

THE OVERVIEW

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BUDGETING FOR GROWTH

CONSUMER CONFIDENCE GROWING
GETTING CONNECTED: WIFI - WHY NOT?
SUSTAINABILITY & SOCIAL RESPONSIBILITY

Welcome to THE OVERVIEW

Dear members,

When it comes to briefcases, most of us prefer to read about those filled with secrets and left behind park benches by spies than the Chancellor's red version, but the latter affects us all and this month we look at what the Budget meant for the hospitality sector.

There wasn't a great deal of interest for sector, other than the increase in the annual investment allowance, which should act as an incentive to those under-invested businesses which have struggled through the downturn and must be helped back onto their feet.

The current worry for the hospitality sector is that, although the trajectory for GDP in the UK is upwards, the man on the street has yet to feel any richer, as the cost of living continues to rise and fears over what's next for interest rates grow. So moves like an increase in the tax-free personal allowance might mean more meals out and short breaks.

It's all change at HOSPA this month - and change very much for the better, as people move on and up. Last month we welcomed Jane Pendlebury and Jenny Rose to Membership and Events services and this month we have an interview with Wayne Gosden, who is now working on Professional Development. I for one will miss his sharp eye when editing The Overview, but offer him much congratulations on this promotion and wish him the very best.

By the time you read this it will almost be Hotelympia, so if you're thinking of coming along, be sure and come to the HOSPA stand and tell us what you think of The Overview - what you'd like changed, what you'd like to stay the same or what on earth you think we're doing. We're very approachable, I promise.



Katherine Doggrell

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Hospitality Finance, Revenue and IT Professionals

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Getting connected

Carl Weldon meets Colin Roy - CMO, glh

I was recently invited to an event at the top of BT Tower by HOSPA founder sponsors BT wifi, to see Thistle Hotels launch their new high-speed wifi, which will be free for all guests.

I was able to chat with Colin Roy, chief marketing officer, glh, and discuss some of the challenges around providing wifi and the other technology which guests increasingly demand. Colin, like many of us, believes that “the industry is slow to adopt technology” and address guests’ “un-met needs” or indeed understand the root cause of them.

He said that he believed that the industry attempts to meet these needs - but then starts to ‘qualify’ the solution based on a guest status (“sorry but only if you are a gold member”) with disingenuous wording in the marketing text so the average guests gets wifi - but not fast and not free.

For hotel guests, the problem is exacerbated by the fragmented sector. Hotels are just hotels to them, but with different ownership and capital structures - even within the same brands - achieving consistency is close to impossible. Owners are often guilty of looking for the best fit financially, rather than what’s best for guests.

Add to this a lack of education on the topic within staff, complex systems and Virgin using Usain Bolt to tell home users how easy and fast it can be and you end up with a disconnect between what people experience at home and what they experience in their hotels while travelling.

Colin said: “We now treat wifi like a utility such as water or electricity”. glh’s aim is only to spend what adds ‘economic benefit’ to the business - improved occupancy and rate - but driven through increased loyalty as a result of addressing the guests’ needs.

So Thistle and BT addressed this issue and created one-click wifi access.

But you can promise what you like. The problem is in the delivery. The big, old buildings in which you find hotels - particularly London hotels - are not designed for wifi signal to reach every room. So where do the transponders go? Thistle’s research found that guests want the best signal in their rooms - on the bed, on the sofa and, apparently, in the loo.

Too many transponders can cause a degradation of signal, so volume alone is not the answer. Each hotel has surveyed each room - and each hotel now has a piece of hardware that can be taken to a room and scans the room when a guest reports a problem - and if degradation of signal is detected this is immediately reported to BT wifi.

With 14 hotels in London, with over 5,000 rooms, the company’s estate in the capital have been split into its new brand - Clermont and Amba (the Guoman brand having been retired). glh’s brands have targeted solutions, based on research undertaken by the



company. As Colin points out “the business market has different needs to the coach tour market”. And within those markets there are geographical variants and the occasional angry customer driven to despair and “Just give me proper easy access!”. Who hasn’t experienced that in a hotel?

We touch upon the other technology elephant in the room - TVs and content. Many guests now bring their own devices and want to access it, or even view it on the room TV, which can depend on the hotel’s wifi. But some guests still want or prefer the normal TV service, with different content according to the different brands. Colin talks about improving still and upgrading to 1GB pipes (up from 100 MB) and allowing for 72K high definition videos. He believes that spending glh’s own money (as opposed to owners or franchisees) helps it set standards and wants to challenge the rest of the industry to follow his lead.

We discuss how the new glh CIO, Chris Hewertson is settling in after a year. He is clearly very busy and very happy that he has investment to spend on the projects. Chris doesn’t come from a hospitality background, having previously worked at Colt Telecom and OneTel. What made Colin choose him? “We knew what we intended to do with this project - and so we realised we needed a telecoms expert to deliver it - so we went looking for that and we certainly got one!”



Jillian Malone
Director, FM Recruitment

Sustainability & social responsibility

Sustainability is perhaps the single most important global issue facing the world. Climate change, global warming, air and water pollution, ozone depletion, deforestation, the loss of biodiversity, all are huge challenges the world must grapple with. But what have they got to do with the hospitality industry?

All of us must be responsible for a sustainable approach to business. As hospitality executives, we need to play our part in managing operations in a sustainable way. We have to achieve that delicate balancing act: manage the bottom line today; and think about tomorrow's bigger picture.

Reduce waste, save money

Reducing hotel waste is perhaps the most visible way hospitality executives can highlight the shift towards sustainability.

Many hotel brands are committing to waste reduction across global operations. At the Ninth Annual Clinton Global Initiative Meeting last autumn, Hilton Worldwide joined a growing band of hotel giants committed to upcycling and recycling.

Hilton's promise covers 4,000 hotels in 90 countries - a significant pledge by a major brand and is a fine example of senior executives responding responsibly to a complex global challenge. Hilton Worldwide's commitment is to support its hotels' efforts to dispose of waste through reusing, recycling and donating items, instead of sending them to landfills.

The view from Hilton HQ is that putting in place sustainable operations:

- Reduces the impact Hilton has on natural resources.
- Brings down the cost of waste disposal.
- Is a business initiative that will be integrated across the overall business.

Accor's creative solution to waste reduction

Global hotel operator Accor's sustainable development programme, PLANET 21, has resulted in a brilliant solution to one of the common industry problems: the countless newspapers and branded pens thrown away at its hotels. The concept is simple: the 50k-plus newspapers that are thrown away each year are being recycled into a new sustainable pen, the ECO-PEN, which will replace the millions of pens currently circulating in the hotel chain.



Water

The scarcity of water on our planet is a recognised global problem. Demand is rising as population increases. And of course hotels do use a lot of water as part of daily operations: food preparation, cleaning and hygiene, guest comfort and recreation. Managing water consumption is now an important fact of life for hotel managers who are making operational changes to save water - and money - wherever they can.

Have you noticed big changes to the weather over recent years? Intense storms, rainfall and flooding followed sometimes by long periods of drought... it would appear weather patterns are less predictable these days. These extremes tend to mean stocks of water are more variable and therefore become more valuable. Hotels can play a role in reducing waste and protecting this crucial asset.

Putting aside the powerful moral case for conserving water, the commercial aspect is also strong. It is thought that water accounts for up to 10% of utility bills in many hotels. The irony is that we pay twice for water: once by buying in fresh water; and then again in disposing of waste water.

In the UK, the Environment Agency is a good source for practical advice on how hotels can reduce the amount of water consumed per guest. It notes that, apart from the day-to-day food prep, washing, sanitation and cleaning uses water is put to, the key areas where water is consumed are:

- Spas and swimming pools.
- Garden landscaping and golf courses.

These functions have long been recognised as major drains on the water supply, but changes across all operations can make a big difference to overall water consumption.

Energy

The Carbon Trust estimates that hotel energy bills can be cut by as much as 20% by implementing simple, inexpensive energy efficiency measures. The extra benefit of taking such steps lies with the reputation of your establishment. Here are some easy energy-efficiency tips:

Heating

- Avoid overheating bedrooms and corridor areas: aim for 19-21°C.
- Use timer switches and thermostatic radiator valves.
- Service your boiler regularly. Save up to 10% on bills.
- Insulate pipe work.

Hot water

- Do not overheat hot water: 60°C is ideal (comfortable enough and also kills legionella bacteria).
- Spray water taps use less hot water and energy.
- Make sure that leaking taps are repaired promptly.

Air conditioning

- Don't operate the heating and cooling systems at the same time!
- Don't turn on air conditioning until the temperature exceeds 23-24°C.

- Implement a building management system (BEMS). These systems control and monitor heating, ventilation and air conditioning, and can reduce total energy costs by 10% or more.

Lighting

Install occupancy and daylight sensors so that your lights are only on when required.

- Use low-energy lighting. Replace tungsten lamps and fluorescent tubes with much more energy efficient items such as T5 tubes or compact fluorescent or LED lamps.

(These could help reduce electricity consumed for lighting by up to 80%. Newer bulb types last more than eight times longer than tungsten GLS lamps and produce less heat).

Refrigeration

- Defrost fridges regularly; check door seals; keep condensers and evaporators clean.
- When replacing or buying new, buy A-rated energy efficient units.
- Keep fridge doors closed as much as possible.

Surveys consistently illustrate that customers are more inclined to choose a hotel with an environmental policy. And many pay premiums to stay in an eco-conscious hotel.



Supply chain

There are really three sides to the challenge of establishing a sustainable supply chain for hotel goods and services.

- The combined knockout punch of commercial and moral imperatives to do what we can to protect scarce resources.
- Hotels have a role in educating customers on the environmental value of ethical and sustainable products and services.
- Finally, convincing suppliers and contractors to adopt a meaningful environmental policy as a condition of trade with the hotel.

Customers are already alert to the benefits of consuming locally-sourced food and drink products. Pretty much any restaurant worth its salt parades its credentials: the good local produce on the menu. Hotels should be doing this for coffee, tea, bread, meat, vegetables and so on.

Hotel owners and managers who see the benefits of a sustainable supply chain are being responsible citizens. It's an important step in allowing customers to make the right choices when they are travelling away from home.

Rules and regulations

Hoteliers already face a minefield of bureaucracy: licensing, food hygiene, fire regulations, health and safety of all kinds. And now governments and awarding authorities are adding environmental impact to the 'must-have' areas of policy and regulations. It's a sensible step and one we should support.

New builds and refits are subject to particularly close scrutiny by planners. They want to see environmental issues and sustainability at the forefront of all development. And for existing operators in the UK the Carbon Reduction Commitment Energy Efficiency Scheme (CRC) means we all have to monitor energy use and purchase carbon allowances where relevant. The scheme is designed to encourage a reduction in energy consumption and carbon emissions, a good thing all round.

Making the change

With the environment and sustainability high on the government agenda and customers attuned to the need to work with ethical brands, it's good that the industry explores any ideas, solutions and strategies that help us manage operations in a sustainable way.

FM Recruitment is part of the Hospitality People Group, focusing on accounting and financial management in the hospitality sector, both in the UK and internationally.

¹Energy-saving tips above courtesy of British Gas

The Elephant in room 321



Avenue9 have a pragmatic view of PCI compliance, whilst it is recognised that it is required at all levels of hospitality businesses, it is not a standard that should fundamentally change the way a business operates.

The PCI standard should be looked upon in a similar light as Health and Safety and Data Protection. You would not knowingly hand out details of a guest that is staying with you, so why would you want to potentially offer out the financial card information of your guests, again unknowingly.

PCI should be embraced by businesses within hospitality not met with fear, dread and the thought that it is going to cost the business significant investment to implement.

There is good reason why PCI strikes fear into the hearts of CEO's, CFO's and GM's, and maybe the reason why it has been pigeon holed as an IT project...it's data security, networks etc. Often how it can be positioned by organisations looking to profit through mandatory compliance, the fear factor is often used to coerce organisations into taking evasive action to remove legal implication, financial penalties and damage to their brands.

The reality for most organisations is that all of these subjects do represent risk, however what is important about that statement is the word RISK. The very subject of PCI strikes fear into organisations that they are not PCI compliant therefore all of their clients' credit card information is going to be proliferated throughout the criminal underworld and the cost of implementing various IT controls is going to directly impact upon their profitability. The reality is that neither of these things are probably going to happen, but they are risks that need to be assessed, as they could happen. This is not a point of difference to market to potential clients, much in the same way that you would not promote your hotel to be safe for guests to stay, say for example your hotel kitchen will not serve contaminated food, or that you will not be electrocuted by charging your mobile phone. PCI compliance has to be accepted as a fundamental part of operating a business, it should not be seen as an

elephant in the room that may pack its bag and check out of room 321...PCI is now resident in your hotel, next door to Health and Safety and Data Protection.

However what needs resolving is the perception that PCI is costly, a single IT project and offers no benefit to your guest. They are not going to take to Trip advisor to say "what a great hotel, they didn't share my credit card information with anyone else!" cyber fraud is generally under the radar of where peoples card information has been gleaned. However it only takes two or more connections to an establishment to start the tidal wave of negative publicity.

PCI isn't expensive, it is about taking a measured approach to understanding risk and non-compliance and provisioning a plan to implement controlled measures to mitigate risk and use the standard to enhance the guest journey. It is about protection of your guest against theft beyond their control, in the same way that you would ensure your staff handle their food correctly, ensuring they handle their credit card information is just as important. Looking after their health is just as important as looking after their wealth.

Avenue9 recommend understanding the state of compliance, gaining a GAP assessment is the first stage toward compliance, but it is a significant step. Understanding where the operation of the hotel meets compliance is pivotal, then assessing risks with not meeting the standard and putting in place a coherent plan to remediate areas of improvement that meets the financial commitments of the business. The reality is that most organisations take credit card information with the sensitivity that you would expect, it's more about continuous improvement to ultimately deliver a greater guest experience, both before and significantly after they stay.

Carl Weldon, HOSPA CEO, added: "PCI really needs to be dealt with and cannot be ignored without serious consequences and potential bad publicity! I would identify the responsibility for PCI Compliance within your business – and make sure they obtain external expert advice – at least to start with."



JUMEIRAH CELEBRATES FINANCIAL MANAGEMENT STUDENT OF THE YEAR AWARD WINNER FOR 2013

HOSPA Outstanding Student of the Year in Financial Management 2013 – based on HOSPA Education and Training Programme (ETP) combined course work and examination results 2012/13 recorded in the Finance Education programmes – was won by Chinthaka Periyapperuma, Assistant Finance Manager, Jumeirah Madinat, Dubai, who achieved the highest result overall.

Sadly, due to being based in Dubai, Chinthaka was unable to attend the HOSPA Annual Awards lunch in December 2013 to collect his award but Debra Adams, Head of Professional Development at HOSPA, has recently visited Dubai and delivered the award to Chinthaka to celebrate along with his colleagues and fellow students from Jumeirah.

Chinthaka was finally presented his award at the famously beautiful Segreto Terrace restaurant, at the Madinat Jumeirah in Dubai, in front of all of his fellow Jumeirah participants on the HOSPA Education and Training Programme in Financial Management, as well as Vice President of Finance for Jumeirah; Sylvia Matthews.

Chinthaka started his career in the Hospitality industry in 1988 with Le Galadari Meridien Hotel Colombo as a Cost Trainee in the Finance Department. His initial job was to analyse beverage sales and prepare beverage actual vs potential reports. He then learned how to prepare food & beverage cost reports.

In 1990 he moved to the Purchasing Department as Purchasing Executive and in 1992 he moved to the Cost Control section as Cost Control Supervisor.

Three years later he took the opportunity to move to Emirates Gold Club, Dubai as a Cost Controller before moving to the Purchasing Department as Purchasing Officer in 1996.

In 1999 he received an offer from Burj Al Arab, part of the Jumeirah Group, as Senior Buyer. In 2004 as part of the Madinat Jumeirah pre-opening team, he joined as Cost Co-ordinator and was in charge of Cost Controls, Stores & Receiving Section. Promotion followed in 2006 to Assistant Finance Manager and Chinthaka took responsibility for Income Audit and General Cashier sections.

Currently, Chinthaka is heading the Financial Accounting section of the Madinat Jumeirah and is responsible for producing P&L, Balance Sheets and various monthly reports.

As the 2013 winner, he received a crystal trophy and a Samsung Galaxy Tab 3 tablet computer. Chinthaka also won a certificate for best performance in the September 2012 HOSPA examinations in Financial Management for Stage 1 along with a cash prize which Chinthaka has very kindly decided to donate to the Springboard Charity trek in Nepal which Debra Adams participated in during March 2014. Commenting on his donation, Chinthaka mentioned “I have gained so much through HOSPA; this is very least I can give back.”

HOSPA Professional Development would like to congratulate Chinthaka once again on his award and wish him all the best for the future.



From L-R: Luanne Li, Robert Gerhardt, Stephanie Quinto, Sylvia Matthews, Muhammed Rafeeq, Tyrone Don Paul, Chinthaka Periyapperuma and Debra Adams

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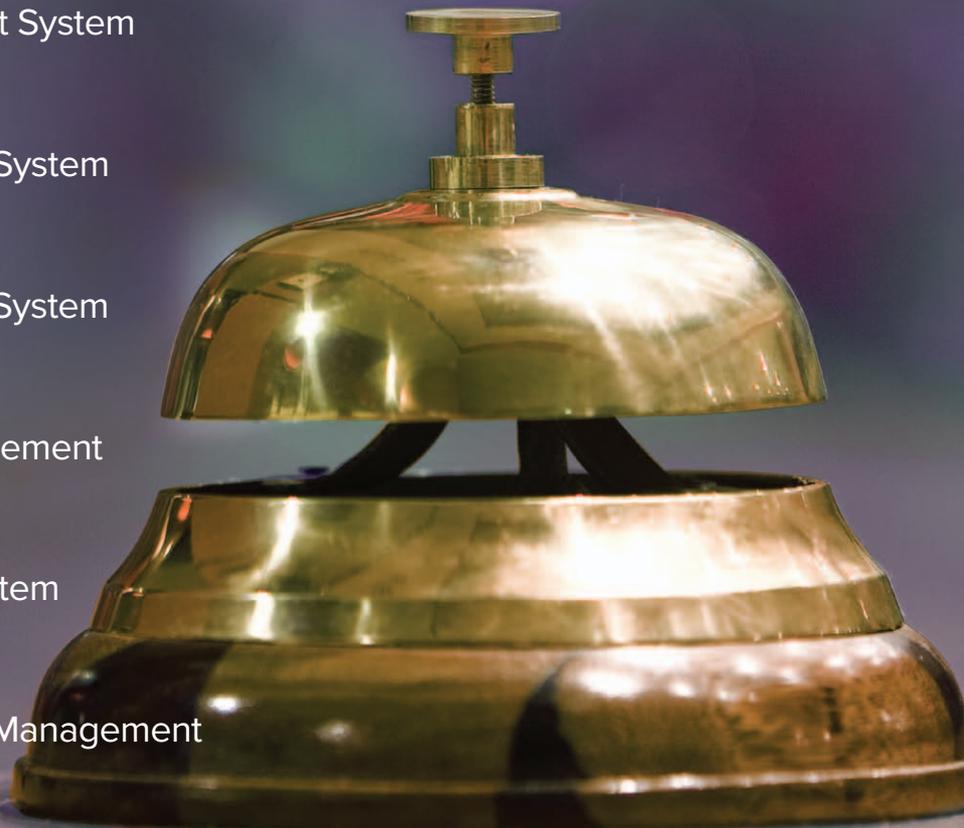
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Sarah Gallie

Senior Manager | Indirect Tax
Deloitte LLP

Agent and Principal – Secret Hotels 2 Limited

The recent Supreme Court decision in the case of **Secret Hotels 2 Limited** (‘Secret Hotels’) formerly called **Med Hotels**, found in favour of **Secret Hotels**.

The court agreed that **Secret Hotels** was acting as an agent in the supply chain rather than a principal. For the taxpayer, this meant not having to account for VAT under the Tour Operators Margin Scheme (TOMS), as it received commission from the hotels, rather than buying in and then selling on the hotel accommodation. However, the implications of this decision are widespread and apply not only to agent/ principal relationships concerning the supply of hotel accommodation, but also these relationships more generally.

In the Supreme Court, Secret Hotels won by focussing on the contractual relationships between the parties (Secret Hotels, the hotel and the end customer) which supported the analysis that Secret Hotels was an agent and the supply of the hotel room was made to the end customer by the hotelier. HMRC had won previous stages of the litigation, contending on the basis of the economic reality of the situation, Secret Hotels was in fact acting as principal and should be treated as buying in and selling on the hotel rooms. The court concluded that the contractual position could only be set aside if, either it was a sham, or if it had been clearly varied by the actions of the parties. Failing this, the contract which clearly stated that Secret Hotels was acting as an agent would stand. The court also appreciated that there are certain factors which would be indicative of a principal relationship (as per the earlier court decisions), which could be properly interpreted as being a function of being a successful agent with goodwill and brand reputation which it wanted to protect, and this in itself should not override the contractual position.

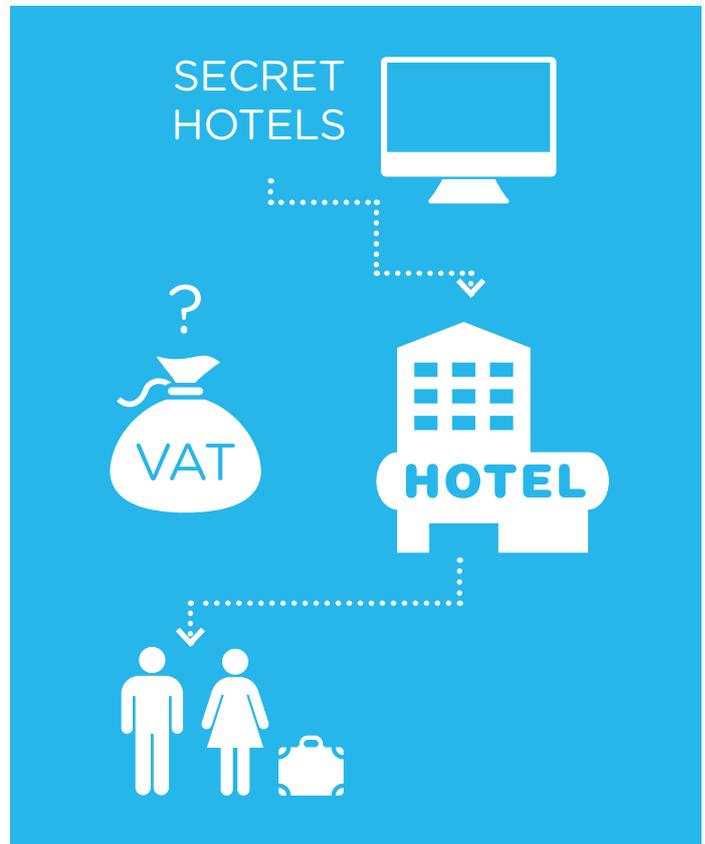
This litigation has been ongoing for a number of years and had created uncertainty in the industry in relation to agent/ principal relationships. This decision is the end of the road for this litigation and shows the importance of ensuring that all of the contractual documentation between both suppliers and customers is both drafted carefully and is comprehensive. Where hotels sell through agents, and the hotel acts as principal, it is important that the hotel knows the end selling price of the hotel to enable it to account for the correct amount of VAT. Equally, where the hotel is selling to an intermediary who will sell on as principal, it is important that the contracts back this up, to protect the hotel's position should HMRC challenge the supply chain.

It is not clear if HMRC will issue any updated guidance following this decision. However, we recommend hotels review the contracts which are in place to ensure the contractual position is properly documented and reflective of both parties' understanding and actions.

Potential changes to the Tour Operators Margin Scheme

Earlier this year HMRC issued Revenue & Customs Brief 05/14 on the Tour Operators Margin Scheme (TOMS). TOMS is a mandatory EU VAT accounting scheme for businesses which buy in and sell on certain travel services, such as passenger transport, hotel accommodation and car hire. Under TOMS, suppliers cannot recover any VAT on the services they buy in, but will only account for VAT on their profit margin in the Member State where they are established. In the UK, we currently only apply TOMS to supplies to final consumers or to businesses for their own consumption (for example, business travel for employees). Wholesale supplies to another business for onward sale are subject to normal VAT rules rather than TOMS.

A number of years ago the EU Commission initiated infraction proceedings against eight Member States (Spain, Poland, Italy, Czech Republic, Greece, France, Finland and Portugal), in connection with their operation of TOMS. The main issue was that these countries treated wholesale B2B supplies as within TOMS and the Commission considered that they had incorrectly implemented TOMS by extending its application beyond B2C



supplies. The Court of Justice of the European Union released its decision in these proceedings late last year. The court indicated that wholesale supplies should be covered by TOMS and therefore the infracted countries had been operating TOMS correctly. HMRC's Brief outlines the UK's response to this decision and confirms that for the time being there will be no changes to the operation of TOMS in the UK. Therefore, wholesale travel supplies (i.e. between tour operators) will continue to be treated as outside of TOMS in the UK – however, B2B supplies where the customer consumes the travel service (for example, corporate travel services), will continue to be taxed within TOMS. HMRC's reason for not amending the TOMS system immediately is that the EU Commission has indicated an intention to carry out a full review of TOMS, which may result in significant changes to the scheme in future. Therefore, if changes are made now following the infraction proceedings, there may need to be further modifications to the scheme following the review which would cause disruption and be costly for businesses. HMRC have stated in the Brief that this position will be reviewed after a year.

This is an important issue facing the travel industry and impacting supply chains with wholesale travel providers. Wholesale supplies currently fall outside of TOMS in the UK meaning that wholesalers can recover VAT on the purchase of the hotel accommodation and account for VAT under normal VAT rules on the onward sale. If wholesalers have to begin accounting for VAT under TOMS going forward, this may impact profit margins and prompt changes to current supply chains. In addition, it is worth bearing in mind the TOMS rules, since hotels could already fall within TOMS themselves where they sell packages to final consumers as principal. However, if future changes bring B2B supplies within TOMS, then any packages sold to wholesalers would also be subject to the scheme.



arena4|finance's Wayne Gosden talks of the new direction with long-standing client, HOSPA

After more than 10 years as the proud provider of membership and event services for the Hospitality Professionals Association, HOSPA, arena4|finance is delighted to have the opportunity to start focusing solely on HOSPA Professional Development.

arena4|finance's Wayne Gosden, Digital Marketing and Communications, speaks in the following interview about this new direction and the opportunity it brings to the company and his role.

What is HOSPA's relationship with arena4|finance?

HOSPA's purpose is to support hospitality professionals with the development of their careers, network and keep up-to-date with industry best practice.

arena4|finance's Managing Director and Head of Professional Development, Debra Adams, has been the Head of Education for HOSPA for over 10 years; a position that she held even prior to her establishment of arena4|finance in 2004. On founding arena4|finance, this relationship was soon extended to include the administration of HOSPA's membership and events.

What is the reason behind this change to focus on HOSPA Professional Development?

HOSPA Professional Development has rapidly expanded since the launch of the Revenue Management course in 2011.

Now delivering two Education and Training Programmes – Revenue Management and also the longstanding Financial Management course – the number of learners has significantly increased. By focusing on education, we can dedicate our time to the further expansion of HOSPA Professional Development not only nationally, but internationally also.

So what change does this bring to your role within arena4|finance?

My role in Digital Marketing and Communications for arena4|finance currently involves a secondary role in Membership Services & Event Marketing when working with our client, HOSPA. My move into HOSPA Professional Development means that I will have the opportunity to concentrate on promoting education services under the new title of HOSPA Education Marketing & Communications. This will involve marketing the courses further, generating new interest for current and future programmes, and being the new point of contact for student enrolments and enquiries.

What are you most looking forward to in your new role when working with HOSPA?

I am most looking forward to making an impact. I am really excited about the challenge of growing this side of HOSPA and having the opportunity to do so. During the last three years, I have been involved with the expansion of HOSPA membership, which has increased year-on-year, so I am eager to now focus on developing the education programmes.

Having a marketing background, completing a degree in this area before joining arena4|finance, I am keen to see what I can bring to this new direction in terms of attracting people to the courses and expanding HOSPA Professional Development.

Tell me about the different programmes that HOSPA offers?

HOSPA recognises the importance of developing talent and building expertise, so we deliver industry-specific courses at both an undergraduate and post-graduate level. Our two Education and Training Programmes in Financial Management and Revenue Management are highly recognised by the hospitality industry and are accredited by The Open University and Oxford Brookes University respectively. Both courses consist of three stages – introduction, operational and strategic – each lasting six months. They are self-study programmes, enabling students to learn whilst they earn and

apply the content to their place of work. Alongside these Education and Training Programmes, HOSPA works with its education partners to provide a series of short courses on essential topics in the areas of finance and revenue management. In collaboration with arena4|finance and Oxford Brookes University, and funded by the Savoy Educational Trust, HOSPA has also recently published an e-book and interactive iBook on the topic of Revenue Management to support the education programmes.

You've mentioned that the growth of HOSPA Education has partly been due to the introduction of the Revenue Management course. What other influencing factors have caused this increase in demand?

There has been high demand from the hospitality industry for skilled employees. Recognising that HOSPA's education programmes provide credible content and recognised accreditation, the courses have been demanded by both employees and employers. With regards to the Revenue Management programme, the field is an emerging discipline and one that hospitality professionals are keen to learn about and develop their expertise in.

Being accredited by The Open University, HOSPA's Financial Management course is the first step for people wanting to undertake a professional accounting qualification. Successful completion of the programme provides exemptions from Papers 1 & 2 of CIMA's Certificate in Business Accounting.

So why do people choose HOSPA? You've mentioned that other associations provide courses of their own.

People choose to study with HOSPA because the association and its education programmes are highly reputable and well recognised within the hospitality industry. Hospitality professionals view HOSPA's courses as being all-encompassing and 100% relevant to the industry. At arena4|finance, we work in collaboration

with educational institutions and industry professionals to provide content that is industry-specific and up-to-date, which both individuals and companies really value.

As well as being directly applicable to the hospitality sector, the content is also of a high educational standard. Having accreditation from higher education institutions, students enrolled on the Financial Management and Revenue Management programmes are studying at an undergraduate level. The Revenue Management Programme is actually the only course of its kind to be accredited by a British University.

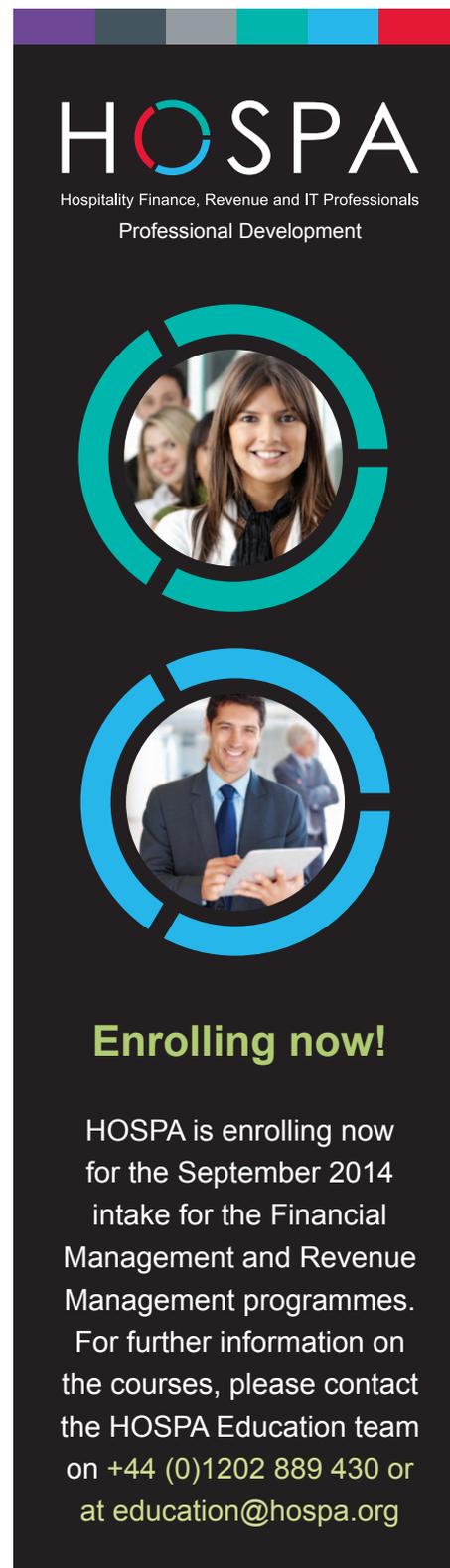
HOSPA offers courses in Revenue Management and Financial Management. The Association has three communities; Finance, Revenue Management and IT. Can a course in IT be expected in the future?

There is high demand from HOSPA's members and also its IT committee for a course. HOSPA is currently in the process of developing a course, which is expected to be delivered from 2016. The programme is being developed in collaboration with HOSPA's sister association in America, HFTP (Hospitality Financial and Technology Professionals), as well as other companies.

Why do you think it is important for people to participate in courses like HOSPA's?

I think it is really important to always be learning. I think that everyone, no matter what industry or what role they are in, should be learning at all times. The phrase "learn something new today" should apply to everyone. With today's society constantly changing and doing so at a fast rate, it is important for people to keep up-to-date with the latest information and developments. Participating in continuous professional development and undertaking short courses and education programmes like the ones that HOSPA offers can help with this.

We should all be looking to learn as we earn - including myself. I am currently taking a digital marketing course with Google, which has helped me evolve my role within arena4|finance into the digital space. It has helped me get a better understanding of all things digital, including email marketing and search engine optimisation for our website, as well as how to analyse those figures and turn them into insights and actionable objectives.



HOSPA
Hospitality Finance, Revenue and IT Professionals
Professional Development

Enrolling now!

HOSPA is enrolling now for the September 2014 intake for the Financial Management and Revenue Management programmes. For further information on the courses, please contact the HOSPA Education team on +44 (0)1202 889 430 or at education@hospa.org

→ NUMBER CRUNCHER



Where are all the hotel FDs? Don't shoot the messenger!

'In four or five years there will be a commercial director in most hotels, who will manage everything from digital marketing to revenue management and even a bit of data analysis.'

So if this is a quote of the opinion of someone who should know, and as recently published in a widely read hospitality sector journal, is there message here for hotel financial managers to digest and to consider how it affects their futures?

There was a time when anything remotely related to IT, systems and management information were as important as parts of the FD's role as the ability to balance the books and produce the accounts.

Today, any FD who is not up to speed on the impact of digital marketing, revenue management and the importance of the production of relevant, timely and accurate data to support efficient and profitable operations is missing the most productive and arguably interesting part of their job.

Who is best to know where data arises, how reliable is the source, what does it mean, what are its strengths and weaknesses, how it moves through the business and where it ends up in the final records, and how financial reports relate to operational management information?

If the FD's role is not commercial, then what is it? Just bean counting? Hopefully there is more to the ambitions of the hotel financial manager. But to prove it - you must do it !

HOSPA BOOKSHOP

Uniform System of Accounts for the Lodging Industry
(10th Edition) published 2006

The most recent edition of the USALI addressed the current industry trends, which emerged since the 9th edition was published in 1996. Some of the evolving issues which were addressed by the 10th edition included how to deal with condo hotels, reporting for internet wholesales, and resort fees, which seems to have particular relevance in this day and age of a la carte pricing which the airline industry has recently adopted.

£65 HOSPA members, £75 Non-members

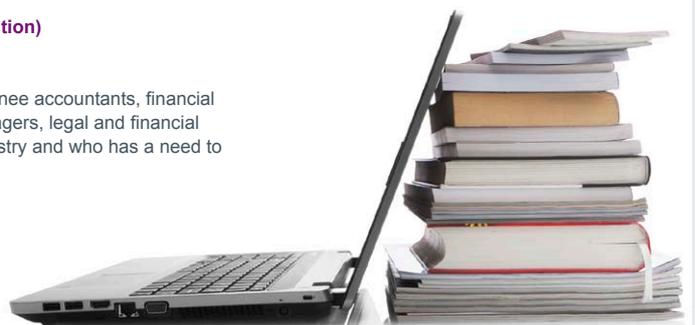
Guide to the Uniform System of Accounts for the Lodging Industry (10th Edition)
written by Howard Field and published by HOSPA

The aim of this guide is to provide help to a range of users including students, trainee accountants, financial and operational managers, new entrants to the hotel sector, teachers, asset managers, legal and financial advisors and analysts, auditors and anyone who is involved in the hospitality industry and who has a need to become familiar with the Uniform System.

£25 HOSPA Members & Non-members

www.hospa.org/resources/books

Postage: Standard UK postage £2 per book, other destinations and multiple books on request.



Budget 2014 review



While the Budget did contain tax breaks that will help the hospitality sector, they were perhaps less significant than the good news about the recovering economy and the increased consumer confidence we are now seeing.



James Welch
BDO

The headline news was the increase in the annual investment allowance (AIA) to £500,000 from 1 April 2014 (CT) or 6 April 2014 (IT) until 31 December 2015. The ability to claim 100% first year tax relief on new plant or machinery expenditure is a strong incentive to invest now or at least before the AIA reverts to £25,000 from 1 January 2016. Of course, there are transitional rules to consider where accounting periods straddle April 2014 and December 2015 and it will be important for hotels to understand how much AIA they can claim in each separate part of their accounting periods and time their investments accordingly.

As widely expected, the personal allowance will increase from £10,000 for 2014/15 to £10,500 for 2015/16 benefiting lower paid employees: basic rate taxpayers will save £112 in 2014/15 and £100 in 2015/16. From 6 April 2015, for couples where neither spouse or civil partner is a higher rate taxpayer, one can claim to reduce his or her personal allowance by up to £1,050 and transfer this to the other person - giving a maximum saving of £210.

Many employees will also benefit from more generous changes to childcare from the autumn of 2015. The new childcare allowance will be up to £2,000 per child and all children under 12 will qualify from autumn 2015. It will only be available where both parents in a couple work and earn less than £150,000 (each). Free nursery care for three and four year-olds will be available for up to 15 hours a week and will also be extended to cover disadvantaged two-year-olds.

Participants of an existing child care voucher scheme may be only slightly better off as the new allowance will be given per child rather than per employee. Existing schemes offered by

employers will be allowed to continue but most parents are expected to opt for the new allowance.

All employees could be affected by the major reforms proposed to the way that individuals taking pension benefits are taxed. From 27 March 2014, individuals' options for taking benefits from registered pension schemes increased: the maximum drawdown income was previously set at 120% of GAD (the equivalent annuity) but is now 150%. The flexible drawdown rules also changed with the guaranteed annual pension income level reduced to £12,000 - so many more individuals will be able to withdraw the balance of their pension fund without triggering a 55% penalty tax charge.

From April 2015, the Government proposes that individuals in defined contribution schemes would have much more freedom over their pensions: they would still be able to take 25% of their pension fund as a tax-free lump sum but would then be able to draw down the rest of their funds as income (in one go if they wish) or buy an annuity from age 55 (rising to 57 by 2028). The need to have a guaranteed pension income would be removed completely. All withdrawals, aside from the 25% tax-free cash, would be taxed at the individual's marginal rate of tax, rather than at 55%.

This increased flexibility is expected to make it more attractive for individuals to make pension savings and employers who have reached their starting date for automatic enrolment for pensions may find that there is a lower opt-out rate amongst their workforce than they previously expected.

The changes are also likely to make defined contribution schemes more attractive to employees than defined benefit schemes and some may choose to exercise their right to take a cash equivalent transfer value and move to another pension scheme. The Government will consult on whether members of private sector defined benefit schemes should be prohibited from making such transfers in future, but there are no restrictions on such transfers before April 2015. Employers who operate a defined benefit scheme may see increased requests for transfers in anticipation of the new rules.

Hotel businesses that use agency workers may be affected by new rules targeting 'false' self-employment. Where workers are categorised as self-employed rather than an employee, there is a direct saving of employer's NIC. The Government is concerned that agencies are being used to obtain this saving for end user businesses.

Changes from 6 April 2014 will strengthen existing employment agencies legislation by removing the obligation for 'personal service' and focusing on whether the work is subject to supervision, direction or control over the manner in which the duties are carried out. There will be a presumption that there is control or supervision for workers provided by agencies. Many more workers who are currently being supplied to hotels through agencies will be treated as employees of the agency. The agency's increased costs are likely to be passed on to end users.

HOSPA Financial Management Accreditation Renewed

HOSPA is pleased to announce that the accreditation of the Financial Management education programme has been renewed with the Open University for another year following the recent annual review of the course.

This accreditation means learners studying on the Financial Management course can continue to gain credits for each stage of study with HOSPA that can be offset against higher education study with the Open University, such as a BA or BSc degree:

Stages 1 & 2 of the HOSPA Finance programme earn 30 credits at level 1 with an "equal BA/BSc" designation and Stage 3 of the HOSPA Finance programme earns 20 credits at level 2 with an "equal BA/BSc" designation.

Successful completion of the full Finance programme also provides exemptions from CIMA's Certificate in Business Accounting Paper 1 (Fundamentals of Management Accounting) and Paper 2 (Fundamentals of Financial Accounting).

This renewed credit rating from the Open University further demonstrates that HOSPA is continuously engaged in the review and improvement of the quality of its Finance programme so that it meets the national industry standards in training Finance professionals.

Should you wish to discuss how HOSPA Professional Development can assist your organisation, then please call us on +44 (0) 1202 889 430 or email us at education@hospa.org.





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Terms and conditions: *SOURCE: TNS. Research commissioned by Sky Business Jan 2014. † Payment plans including set up will only require upfront payment on the first month of the 36 month payments which includes set up cost. Payment plans with set-up costs include site survey, installation and Sky HD box. You must be a limited company to take the 36 month option. Premises must be in United Kingdom (excluding Scottish Islands and Channel Islands). Packages available to customers who are eligible to take Sky TV on a Hotel UK Sky In-Room Agreement. General: Minimum price of £100 per premises per month ex VAT. Eligibility subject to credit checks. You must get any consents required. Subscription payments subject to annual increase in RPI. You must take a channel package in each of your hotel rooms. HD channels included are dependent on your underlying package. Visit www.sky.com/business for full list of channels within each channel pack. Further terms apply. Calls to Sky cost 5.1p per minute (plus 15p connection fee) for BT customers. Calls from other providers may vary. Correct at 9 April 2014.



March sales bounce

Britain's pub and restaurant groups saw collective like-for-like sales grow 4.6% in March against the same month last year, according to latest figures from the Coffey Peach Business Tracker. Total sales, including the impact of new openings, were up 7.1% on this time last year. The results mark 12 consecutive months of positive growth for the sector.

"Much of the increase can be put down to significantly better weather this March than last, when snow and freezing temperatures gripped the country, but that is only part of the story," said Peter Martin of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffey Group, Baker Tilly and UBS.

March 2013 was the UK's joint second coldest since records began more than 100 years ago. The mean temperature was just 2.2C, more than 3C colder than the long-term monthly average. In contrast, March 2014 was warmer, sunnier and drier than the long-term average.

"However, that shouldn't disguise the fact that despite monthly fluctuations, the 27 companies contributing to the Tracker have now collectively recorded positive like-for-like sales for each of the past 12 months – and the 4.6% increase in March more than makes up for the 3% sales drop in the corresponding month last year," added Martin.

"Also, March last year included the start of the Easter holiday weekend. The benefits of Easter this year have yet to come. The managed pub and restaurant sector as a whole is performing well and the eating and drinking out market is showing consistently healthy signs of post-recession growth."

Both pubs and restaurants benefited equally from this March's bounce, although operators in London had the best of the uplift, with like-for-likes inside the M25 up 7.3%, compared to 3.4% for the rest of the country.

Looking at the long-term trend, year-on-year like-for-like sales for the Tracker sample are 2.4% up for the 12 months to the end of March, with total sales running 5.1% ahead.

An upbeat Mark Sheehan, managing director of Coffey Corporate Leisure said: "With the retail sector in disarray this is a positive growth story - 12 months of like for like growth is a clear demonstration that the eating and drinking out market is in long term growth. Not only in London and in traditional leisure destinations is there growth but across the board. Restaurants and bars are starting to breathe life into regional high streets up and down the country. This is a sector with innovation and tremendous prospects."

Paul Newman, head of leisure and hospitality at Baker Tilly, said: "Continued consumer confidence has driven yet another hugely impressive set of sales growth figures for the UK pub and restaurant industry. London has again led the way with like-for-like sales increasing by a magnificent 7.3% despite the important Easter trading period not being included within this year's comparables. With average wages rising, a low interest rate environment and food price inflation at its lowest rate since February 2010, the outlook for continued growth in the sector is as fine as the recent weather."

Jarrold Castle, leisure analyst at UBS Investment Research, observed: "UK pubs and restaurants performed very strongly last month, and although March last year included the Friday and Saturday of Easter weekend, we think the benefit of Easter is still to come in April. As with previous months, LFL growth in London has outperformed the rest of the country, however site growth outside the capital continues to be stronger as chains build out.

March completes a whole year of positive growth in the industry, and the 12 month moving average now stands at 2.0%, having improved over the past few months."

Pub and restaurant group sales performance for last 12 months

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
LFLs	0.1%	1.2%	1.9%	1.3%	1.9%	0.4%	1.0%	1.7%	3.0%	7.2%	0.2%	4.6%
Total	2.8%	4.5%	4.8%	3.6%	5.1%	3.1%	3.9%	4.8%	5.8%	10.1%	2.7%	7.1%

Coffey Peach Business Tracker is powered by Demographix

For more information please contact

Peter Martin, Peach Factory | 01704 550383; 07889 209896 | peter@peach-factory.com



Confidence making a come-back

Confidence is gradually coming back to the UK casual dining and pub sectors after several challenging years, CGA Peach's exclusive annual Business Leaders' Survey reveals.

The poll of the UK's top executives found that nine in ten (90%) are either very or fairly optimistic about the year ahead for their businesses - up from three quarters (78%) at the same point last year. Numbers feeling very optimistic have doubled, from 15% to 29%. Confidence is most bullish among younger businesses and those operating solely or largely in London; two in five (40%) here are very optimistic, compared to just one in six (16%) of those based largely beyond the M25.

It builds on a year that turned out to be better than many in the sector had feared. More than two in five leaders (44%) say their business performance in 2013 had exceeded their expectations - up from the third (34%) who said the same of 2012. Only one in eight (13%) says performance was worse than they expected last year.

Significantly, numbers optimistic about the market as a whole, and not just their own operations, are up from 52% last year to 86% now.

This growing confidence is backed up by figures from the Coffer Peach Business Tracker, which recorded like for like sales growth across major groups of 3.3% and 7.2% in December 2013 and January 2014 respectively. The latest data also chimes with several business surveys that suggest the economy may be returning to health after the prolonged downturn.

But the Business Leaders' Survey, sponsored by Omnico, also reveals reasons to temper optimism for 2014. Half of leaders (52%) think real growth in disposable income is still a year to 18 months away, and another quarter (28%) estimate that it is further off still. Competition in the marketplace remains severe, so any substantial growth in 2014 may well arise from market share gains rather than organic increases.

Businesses also face a slew of challenges in 2014, not least from still-mounting property, energy and staffing costs. The Survey reveals widespread concern about all three this year - and hikes in food prices remain an issue too.

CGA Peach's Peter Martin says: "Our research over the last few years has consistently identified a flat, fickle and fierce market - of broadly static sales, scant brand loyalty among consumers and a rising intensity of battle between operators. But the Business

Leaders' Survey shows much more cause for confidence this year, and set alongside our Coffer Peach Business Tracker it provides cautious optimism that Christmas might have marked a turning point for casual dining, pubs and the wider out-of-home market. But it is clear that we are not out of the woods yet, and operators will have to be firmly on their mettle in 2014."

Other key trends identified by CGA Peach's Business Leaders'

Survey include:

- **Returning confidence in investment. Well over half of leaders think access to funding has improved either significantly (20%) or marginally (40%), and only one in six (17%) thinks it remains challenging. Private equity is identified as a particularly important source, and many think IPOs will become more prominent this year.**
- **A rise in the viability of upmarket concepts, with more than half of leaders (58%) thinking premium casual dining and fast food will thrive in 2014. Flexible, all-day formats and pared-back, express-style concepts are also widely tipped.**
- **The soaring popularity of transport hubs for restaurant and pub brands. Four in five (79%) think big stations and airports will be a growth hotspot this year.**
- **A buzz around barbecue concepts and craft beer. Barbecue is tipped by half of leaders (50%) to make a big impact this year, and more than two thirds (68%) think craft beer will do the same. Upmarket pizzas and craft ciders are among other likely food and drink trends.**
- **The crucial importance of customer experience and staff engagement. Nearly nine in ten leaders (87%) identify each of them as major operational challenges in 2014.**
- **The significant challenge of keeping pace with change in technology. Taking full advantage of mobile and social media are particular issues, and the proportion of operators using data to drive consumer insight remains relatively low.**

Martin says: "Our Business Leaders' Survey sets out the widest possible picture of the year ahead for the eating and drinking out market. It is clear that our leaders are well placed to grasp the opportunities that 2014 will bring - but they may also wish to reflect on some of the threats and knowledge gaps that our poll reveals."

For more information please contact

Peter Martin, Peach Factory | 01704 550383; 07889 209896 | peter@peach-factory.com



Five star performance for Eastern hoteliers

With the UK hotel market posting a consecutive second month of strong growth, hoteliers in the East of the country experienced year-on-year increases across all key performance indicators and recorded the highest growth in gross operating profit per available room (GOPPAR) of 48.3% in February, according to the latest data from HotStats.

A combined surge in occupancy of 5.7 percentage points and growth in average room rate (ARR) of 3.1% resulted in an increase in revenue per available room (RevPAR) of an impressive 12.7% to £43.42. With non-rooms revenues also jumping, total revenue per available room (TRevPAR) rose by 11.0% to £76.31, representing the fourth consecutive month of year-on-year growth for this metric.

This increase in revenue performance was further enhanced by effective payroll management and efficient operating cost control with departmental operating profit per available room (DOPPAR) climbing by 16.6% to £39.22. Although overheads per available room rose by 2.6%, profit conversion went up from 14.9% to 20.0% delivering this impressive GOPPAR growth.

Edinburgh hotel market continues to shine

In February, hoteliers in Edinburgh registered a 12th consecutive month of year-on-year improvement in both TRevPAR and GOPPAR of 10.5% and 22.6% respectively, underlining the strength of this market, according to the latest data from HotStats.

RevPAR increased by 9.4% driven by a 4 percentage point increase in occupancy to 66.8% and an uplift in ARR of 2.8%

to £80.99. With meeting room hire revenue per available room remaining flat, additional revenue per available room deriving from food (+15.5%) and beverage (+21.0%) helped to boost TRevPAR by 10.5% to £91.02.

Astute payroll and operating cost control combined with travel agent commission per room let decreasing by 2.4% to £6.62 resulted in DOPPAR increasing by 12.1% to £43.96. As a result, GOPPAR leapt up by 22.6% to £16.19.

Oxford hotels posted strong results

Hotels in Oxford achieved positive year-on-year changes in all key performance indicators in February with TRevPAR and GOPPAR increasing by 12.3% and 20.3% respectively, according to the latest data from HotStats.

Significant growth was recorded in both occupancy (+5.3 percentage points) and ARR (+4.6%) leading to a 12.4% jump in RevPAR, further supported by similar improvements in ancillary departments and most notably from food revenue per available room (+22.2%), TRevPAR grew by 12.3% to £106.38.

Despite increases in food cost of sales (+4.2 percentage points) and F&B payroll (+1.4 percentage points) reducing F&B profit conversion to 20.9% from 25.9%, an increase in rooms departmental profit conversion (+3.0 percentage points to 71.1%) helped drive a 12.4% DOPPAR increase to £58.98. With total payroll decreasing by 0.6 percentage points, GOPPAR rose by 20.3% to £33.08.

The month of February 2014

		Feb'14	Feb'13	Var b/w	
EASTERN	Occ %	67.4	61.6	5.7	▲
	ARR	64.43	62.50	3.1%	▲
	RevPAR	43.42	38.53	12.7%	▲
	TRevPAR	76.31	68.77	11.0%	▲
	Payroll %	35.7	38.5	2.8	▲
	GOP PAR	15.24	10.28	48.3%	▲

		Feb'14	Feb'13	Var b/w	
EDINBURGH	Occ %	66.8	62.7	4.0	▲
	ARR	80.99	78.75	2.8%	▲
	RevPAR	54.07	49.42	9.4%	▲
	TRevPAR	91.02	82.40	10.5%	▲
	Payroll %	37.3	39.2	1.8	▲
	GOP PAR	16.19	13.21	22.6%	▲

		Feb'14	Feb'13	Var b/w	
OXFORD	Occ %	75.6	70.4	5.3	▲
	ARR	88.48	84.58	4.6%	▲
	RevPAR	66.91	59.51	12.4%	▲
	TRevPAR	106.38	94.70	12.3%	▲
	Payroll %	32.4	33.0	0.6	▲
	GOP PAR	33.08	27.50	20.3%	▲

The Calendar year to February 2014

		YTD'14	YTD'13	Var b/w	
EASTERN	Occ %	61.1	56.5	4.6	▲
	ARR	63.75	62.81	1.5%	▲
	RevPAR	38.96	35.48	9.8%	▲
	TRevPAR	68.68	63.09	8.9%	▲
	Payroll %	38.1	40.0	1.9	▲
	GOP PAR	11.01	7.92	39.1%	▲

		YTD'14	YTD'13	Var b/w	
EDINBURGH	Occ %	61.9	57.4	4.5	▲
	ARR	77.49	76.80	0.9%	▲
	RevPAR	47.97	44.05	8.9%	▲
	TRevPAR	80.35	73.67	9.1%	▲
	Payroll %	40.4	42.1	1.7	▲
	GOP PAR	10.35	8.49	21.9%	▲

		YTD'14	YTD'13	Var b/w	
OXFORD	Occ %	69.5	63.1	6.4	▲
	ARR	86.14	84.80	1.6%	▲
	RevPAR	59.87	53.52	11.9%	▲
	TRevPAR	95.97	85.66	12.0%	▲
	Payroll %	34.4	35.3	0.8	▲
	GOP PAR	27.67	22.46	23.2%	▲

The twelve months to February 2014

		Rolling'14	Rolling'13	Var b/w	
EASTERN	Occ %	68.7	67.5	1.2	▲
	ARR	63.86	64.60	-1.1%	▼
	RevPAR	43.87	43.58	0.7%	▲
	TRevPAR	78.60	79.08	-0.6%	▼
	Payroll %	33.8	34.2	0.3	▲
	GOP PAR	19.31	19.29	0.1%	▲

		Rolling'14	Rolling'13	Var b/w	
EDINBURGH	Occ %	79.9	75.4	4.5	▲
	ARR	95.02	89.76	5.9%	▲
	RevPAR	75.97	67.70	12.2%	▲
	TRevPAR	117.03	104.83	11.6%	▲
	Payroll %	29.0	30.5	1.5	▲
	GOP PAR	40.72	34.52	18.0%	▲

		Rolling'14	Rolling'13	Var b/w	
OXFORD	Occ %	80.9	75.3	5.6	▲
	ARR	97.43	94.15	3.5%	▲
	RevPAR	78.80	70.86	11.2%	▲
	TRevPAR	120.09	108.75	10.4%	▲
	Payroll %	28.6	28.6	-0.1	▼
	GOP PAR	46.72	41.76	11.9%	▲

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

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

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

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

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

For more information please:

call +44 (0) 20 7892 2222

email enquiries@hotstats.com

visit www.hotstats.com

or follow us on Twitter and LinkedIn

Members' Events **Forthcoming events**

April 28
Hotelympia 2014
Excel London

Hotelympia 2014 will inspire you with new ideas to develop your business. Hotelympia is the best place to source new products and ideas from the great volume and variety of suppliers - more than any other UK show. Hotelympia is also famed for its unique attractions and has a number of surprises in store for 2014.

The HOSPACE Hub

Highlights include:

28th April

Brian Steele - Chair of HOSPACE's IT Community, HOSPA Masterclass - Next Generation Wifi for hotels

29th April

Tony Oliveira, Business Development Manager, HotStats - Measure the past and future for your business and optimise your revenues!

30th April

Liz Hall, Head of Hospitality Research at PWC - HOSPA Masterclass
What can you expect for the UK Hotel Industry for 2014 and 2015?

As in previous years, the HOSPACE Hub will again be present at Hotelympia 2014 to allow attendees to gain access to new ways of thinking and the very latest technology trends shaping the market.

The HOSPACE Hub will highlight how technology can improve your business efficiency as a whole with insightful presentations giving visitors unrivalled ground-breaking technology solutions.

HOSPA members will have special access and VIP privileges at Hotelympia so keep an eye out for the HOSPA e-news containing the unique HOSPA member registration link!

For full event information, please visit www.hotelympia.com

May 12
HOSPA IT Members' Meeting - The Next Technology Challenge - What's happening in other sectors
London. 6:00pm to 8.30pm Venue TBC.

Registration is necessary to attend. To register your place at this event, please email Jenny.Rose@Hospa.org with your details.

May 15
HOSPA Regional Quiz Night 2014 - Glasgow

Come and join us at for the first ever regional HOSPA Quiz Night in Glasgow! The event starts from 6.00pm on Thursday 15th May 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!

If you would like to book this event, please contact Jenny.Rose@Hospa.org with your details or call 01202 889430. Please save the date in your diary!

June 4
Proficiency in Distribution and Digital Marketing
London. June 4th - 6th 2014

Cost: £550 ex VAT - HOSPA member offer £145 ex VAT per day

This workshop uncovers the impact of social media, metasearch and mobile. We introduce the principal social media platforms and how they are being used within the hotel industry, and the impact of mobile on booking behavior and revenue strategies.

The workshop offers a practical approach to creating a distribution strategy covering the key stages of situation analysis, goal setting, planning and implementing a strategy, how to choose a technology supplier, and measuring and monitoring success.

All elements of the course are then consolidated into work on a one-day case study completed on day three of this workshop series.

To discuss your options, or request further information, please email ally@revenuebydesign.co.uk or call 020 7635 6810.

June 5
The British Hospitality & Tourism Summit 2014
The event will be hosted by Accor at the Novotel London West.

The Summit has already established itself as the premier agenda-setting diary date for senior Hospitality & Tourism professionals. The summit in 2013 was the biggest yet and strengthened our industry's call to government and partners - to unite British Hospitality & Tourism leaders, across the entire UK. The Summit unites the British Hospitality & Tourism industry bringing together senior leaders from all leading organisations including airlines, hotels, restaurants, entertainments, sports, energy, tourism and hospitality. Summit 2014 will build upon the progress already made and demonstrate that Hospitality & Tourism touches upon every UK industry.

Register now to secure your place at the Summit
www.bha.org.uk/events/summit

June 12
HOSPA Revenue Management Members' Meeting
South East - venue TBC

The HOSPA Revenue Management community have organised for their annual debate to be held on Thursday 12th June 2014 - venue and further information to be confirmed in due course.

If you would like to register early for this event, please contact Jenny.Rose@Hospa.org with your details or call 01202 889430.

September 18
HOSPA Revenue Management Workshop
London Venue TBC 9am

The HOSPA Revenue Management community are pleased to provide a HOSPA Revenue Management breakfast workshop.

Venue, speakers and topic will be confirmed in due course, please save the date in your diary! To register early, please contact Jenny.Rose@Hospa.org with your details.

September 18, 19

Essentials of Distribution and Digital Marketing

London

The workshop introduces the distribution landscape for hotels, and the business models associated with each channel, including OTAs, MetaSearch and private accommodation re-sellers such as AirBnB. We provide an introduction to digital marketing introducing search engine optimization (SEO), data analytics and pay per click (PPC) campaigns. Participants have the opportunity to work with case studies to evaluate channel cost and profitability and identify which channels to select to distribute inventory to optimise demand and profitability.

Cost: £395 ex VAT - HOSPA member offer £299 ex VAT

To discuss your options, or request further information, please email ally@revenuebydesign.co.uk or call 020 7635 6810.

Sept 22

HOSPA IT Members' Meeting - Technology Trends in Hospitality including news from HITEC

London. 6:00pm to 8.30pm Venue TBC.

Registration is necessary to attend. To register your place at this event, please email Jenny.Rose@Hospa.org with your details.

October 21

Independent Hotel Show 2014

London

Launched in 2012, the Independent Hotel Show has filled an essential gap in the market, connecting the highest quality suppliers with luxury and boutique hotel decisions makers from all over the UK.

Packed full of expert insight and advice, from informative business sessions to trend reports and new product and service showcases, the Independent Hotel Show is designed to be a one-stop business platform for the luxury and boutique hotel industry.

The Independent Hotel Show will be returning in 2014 on the 21st & 22nd October at Olympia, London and with a number of new ideas & concepts in place we look forward to delivering another quality event for the independent, luxury and boutique hotelier.

November 12

Proficiency in Distribution and Digital Marketing

London

This workshop uncovers the impact of social media, metasearch and mobile. We introduce the principal social media platforms and how they are being used within the hotel industry, and the impact of mobile on booking behavior and revenue strategies.

The workshop offers a practical approach to creating a distribution strategy covering the key stages of situation analysis, goal setting, planning and implementing a strategy, how to choose a technology supplier, and measuring and monitoring success.

All elements of the course are then consolidated into work on a one-day case study completed on day three of this workshop series.

To discuss your options, or request further information, please email ally@revenuebydesign.co.uk or call 020 7635 6810.

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