we always want to give our guests exactly what they want. With service as well as product we try to deliver the right value proposition for each one of our guests. This is of key importance as consistent non-delivery would lead to bookings drying up and the hotel being half empty. So from the service and product side, we generally have most boxes ticked.

One area we potentially do not live up to the guest expectation is the booking experience. There is no hotel that has a quick book now button like Amazon has. OTAs are much more successful in converting business than we are on our website. Do we really understand what our guests want or do we even really understand our guests?

We will share some interesting insights from different angles and have an interactive discussion about what it is our guests want. Be sure to join us on the 5th September in London.

For more information or to book your place, please contact Hospa@hospa.org

7th September

HMA - Social Media Workshop

Time

8.30am - 10.30am

Location

The Rooms at Browns, St Martin's Lane, Central London

Price

Free for HOSPA and HMA members; £35 per person for non-members

Event Details

Facebook and Instagram are two of the most efficient ways for hoteliers to drive qualified traffic to their website and convert it into actual bookings. Yet over the years, many have invested a great deal of time and money into it and are now left with little to no engagement on their pages and no clear idea on what to do about it.

During this session, we'll tackle the main misconceptions that are stopping hoteliers from unlocking the power of social media and share some of the newest strategies to drive concrete and measurable results to your hotel.

Contributors:

- Jerome Courtial, Founder & Creative Director, JCMT The hospitality specialist for the social age
- Jennifer Zajac, Area Digital Marketing Manager, Hyatt

This session will be intermediate, for marketers who already have some experience with Facebook and Instagram communities and campaigns and want to take it to the next level.

Reserve your place today.

15 September

Sharing innovation and best practice in hospitality

Location

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

Event Details

Prior to the HOSPA Regional Quiz Night, you are invited to join Guestline, Google, GuestRevu and ResDairy for a networking event to hear the latest tips and innovations in the hospitality market. Share fresh ideas and best practice with like-minded hoteliers from across the region and industry experts.

Then straight after the event, join us for the Regional HOSPA quiz night – taking place at the same venue...with a magnum of Champagne to be won.

Delegates will learn:

- How to stand out from the crowd online
- How to convert your online presence into bookings
- Guestline picture
- The growth of mobile bookings and the impact they have on your business
- "The currency of trust" and why driving reviews to TripAdvisor is key
- Guestline picture
- How to drive restaurant bookings and increase yield management
- Complimentary refreshments and finger food will be served.

Regional Quiz Night

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

Cost: £20.00 per person (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

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

To book individually or book your team of six please contact Hospa@hospa.org

This is a general pub quiz (not hospitality focused) and will include questions such as: Vodka, Galliano and orange juice are used to make which classic cocktail?

19 September

Meetings and Events Technology and Solutions

More information to follow.

To book, please contact Hospa@hospa.org / 0203 418 8196

21 & 22 September

Hotel Revenue Management: Pricing, Marketing & Distribution

Event Details

A SnapShot in revenue management at The University of Surrey, introducing a more collaborative approach to Demand Management.

The course aims to broaden an understanding of Revenue Management, promising some hard work, fun interactive exercises, along with opportunities to network. Attendees will apply their learning by taking part in a competitive web based simulation, responding to business situations, and using market intelligence to make decisions throughout a year of trading. The course will wrap up with an analysis of 'big data' together with discussions on future trends in Revenue Management.

The course is designed and delivered by University of Surrey in partnership with SnapShot, a Berlin-based startup which provides analytics for hotel data, stored in the cloud, and presented on an intuitive, actionable dashboard. The School's Centre for Research and Enterprise offers open and bespoke executive education programmes to meet the increasing demand for industry-specific learning and development.

The partnership between the University of Surrey and Snapshot ensures the course provides attendees with access to the latest in both academic research and industry real time developments in the area of Revenue Management.

You will find yourself in a friendly and mutually supportive atmosphere of interactive discussions, and practical workshops.

Programme goals

The programme will provide attendees with an in-depth understanding of:

- The pillars of Revenue Management: Pricing, Marketing and Distribution
- The key areas that revenue management tackles
- The breadth and types of data available to revenue managers
- The importance of consistent data structure and analysis
- The Key Performance Indicators used in benchmarking and why they are important
- Pricing strategies relative to demand and value and their impact on hotel performance
- The importance of adopting a collaborative approach to managing demand through distribution channels
- Developments in the area of revenue management and current trends

As Revenue Management evolves, it is important for knowledge of the revenue function to be extended across departments. This program will allow you to contribute more effectively to the revenue decisions being made in your hotel and understand how to answer those difficult queries from your customers around pricing.

Participants

The course has been developed to suit those who have had little exposure to Revenue Management previously, but have an interest in understanding the role of a revenue manager in a hotel. It is meant as a foundation course, perhaps for those who are looking for a move into Revenue Management, or to be able to contribute more to this function in an existing role.

For more information and to book please contact:
cre@surrey.ac.uk / +44 (0)1483 683780
University of Surrey, Guildford, Surrey, GU2 7XH, UK

19 October

Cost Control for F&B Operations

Location

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

What does it 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

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Application For Membership



Hospitality Finance, Revenue and IT Professionals

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|--------------------------------------|----------------------------|----------------------------|---------------------------|----------------------------|------------------------|
| 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 | | | | | |
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| Mobile | | | | | |
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| Correspondence Address (Please tick) | Home <input type="radio"/> | Work <input type="radio"/> | | | |

Which grade of membership are you applying for?

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

| | | | | |
|----------------------|--------------------------------|--|---------------------------------|------------------------------|
| Status (Please tick) | Ordinary <input type="radio"/> | Ordinary Student <input type="radio"/> | Associate <input type="radio"/> | Fellow <input type="radio"/> |
| 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.

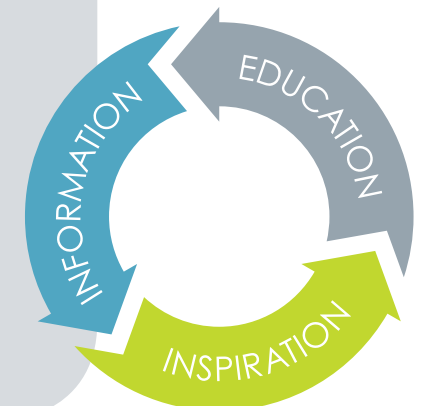
HOSPACE is also home to an Industry Specialist Solutions Exhibition - covering all aspects of your Hospitality business.

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 @HOSPAtweets for all the latest news on HOSPACE.



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