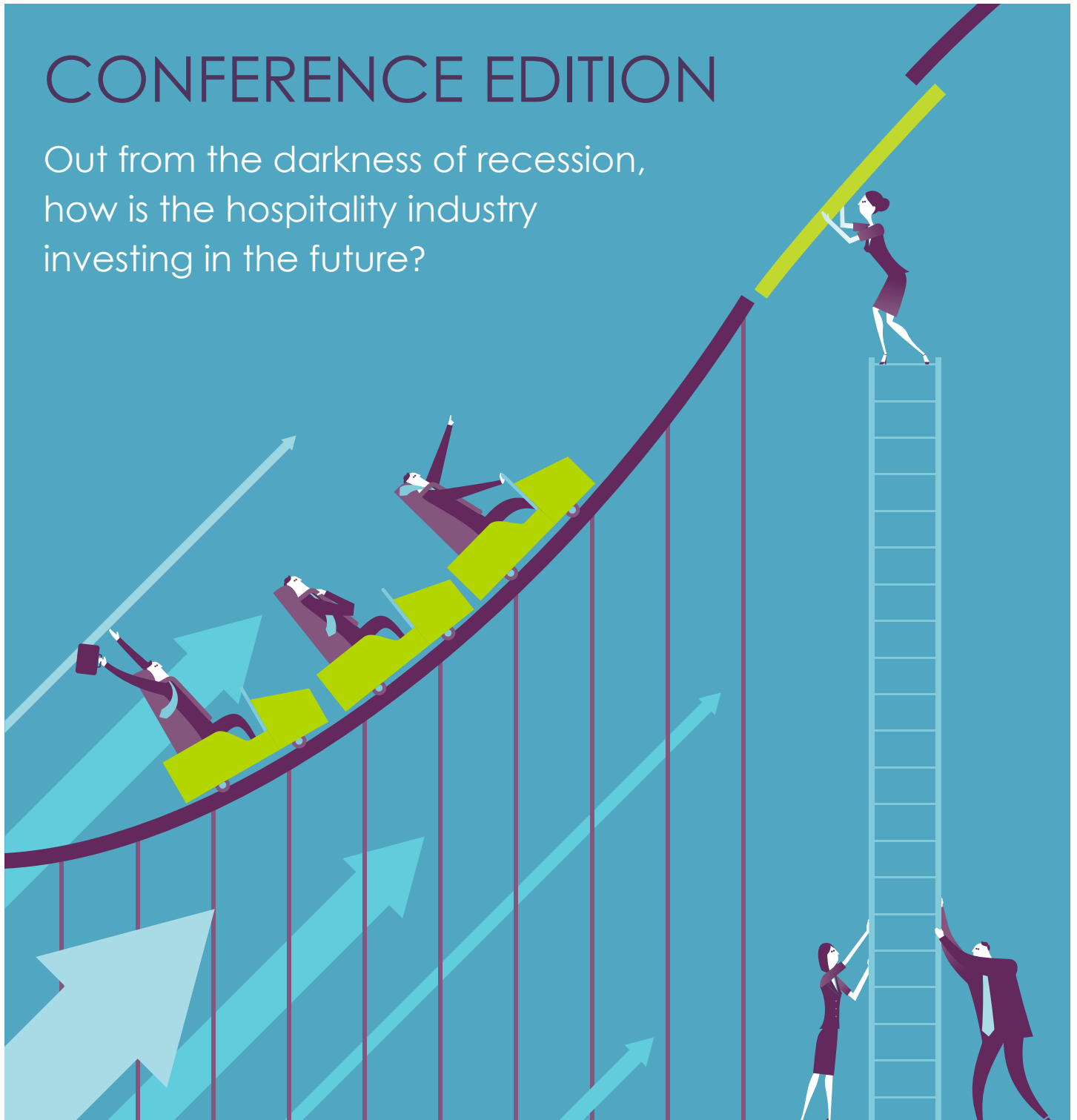


THE OVERVIEW

ISSN 2048-4844 NOVEMBER ISSUE 2014

CONFERENCE EDITION

Out from the darkness of recession,
how is the hospitality industry
investing in the future?



HOSPACE
Conference & Exhibition  2014

HOSPACE 2014 - Better than ever
Russia - hot or not?
Indian summer warms sector

Welcome to THE OVERVIEW

Dear members,

Knowledge, as they say, is power. The balance of this power and who holds it has been shifting in recent years in the hospitality sector. The rapid growth in the number of hotels, pubs, restaurants, coffee houses and rice-pudding-only venues has put power in the hands of the consumer - they no longer have to take what they're given and like it.

This has now evolved further, with the hungry, thirsty and tired now able to cure their ills merely by putting their hands in their pockets and pulling out their phones. The rise of mobile is now on two fronts: apps and payments. Apple is set to popularise the latter with Apple Pay, recently launched in the US and on its way over here, turning your iPhone into your wallet. Using existing technology means that widespread adoption is likely.

In the apps arena it is increasingly accepted that the trend will fade once 5G has kicked in, but anyone still waiting for 4G to come around will appreciate that this is unlikely to happen any time soon. It will also mean a move to mobile-friendly sites, rather than away from mobile itself.

While this may sound intimidating, mobile is a chance for the little guy to take some power back. The consumer's phone now knows where it is, and can react accordingly. The power of the big brand and its global network takes second billing as the 70s slogan of 'think global, act local' gains new resonance.

HOSPA members will have the chance to think very local to us indeed this month, as HOSPACE is now almost upon us. There are more details of the line-up later in the issue, as well as online at HOSPACE.net, but I'm particularly looking forward to the Leader's Panel, which will feature executives from Hilton, Whitbread, Moorfield and McDonald's. You can follow all the action @HOSPAtweets



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

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Hospitality Finance, Revenue and IT Professionals

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



Simply the best

HOSPA Chief Executive Carl Weldon previews HOSPACE 2014

HOSPACE 2014 promises to be one of the most exciting, positive, informative and technically sophisticated Annual Conferences and Exhibitions we have ever held!

As daylight emerges from years of recession, the profession at last has a really positive story to tell – a fact to be reinforced by our traditionally popular HOSPACE scene-setting 'Industry Overview', presented by STR Global and PwC – using their latest hotel data. In August, we had the very welcome news that double digit growth was recorded for the UK hotel industry. If this trend continues, we can expect a significantly more positive year for both London and the provinces. For those of you wondering about prospects for the eating-out and drinking-out market, Coffey Peach will be revealing their latest findings during the opening session.

So now you've heard about the much more encouraging economic climate, what are the industry leaders thinking in this new environment? Will they be creating new businesses or brands, installing new guest and back-of-house technology, recruiting new staff and training them, or will they be doing something else? Find out first-hand about the answers to these questions and much more from our eagerly awaited Leaders Panel – to be chaired by Pride of Britain Chief Executive Peter Hancock, who received such high praise from HOSPACE 2013 delegates.

You will get the chance to not only learn from, but also question, the experienced and illustrious panel of multi-disciplined leaders who will include: Steve Cassidy, Area Vice President, UK & Ireland, Hilton Worldwide, responsible for the company's multi-brand portfolio across the British Isles; Simon Ewins, Chief Operating Officer hub by Premier Inn & CSR Whitbread Hotels & Restaurants, who is responsible for the roll-out of Whitbread's new high-tech city centre hotels: 'Hub by Premier Inn'; Heiko Figge, Head of private equity company Moorfield Group's hospitality portfolio; and Phil Le-Brun, Senior Director - European Restaurant Solutions at McDonald's Europe Ltd.

Now it's time to discuss and explore one of the biggest challenges currently facing hospitality finance, revenue management and IT practitioners – 'How to get the most from the data insights revolution'. This will be achieved – with the support of the latest cutting-edge, interactive technology to ensure full delegate participation (including voting on issues raised) – by our very first 70-minute, in-depth 'HOSPA Spotlight' session, designed to help you understand the value of investing in, and applying efforts to, your own information and data.

Tasked with this undertaking is a top line-up of 'information insights' specialists, dealing with the hospitality industry, who will all discuss and illustrate how to gather and use data more effectively: Michael Heyward, Director, Hotel Performance Support Europe, InterContinental Hotels Group (IHG); Peter Martin - Vice President, CGA Peach; business intelligence specialist Samir Sharma, Chief Executive of datazuu – which enables companies to turn data into valuable insights; Isabelle Pinson, Senior Director of Market Management for Northern Europe, Expedia Lodging Partner Services; and Paul Squires, UK Wireless Manager, Hewlett-Packard (HP).



Guiding the panel, we're fortunate to have just the right Chairman for the subject in Michael Prager, non-executive Chairman of Optimal Monitoring Limited & Hospitality Pro, and formerly Senior Vice President Sales & Marketing for Europe, Africa and the Middle East, Hilton Worldwide. He is also a former Vice President – Sales, Planning & Development, InterContinental Hotels Group (IHG).

You can learn from the real life examples of their experiences, illustrating the value that can be gained from your own business assets. Revenue managers will be seeking out guest behaviours, in terms of booking and spend patterns, whereas finance managers may be looking to their data for researching trends and information primarily on 'cost' behaviour. This is an area where OTAs, airlines and supermarkets have traditionally led the way in customer relationship management and loyalty schemes. The session will help you understand and benefit from the insights of key players in this market, as well as HP – one of the largest players in Big Data analytics and Retail.

Rounding off HOSPSPACE 2014's morning sessions, we are fortunate to have with us British Hospitality Association Chief Executive Ufi Ibrahim, who is also Chairman of the Tourism Alliance. She will be giving us an 'Overview' presentation of the invaluable work currently being undertaken by the 'Tourism Council'.

The focal point of HOSPSPACE 2014's afternoon sessions will be a second in-depth, 70-minute 'HOSPA Spotlight', which this time will be shone on 'Hospitality cures for sleepless night anxieties – from fraud and PCI compliance, to OTA commissions, purchasing technology and a new challenge: trading coming OUT of a recession!' Helping to put your minds at rest over such worrying issues and more, such as the rising cost of utilities, will be a highly experienced panel with wide-ranging expertise that includes key representatives from the HOSPA Communities. Again supported by the latest delegate technology, the panellists will include: Carol Dodds, Vice President of Revenue Management for the UK, Interstate Europe Hotels & Resorts; Jim Gee, Partner and Head of Forensic and Counter Fraud Services, PKF Littlejohn; Paul Nisbett, Finance & Commercial Director, The Hotel Collection, and Chairman of the HOSPA Finance Community; Derek Picot – Formerly Vice President and Regional General Manager at Jumeirah; Bryan Steele, Head of IT, Royal Automobile Club (RAC), and Chairman of the HOSPA IT Community; and Rajesh Vohra, Sales & Marketing Director, Sarova Hotels, who is also President of HEDNA's (Hotel Electronic Distribution Network Association) Board of Directors.

I am delighted to announce that one of the world's most distinguished and respected hotel advisers, HVS Chairman Russell Kett, will be presiding over the afternoon 'HOSPA' Spotlight session. The recipient of a special HOSPA Lifetime Achievement Award in 2011 in recognition of his 'outstanding commitment to improving best practice financial management' right from the

Association's inception in 1969, Russell is the perfect choice to chair the second 70-minute, in-depth discussion of the day.

Linked to the two 'HOSPA Spotlight' sessions will be another traditionally popular afternoon highlight – HOSPSPACE's highly topical programme of hospitality industry specific educational workshops – all led by top specialists in their subjects. For the first time, some of the workshops will be devoted to panel discussions on specific hot industry subjects – so be sure not to miss the ones most relevant to your business needs! There will be 21 sessions in our famous Educational Sessions Matrix' and you can choose three half-hour blocks (a choice of seven sessions in each of the three blocks) – giving you the opportunity to build your own programme.

You will have plenty of time during the conference to visit our ever growing exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies. The exhibitors will have something of interest to all of you – covering all eventualities for any hospitality business, whether you have a start-up, are an established independent operator, or are involved in a multi chain-owned, operations.

HOSPSPACE is known for innovation and 2014 will be no exception. We are very proud to be hosting a demonstration and study by Dr. Ajay 'AJ' Aluri of consumer behaviour regarding Google's innovative Glass technology, introduced from the US to the UK in June 2014. Dr Aluri will be examining how wearable computing technologies will both positively and negatively affect the hospitality industry. He will be demonstrating Google 'Glass' and will be collecting data from HOSPSPACE delegates to examine consumer behaviour when using 'Glass' in the context of the hospitality industry.

What is Google 'Glass'? It has been called an 'ubiquitous computing' device – with an optical head-mounted display that can be integrated to mobile, and can be operated hands-free using simple voice commands. During his initial research in the US, Dr Aluri – who was selected to participate in the Google 'Glass' program in 2013 – explored the motivations and behaviours of college students using 'Glass' for cyber-tourism. This is a new type of tourism in which cyber travellers virtually travel and experience a destination in real-time, as a substitute for physical travel. Come and see this exciting development for yourself!

Whether you can attend or unable to be with us on 20 November, you can still interact with us on the day by tweeting on '@HOSPATweets'. We have over 14,000 following us on all social media platforms so join in the conversations on the day.

The event's grand finale Gala Dinner – including the signature 'HOSPA Pub Quiz and entertainment' – is one of the traditional social networking highlights of the Conference. I can promise you some amazing entertainment – that will remain secret until the night – both at the dinner and afterwards, before the disco really gets going and you can dance into the early hours!

HOSPSPACE 2014 is not to be missed so if you haven't yet booked, or want further details, contact the HOSPA Membership and Events Office on telephone: +44 (0) 203 418 8196; or email: bookings@hospa.net . For regularly updated information on HOSPSPACE 2014 (HOSPA Conference and IT Exhibition), visit the HOSPSPACE 2014 Website at: www.hospa.net



Jillian Malone
Director, FM Recruitment

Russian hotel market: hot or not?

Recent years have seen Russia perceived as a highly attractive market for hotel investment compared to other European countries. And then the Ukraine conflict happened. Few outside the Kremlin could have predicted Russia's role in the conflict in eastern Ukraine, or the speed with which events unfolded. And yet, despite a civil war on its western borders, Russia's hotel market remains astonishingly buoyant.

Has the gold rush ended already?

Ernst and Young's 2014 market overview 'International Hotel Brands In Russia' (published in 2013) collated a comprehensive list of existing Russian hotels, city by city. It also forecast all new hotel openings scheduled up to 2017. This second, very long list reflected the bullish nature of a confident Russian market.

The list reflected a vast country now properly opened up as a destination for business and leisure. Many well-known international hotel brands were represented. All saw the great potential in the Russian market.

Predicted surge in US hotel chains opening in Russia

"Russia is one of our three top priority markets, because travel to and from Russia is growing fast. We see it as a significant opportunity because it's a prosperous country and it's relatively underdeveloped." Tim Rycroft, director of communications for the InterContinental Hotels Group (IHG), July 2013.

The table below illustrates a small sample of the Ernst and Young report. It shows numbers of hotels in late 2013; numbers of forecast hotel openings; and the percentage increase this represents.

Hotels	Radisson	Park Inn	Mercure	Ibis
Established (2013)	9	13	3	8
Opening (2014+)	7	15	16	18
% increase in stock	78%	115%	533%	225%

As the Ernst and Young report was going to press, no-one could have guessed how events in Russia's neighbour Ukraine would unravel.

Key milestones in the Ukraine conflict

2013

- **Nov 21:** Ukrainian President Yanukovich announces abandonment of a trade agreement with the EU, seeking closer ties with Moscow.
- **Nov 30:** Public support grows for pro-EU anti-government protesters as images of them bloodied by police crackdown spread online and in the media.
- **Dec 1:** About 300,000 people protest in Kiev's Independence Square. The City Hall is seized by activists.
- **Dec 17:** Russian President Vladimir Putin announces plans to buy \$15bn in Ukrainian government bonds and a cut in cost of Russia's natural gas for Ukraine.

2014

- **Feb 22:** Ukraine politicians vote to remove President Yanukovich.
- **March 6:** Crimea's parliament votes unanimously in favour of joining Russia.
- **March 13:** Ukraine's parliament votes to create a 60,000-strong National Guard to defend the country.

- **March 18:** Putin signs treaty absorbing Crimea into Russia, the first time it has expanded its borders since WW2

- **July 17:** Malaysian Airlines flight MH17 is shot down of eastern Ukraine, killing all 298 people on board.

- **September 20:** Participants in Ukrainian peace talks agree to create a buffer zone to separate government troops and pro-Russian fighters.

Putin puts the brakes on hotel development

There may be a halt in hostilities in Ukraine (at the time of writing), but it's unlikely to spell the end of the most severe geo-political crisis between Russia and the West since the end of the Cold War. President Vladimir Putin's actions have poured cold water on any goodwill generated by the February Sochi Winter Olympics (see more below). His appearance on the podium at Lewis Hamilton's victory in F1's inaugural Russian Grand Prix in October made many in the international community uncomfortable.

Through the spring and summer of 2014 many hotel projects were put on hold. Western banks were less keen to lend in what they perceived to be an unstable environment. Financing problems were compounded by the fact that the rouble lending rate was double that of the euro.

Brave investors still predict returns

Some investors who had previously watched in horror as political events made a mockery of their best-laid plans are now having a rethink. Those brave enough to consider a Russian investment in the near future are learning to accept a whole new level of project risk.

Evaluating returns on investment in today's political climate today may seem like very dark comedy to most; but there are those who enjoy a calculated risk and will take the plunge.

According to market intelligence experts Mintel, the most attractive locations for new projects are no longer in the 1-million-plus cities, but rather in urban areas with populations around the 200,000 mark, where there aren't enough quality budget mid-market hotels.

"(Russia has) been a very successful market but that's been because of a lack of supply. That's changing. The main cities such as Moscow and St Petersburg are full up, certainly at the premium level. Developing affordable midscale hotels in the regions is a challenge and that's where the opportunity is. The thing that holds up Russia is a lack of civil society institutions. Rule of law, an effective courts system... a civil code, tax code, IP law... on paper they look quite good; but it's the application and the uncertainty that... inhibits foreign investment."

Scott Antel, Partner, DLA Piper Rus Ltd on the regional Russian markets



Investors know that Russia carries significant risk. But with higher risk can come high returns. If you get it right, Mintel reports the payback period for a new-build hotel is typically only four to five years. And stay-at-home foreign travellers are once again beginning to turn their attention to Russia.

Investment in the military accelerates

23 years after the dissolution of the Soviet Union, The Kremlin is increasing military spending at runaway rates. Russia's military budget is expected to grow by 44 per cent over the next three years. It will spend £48 billion on defence in 2015 — even though its economic growth has slowed.

Russia currently has 766,000 active frontline personnel with a reserve force of 2,485,000 personnel. These troops are backed up by 15,500 tanks, the largest tank force in the world. Russia has 8,420 nuclear warheads; NATO 8,175.

The Sochi winter warmer

The Sochi winter Olympics in February this year provided a high point for Russia's hotel industry. The Sochi resort beat Pyeongchang, South Korea, and Salzburg, Austria, to host the games, building all its Olympic venues from scratch for around \$50 billion. An incredible 5,000+ new rooms were added to an already well-developed resort.

The trend is up

Despite the negative effect of Russia's involvement in eastern Ukraine - just one hotspot amongst many, along a larger continent-wide fault line - the trend for hotel room growth is still upwards. According to data from STR Global, Russia currently leads the pack for room volume in eastern European countries with 103,000 rooms, followed by Bulgaria (62,000 rooms), Czech Republic (58,000 rooms) and Poland (56,000 rooms).

"As a destination (Eastern Europe) has steady growth. Investment is being directed there and is paying back well. Russia needs to do a lot of work, not just diversifying its product and moving away from the golden triangle of Moscow, St Petersburg and Sochi. Russia is also a source market. Russia had the second biggest (traveller export) growth market in 2013 after China, with almost 23% growth over 2012. Export and import are connected. (Russia) still needs to overcome challenges: visas, travel facilitation, accessibility, air connectivity, transparency. But it's getting there."

Taleb Rifai, Secretary-General, World Tourism Organisation.

A further 5,519 rooms are projected to open in Russia by the end of 2015. Amazingly, through 2016 and 2017, Russia is expected to open an additional 46 hotels, an extra 10,000 rooms. The gold rush is definitely not over.

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- **59-bedroom Isles of Glencoe Hotel & Leisure Centre, foot of Glencoe near Fort William, Highlands**
- **59-bedroom Oban Caledonian Hotel, Oban – gateway to Argyll and Western Isles**
- **80-bedroom The Yorkshire Hotel, Harrogate**

Client Brief to Avenue9:

To project manage the selection of a vendor for Crieff Hydro's new Property Management System (PMS) – a multi-property platform that could be integrated easily not only in the resort itself, but also in its seven other hotels across the UK.

With its award-winning customer service and forensic understanding of its customers, Crieff Hydro wanted a system that would support centralisation of its individual operations and improve its

all-important customer journey. The current set-up featured a number of stand-alone systems which, in some cases, talked to each other; in others, didn't. This risked the customer journey falling short of efficiency and excellence targets and expectations.

With a growing online presence and rapidly increasing customer IT usage, the Crieff Hydro needed a solution that would give clients a greater choice in on-line booking, not just with accommodation but with other resort facilities such as the Spa, activities and dining.

Background to the project – outlined by Crieff Hydro Head of Revenue and Commercial, Paul McNicoll:

"In early 2014, we went from owning two hotels to eight, literally overnight so we needed a solution quickly, though we knew this was something we couldn't rush. Our business is complex, with many key stakeholders, and we deliberately chose a slow process of stakeholder engagement to ensure maximum buy-in at every step. Some of the major challenges were in balancing the needs of an individual department with the needs of the organisation as a whole.

We are ever conscious that whatever solution we invest in has to work as well in 10 years' time as it does today. Future proofing our decision has been one of the key challenges.

"Perhaps the biggest challenge is the roll-out of the system itself. Transferring a whole organisation from one system to another is a monumental task, fraught with danger. Trying to do this without interrupting the business isn't easy, so we've favoured a careful, slightly cautious approach to give us that assured comfort."

Avenue9's role highlights its 'IT solutions delivery' USPs. Avenue9's role underlines the importance of its policy of understanding fully the nature, inner workings and operating needs of its clients before recommending and implementing solutions that will fit their businesses. It also demonstrates Avenue9's all-important independent approach to vendor selection through its policy of 'blind scoring' candidate vendors'

proposals – ensuring total impartiality and the right selection of PMS system to maximise efficiency and return on investment.

Crieff Hydro's Paul McNicoll explains: "As of August 2014, we're now at the stage of finalising our vendor selection. We started with five and have narrowed this down to two, with whom we have been working to finalise our needs. Avenue9 has project managed this so far, breaking the process into clear measurable stages. The IT solutions company and its highly experienced hospitality consultant Mark Jelley spent a great deal of time working with all our hotel departments to understand their specific needs, as well as those of their customers. Avenue9 has been on-hand at each stage to facilitate discussions, provide expert advice and generally co-ordinate what we're doing, with a clear output after each meeting.

"Our desired outcome is a vastly improved customer experience, through an end-to-end multi-property PMS. While the initial process seemed daunting and rather like climbing a mountain, Avenue9 has been the partner we've needed to make this journey with us, and we're looking forward hugely to selecting and implementing the new system in the coming months."

Avenue9 Managing Director Kevin Edwards said: "It's a real pleasure and extremely exciting to be working with Crieff Hydro. Given that today's hotel guests are becoming more and more technology savvy, it is not only vital we get the investment in the multi-property PMS right for Crieff Hydro, but also that their customers' IT journey is seamless."

About Avenue9:

Avenue9 are the complete service hospitality IT experts, providing a seamless end to end IT service, from property management systems through to guest entertainment. Avenue9 supply's, implements and supports every aspect of a hospitality companies IT needs, utilising a dedicated team of industry professionals that truly understand your business.

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

HOSPSPACE is also home to an Industry Specialist Technology Solutions Exhibition – covering all aspects of your Hospitality business.

Conference Highlights:

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

HOSPA Spotlight Sessions – two major Panels of industry experts and practitioners examining key topics of the day – including open question time from delegates and Social media channels.

3 x 7 Educational Half Hour Sessions on separate topics linked to the conference – chose your own topics and make your own programme!

THIS YEARS GUEST SPEAKERS

Leaders' Panel -

'Out from the darkness of recession, how is the hospitality industry investing in the future?'

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

Steve Cassidy
Area Vice President,
UK & Ireland, Hilton

Simon Ewins
Chief Operating Officer hub by
Premier Inn & CSR Whitbread
Hotels & Restaurants

Heiko Figge
Head of private equity company
Moorfield Group's hospitality
portfolio

Phil Le-Brun
Senior Director - European
Restaurant Solutions at
McDonald's Europe Ltd

Spotlight Session 1 -

'How the hospitality industry can get the most from the data insights revolution'

Michael Prager
non-executive Chairman of
Optimal Monitoring Limited &
Hospitality Pro

Michael Heyward
Director, Hotel Performance
Support Europe, InterContinental
Hotels Group (IHG)

Samir Sharma
Chief Executive of datazuum,
Business Intelligence Specialist

Isabelle Pinson
Senior Director of Market
Management for Northern Europe,
Expedia Lodging Partner Services

Paul Squires
UK Wireless Manager,
Hewlett-Packard

Spotlight Session 2 -

What should keep us awake at night?

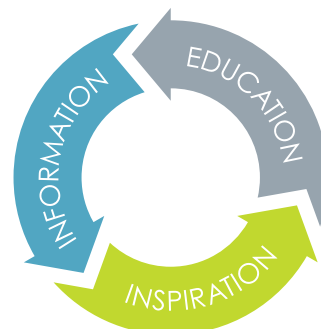
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Chairman HVS

Paul Nisbett
Finance & Commercial Director
-The Hotel Collection. Chair
HOSPA Finance Community

Bryan Steele
Head of IT - Royal Automobile Club
– Chair HOSPA IT Community

Rajesh Vohra
Sarovra Hotels - Sales and
Marketing Director. Chair for the
Hotels and Venues side of the
HBAA and currently President
of Hotel Electronic Distribution
Network Association

Jim Gee
Director of Counter Fraud
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HOSPA
Hospitality Finance, Revenue and IT Professionals

→ HOSPACE EVENT PROGRAMME

8:30 - 9:00	Registration ~ Coffee/Tea Refreshments Kindly Sponsored by Maxxton
9:00 - 9:10	Conference Opening with HOSPA CEO Carl Weldon and Chris Upton HOSPA Chairman
9:10 - 9:40	Industry Overview. Sarah Duignan -STR Global - Latest Industry Data. Peter Martin -CGA Peach -Latest High Street F&B trends. Liz Hall -PWC - Hotel Industry Forecast
9:40 - 9:50	HOSPA Education and Membership - Debra Adams, Head of Professional Development, HOSPA
9:50 - 10:40	Leaders' Panel - 'Key Issues, Trends and Developments Facing the Industry today' - Peter Hancock (Chair) - Pride of Britain Hotels, Steve Cassidy -VP Hilton UK, Simon Ewins - Chief Operating Officer hub by Premier Inn & CSR Whitbread Hotels & Restaurants, Heiko Figge -Moorfield Group, Phil Le-Brun -McDonalds' Restaurants Europe
10:40 - 11:10	Refreshment Break - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' technology for Hospitality today Kindly Sponsored by The Hospitality Show 2015
11:10 - 11:15	Fourth 
11:15 - 12:25	HOSPA Spotlight Session - "How the Hospitality industry can get the most from the data insights revolution" - Michael Prager (Chair)- non-executive Chairman, Optimal Monitoring Limited, Michael Heyward - Director, Hotel Performance Support, IHG Europe, Peter Martin - Vice President, CGA Peach - to be inserted after Michael Heyward, Samir Sharma - Chief Executive, datazuum, Isabelle Pinson - Senior Director of Market Management, Expedia, Paul Squires - UK Wireless Manager, Hewlett-Packard.
12:25 - 12:30	Acentic 
12:35 - 12:55	The Tourism Council - an Overview - Ufi Ibrahim
12:55 - 13:00	Sky Business 
13:00 - 14:30	Networking Buffet Lunch - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' products and services Kindly Sponsored by Tiger TMS
14:30 - 14:35	Introduction to Educational Sessions
14:35 - 14:40	XN Hotel Systems 
14:40 - 15:50	HOSPA Spotlight Session - "What keeps us awake at night? The issues? How to trade coming out of a recession" Russell Kett (Chair) - Chairman, HVS, Paul Nisbett - Finance and Commercial Director, The Hotel Collection, Derek Picot - Formerly Vice President and Regional General Manager at Jumeirah, Bryan Steele - Head of IT, Royal Automobile Club, Rajesh Vohra - Sales and Marketing Director, Sarova Hotels, Jim Gee - Head of Forensic and Counter Fraud Services, PKF Littlejohn LLP
15:50 - 15:55	Oracle Micros 
15:55 - 16:25	Refreshment Break - An opportunity to visit the Hospitality IT Exhibition featuring some of the 'best in class' technology for Hospitality today Kindly Sponsored by The Hospitality Show 2015
16:25 - 17:00	Educational Workshop Programme (7 Workshops) (Allows 5 mins travel time)
17:00 - 17:35	Educational Workshop Programme 2 (7 Workshops)
17:35 - 18:10	Educational Workshop Programme 3 (7 Workshops)
18:10 - 18:15	Conference Closing and Prizes
18:45 - 19:15	Delegate Pre Dinner Drinks Reception Kindly Sponsored by Fourteen IP Communications
19:15 - Late	HOSPA Gala Conference Dinner, Pub Quiz and Dinner Entertainment Kindly Sponsored by BDO



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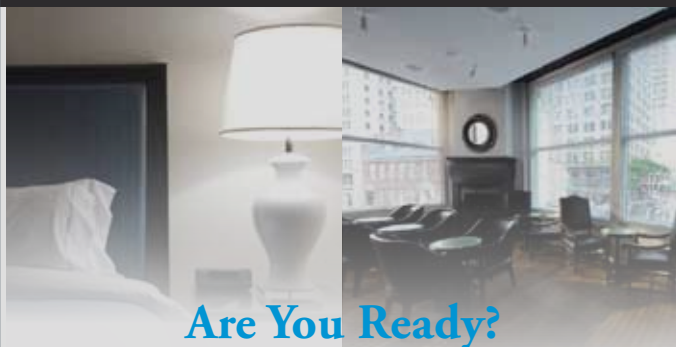
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The Royal Oak at Keswick really has an Opendoor!

From the moment a guest checks-in, they expect the level of security in ‘their home away from home’ to be equalled to that of their own house.

So when Daniel Thwaites plc, who own The Royal Oak as part of the 9 strong, award-winning Thwaites Inns of Character collection undertook a £625k refurbishment in Keswick, they replaced their old Access Control System with Keystep’s Opendoor solution.

The decision was for four main reasons:

- It uses contactless radio frequency technology (RFID) – thus eradicating the magnetic strip issues.
- Due to their ingenious design the new locks required no costly door alterations fitting perfectly in the space left by the old locks, leaving a clean and tidy finish.
- All locks come with free lifetime software upgrades, and a 3 year warranty – unheard of with existing brands.
- Replacing a like for like system with the old supplier would have cost significantly more.

“It really was hard to think of a reason not to use Opendoor, we always look for new technologies to future proof our IT investment, but leading edge technology often comes at a price, not a saving” comments Irvin Aldridge, IT Manager at Daniel Thwaites plc.

“The Opendoor RFID locks are strong and built to deal with high traffic environments, and come in a variety of styles and décor, so it was easy to select a design to match the style of our 18th century traditional coaching inn” he declares.

Keystep’s fully managed installation - from site survey to fitting the locks took just 2 days. Today, a support contract covers any technical queries – and implements those all important free software upgrades.

“Opendoor is one of the most cost effective access control systems on the market. By utilising RFID, a miniature antennae is located inside the keycard, keyfob, or mobile phone, it transmits a signal to the proximity reader in the lock to allow entry. We also provide remote access readers; these may be mounted on the door frame or wall for use on entrance doors or lifts - users simply wave their keycard across the reader for access” says Andrew Evans, MD of Keystep.

Security for guests is a non-negotiable and hotels need to operate a robust and reliable access control system. Opendoor has an audit trail that records every event and activity relating to access control, giving even greater security for your hotel and importantly, your guests.

There is little more frustrating for a guest than having to return to reception to obtain a new keycard when they find the magnetic keycard doesn’t let them into their room. This is often caused by cards being near a mobile phone or the magnetic card just getting old and worn out. Keycard encoders at reception are vulnerable to spills, dirt and dust collecting in the mechanism, and these eventually become ineffective.

From a small independent hotel to a multi-building complex Opendoor is scalable, straightforward and a cost effective solution. Due to its continuous software upgrade programme and its backward compatibility it always keeps up with the latest technology and won’t leave you locked out in the cold!



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Indian summer warms sector

Restaurant and pub groups enjoyed the benefits of September's Indian Summer sun, with a collective like-for-like sales up 2.2% on the same month last year, according to latest Coffer Peach Business Tracker data. It was the sector's 18th consecutive month of positive growth.

"Pubs in London and restaurants outside of the M25 were the strongest performers – with like-for-likes up 4.0% and 4.8% respectively. September's warmer weather was a welcome bonus after a colder than average August had seen like-for-likes up a more modest 1.3% across the market," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

Total sales, which reflect the effects of new site openings, were up 5.2% on September 2014.

"Although the better than expected late summer weather helped the market, we are also seeing steady, consistent growth in eating and drinking out, which now stretches back 18 months," said Martin. "Looking at the underlying trend, the 28 companies in the tracker sample together recorded year-on-year sales for the 12 months to the end of September 2.7% up on 2013.

"Eating-out frequency also remains healthy, with the Peach BrandTrack consumer survey showing that 42% of the GB adult population eating out at least weekly, rising to 58% of 25-34 year-olds," he added.

Drink-led bars and pubs outside of London remain the weakest part of the market, the data shows, with like-for-like sales essentially flat in September.

"Branded casual dining chains, however, are a major driver of growth outside of London," observed Martin. "Total sales for the restaurant groups in the sample grew 11.6% outside the M25, buoyed by continuing brand roll-outs. Like-for-like performance is also improving as chains revamp existing sites and are more willing to shed poorer sites."

Mark Sheehan, managing director of Coffer Corporate Leisure, observed: "These figures are a further demonstration of strength in the eating and drinking out sector and reflect both the improving economy and the gradual habitual change to drink and dine out more often. While the unseasonal warm weather was great for pubs it can present a challenge for restaurants especially those located in shopping centres. Landlords are now increasingly working to change this and we are seeing structural changes in the retail sector as they work to make shopping centres leisure destinations in their own right."

Paul Newman, head of leisure and hospitality at Baker Tilly, added: "Already 2014 has seen increasing levels of corporate activity in the leisure and hospitality sector amid improving trading, rising consumer confidence and strong long-term projections for the eating and drinking-out market. The continuation of such positive like for like sales growth will do nothing to quell the current private equity feeding frenzy in the restaurant and bar sector and provides further impetus for those brands which are expected to consider exit options over the coming months."

Jarrold Castle, leisure analyst at UBS Investment Research, said: "Like for like sales growth for September was 2.2% compared to 1.3% for August, 2.2% in July and 0.4% in June, showing real improvement month on month. This leaves the 12-month moving average growth rate at 2.4% (against 2.2% in August) for like-for-like sales."

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Provinces shine against flat London

Whilst London's hotel profitability showed positive year-on-year movements in the month of September, the UK provinces put the capital's performance in shade with gross operating profit per available room (GOPPAR) showing a double digit growth.

In particular, Scottish hoteliers recorded a 27.3% surge in this metric, according to the latest data from HotStats. With occupancy remaining virtually flat, hotels in Scotland increased average room rate (ARR) by 21.7%, resulting in rooms revenue per available room (RevPAR) climbing by 21.6% to £98.56.

Besides food and beverage, all non-rooms departments recorded positive performances leading to a 13.6% growth in total revenue per available room (TRevPAR). Astute payroll and operating cost control helped to enhance departmental operating profit per available room (DOPPAR) by 20.0% to £97.97 and although overheads per available room jumped by 7.3%, GOPPAR went up by 27.3% to £67.74.

In September, Bristol hotels recorded significant year-on-year growth across all key performance indicators with TRevPAR and GOPPAR increasing by 19.8% and 43.4% respectively, according to the latest HotStats.

A combined surge in occupancy of 5.6 percentage points to 84.8% and in ARR of 17.6% generated a RevPAR uplift of 25.9% compared to the same period last year. Positive performances were recorded in non-rooms departments, particularly in leisure revenue per available room (+20.2%) and meeting room hire per available room (+18.9%) leading to a TRevPAR surge of 19.8%.

DOPPAR also rose by 26.9% thanks to efficient operating cost control and payroll going down by -2.4 percentage points. Despite overheads per available room increasing by 6.6%, GOPPAR still shot up by a stunning 43.4% to £42.05.

Milton Keynes hoteliers also recorded a positive month of September with TRevPAR and GOPPAR rising by 8.1% and 43.1% respectively, according to the latest HotStats.

With a rise in both occupancy (+2.8 percentage points to 82.1%) and ARR (+9.5%), Milton Keynes hotels experienced a RevPAR growth of 13.3%. Mixed performances were recorded in ancillary departments and TRevPAR went up by only 8.1%.

Efficient cost control and reduced payroll (-0.7 percentage points) led to a 9.7% DOPPAR increase, and as a result GOPPAR hiked by 43.1% to £41.54, representing a gross operating conversion of 45.6% for the month.

The month of September 2014

	Sep'14	Sep'13	Var b/w	
SCOTLAND	Occ %	86.6	-86.6	-0.1
	ARR	113.87	93.60	21.7%
	RevPAR	98.56	81.09	21.6%
	TRevPAR	157.70	138.79	13.6%
	Payroll %	25.3	27.6	2.2
	GOP PAR	67.74	53.20	27.3%
BRISTOL	Occ %	84.8	79.2	5.6
	ARR	84.89	72.15	17.6%
	RevPAR	71.97	57.17	25.9%
	TRevPAR	113.47	94.69	19.8%
	Payroll %	27.0	29.4	2.4
	GOP PAR	42.05	29.33	43.4%
MILTON KEYNES	Occ %	82.1	79.4	2.8
	ARR	77.50	70.78	9.5%
	RevPAR	63.66	56.17	13.3%
	TRevPAR	91.13	84.30	8.1%
	Payroll %	26.6	27.3	0.7
	GOP PAR	41.54	29.03	43.1%

The Calendar year to September 2014

	YTD'14	YTD'13	Var b/w	
SCOTLAND	Occ %	77.2	76.8	0.4
	ARR	95.97	87.62	9.5%
	RevPAR	74.10	67.30	10.1%
	TRevPAR	126.54	117.94	7.3%
	Payroll %	30.2	30.9	0.6
	GOP PAR	41.71	37.05	12.6%
BRISTOL	Occ %	75.5	72.5	3.0
	ARR	75.68	70.55	7.3%
	RevPAR	57.12	51.16	11.7%
	TRevPAR	93.46	85.05	8.8%
	Payroll %	31.0	31.8	0.6
	GOP PAR	26.58	23.10	15.1%
MILTON KEYNES	Occ %	76.2	75.3	0.9
	ARR	75.16	68.77	9.3%
	RevPAR	57.28	51.79	10.6%
	TRevPAR	86.12	80.11	7.5%
	Payroll %	28.1	28.5	0.4
	GOP PAR	30.07	26.41	13.9%

The twelve months to September 2014

	Rolling'14	Rolling'13	Var b/w	
SCOTLAND	Occ %	75.8	74.9	0.9
	ARR	93.19	86.25	8.0%
	RevPAR	70.61	64.56	9.4%
	TRevPAR	123.51	115.48	7.0%
	Payroll %	30.8	31.4	0.6
	GOP PAR	38.95	34.81	11.9%
BRISTOL	Occ %	74.5	71.8	2.7
	ARR	75.07	70.59	6.3%
	RevPAR	55.90	50.66	10.3%
	TRevPAR	94.22	87.09	8.2%
	Payroll %	30.7	31.4	0.7
	GOP PAR	27.15	23.93	13.5%
MILTON KEYNES	Occ %	75.5	75.2	0.3
	ARR	74.00	67.82	9.1%
	RevPAR	55.86	50.97	9.6%
	TRevPAR	86.57	81.73	5.9%
	Payroll %	28.4	28.6	0.2
	GOP PAR	29.81	27.42	8.7%

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

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

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

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

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

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Members' Events

Forthcoming events



Nov 20

HOSPACE 2014

Location: Sofitel London Heathrow Terminal 5

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

New to the event this year will be cutting edge 70-minute 'HOSPA Spotlight' sessions to shine on the hottest hospitality finance, revenue management and IT challenges. They will be designed to dissect, analyse and discuss – with the help of a chaired panel of industry experts and cutting edge, interactive technology to ensure full delegate participation (including voting on issues raised) – the most pressing and wide ranging topics facing hospitality management today.

HOSPACE 2014 will enable UK and international delegates to get informed views from an international line-up of inspirational experts.

In addition, delegates will be able to benefit from HOSPACE's popular, highly topical programme of hospitality industry specific educational workshops.

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

Dec 18

HOSPA Annual Awards Lunch

Location: Marriott Grosvenor Square

Enjoy a delicious seasonal lunch at the Association's Annual Awards Ceremony with awards for hospitality's best practitioners in Finance, Revenue Management and IT as well as the most successful learners of the year from the HOSPA Education Programmes.

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

Please contact Jane Pendlebury for a booking form, at jane.pendlebury@hospa.org

Jan 19 - 21

The Hospitality Show

Location: NEC Birmingham

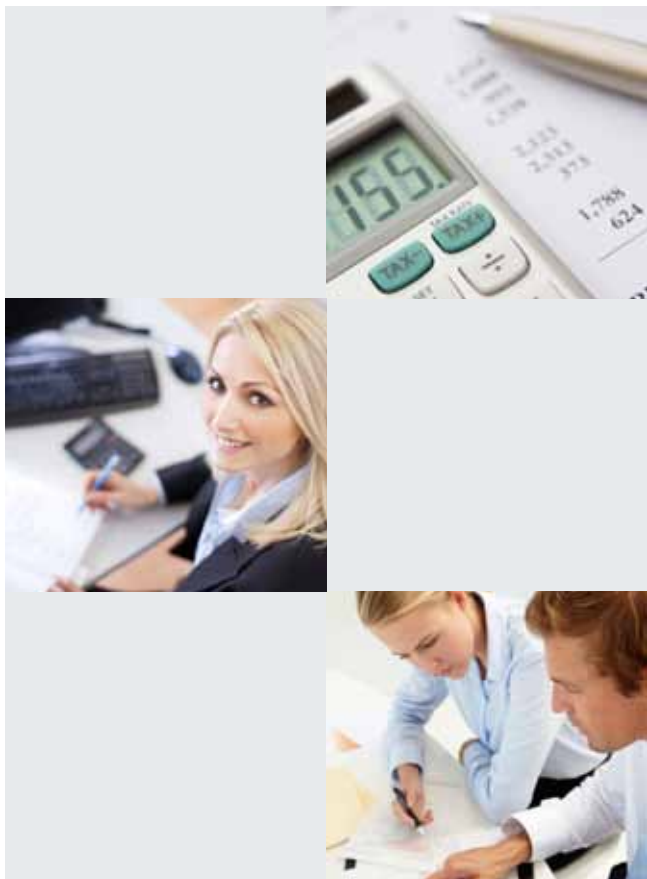
The Hospitality Show is the UK's largest national event for hospitality and foodservice in its calendar year, attracting a unique audience of nearly 12,000 from across the UK.

This show is seen as a major platform for food, drink, catering equipment, interiors, exteriors, tableware and technology companies seeking to develop their business in this industry. Hospitality also incorporates Careers in Hospitality. The event provides a host of exciting visitor attractions, including informative business seminars, free business advice, and Salon Culinare – the UK's largest internationally respected culinary competition.

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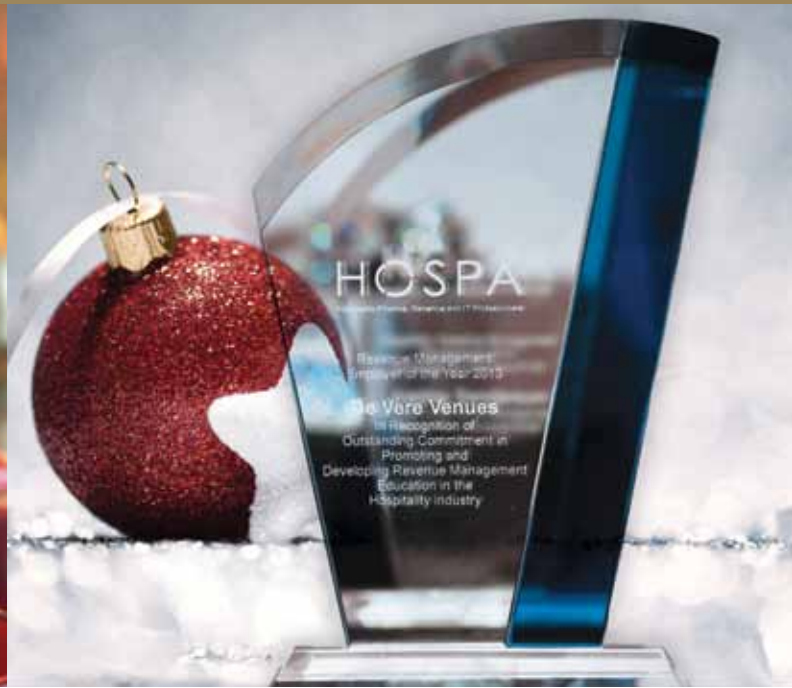
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HOSPA Annual Awards Lunch

The Marriott Hotel, Grosvenor Square | Thursday 18th December 2014



Come and celebrate with HOSPA! Enjoy a delicious seasonal lunch at the Association's Annual Awards Ceremony with awards for hospitality's best practitioners in finance, revenue management and IT as well as the most successful learners of the year from the HOSPA Education and Training Programmes.



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