

THE OVERVIEW

ISSN 2048-4844

DECEMBER ISSUE 2019

Welcome to HOSPACE 2019

Featured inside

Season's Greetings:
the power of the
front desk P21

A room of one's
own: women in
hospitality P20

HOSPA 50

CELEBRATING 50 YEARS 1969 - 2019



Conference Programme

Welcome to THE VERVIEW

This year's HOSPACE conference takes place as we are all enjoying the benefits of a shift in power. Not, for once, related to the joy of our near-annual elections, but the result of continued battering away at issues which have been piling onto the sector and hollowing out the high street.

A report on business rates carried out by the Treasury Committee described the system as "broken" and called for the government to be "creative" in looking at other options.

Alison McGovern MP, the Treasury Committee's lead member for the inquiry, said: "The tax represents an increasing burden on businesses, particularly those with a physical high street presence struggling to remain competitive.

"The government must ensure that business rates align with its aim to boost productivity and do not disincentivise growth. For example, many firms have moved away from being dependent on plant and machinery, which were last re-defined in the system in 1993. Odd reliefs here and there are nothing more

than sticking plasters to a system in urgent need of reform."

The Committee was presented with what it described as "numerous" alternatives to the current system, but said that none of them had been sufficiently modelled to examine "who would be the winners and losers of any change" and called for the government to examine such alternatives in time for the Spring Statement next year.

The sector has heard supportive comments before from those who have the capacity to act, but the Treasury Committee, being one of the most powerful in government, is likely to be taken seriously and no new government, whatever its colour, can afford to watch the decimation on the high street continue.

What now for rates? The key issues are bringing the multiplier down to a more reasonable level and spreading the tax burden across all businesses more fairly, after years of high-profile breaks for small businesses. Not all of this will be politically palatable, but must be done. And now, just might.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

December 2019 Inside this issue

- 03** CEO's welcome
- 04** CEO's column
- 05** Useful information
- 07** Speaker profiles
- 12** Sponsors
- 14** HOSPACE programme
- 15** HOSPACE workshops
- 16** Exhibitors & Tabletops
- 18** HOSPACE floorplan
- 20** Women in hospitality
- 21** Working the front desk
- 24** Coffers
- 25** Events
- 26** HOSPA sponsors

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

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



Welcome to HOSPACE 2019

HOSPA CEO Jane Pendlebury looks forward to another informative, fun event.

Here we are again! It's marvellous to be back at The Royal Lancaster hotel. We have an exciting, full day of presentations and debate on the main stage in the Nine Kings Suite. Between the morning break and lunch, we are running the workshops and technical updates.

There are some slight changes from last year – the main one is that we have consolidated everything on to one floor. Following feedback from members last year, we made the very conscious decision to ensure the focus remains on the conference and networking, and that the exhibition area should be an integral part of that – not a separate entity. Additionally, the workshops are no longer upstairs, so we have significantly reduced the risk of getting lost as they too will take place in the Nine Kings Suite!

The investment made by our sponsors and exhibitors is what enables

A massive thank you to all of the HOSPA team who work exceptionally hard in the lead up to HOSPACE each year and to the many volunteers who ensure the smooth running of the event.

us to put on such a professional conference for you each year. Please do take some time to chat with them and learn more about what they are offering to the hospitality industry.

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ensure the smooth running of the event.

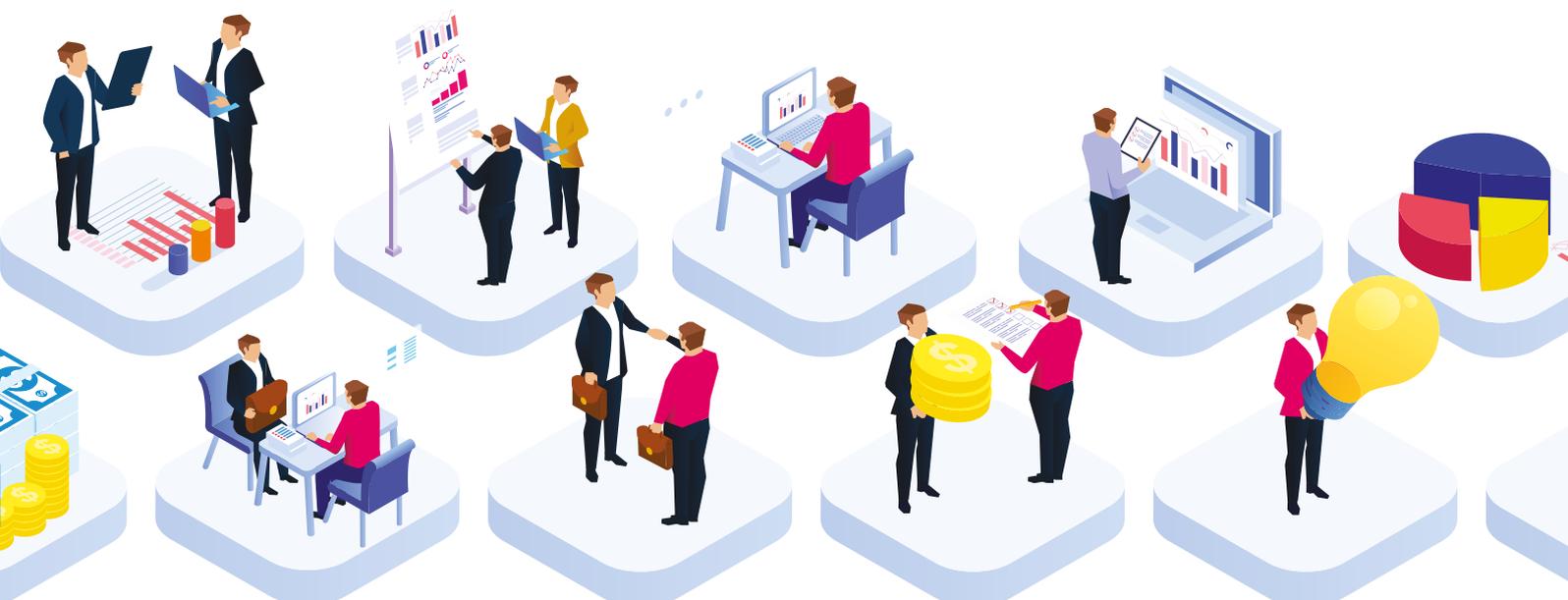
We have feedback opportunities both on-line and available throughout the day. You are also welcome to contact me if you wish to discuss your ideas with me directly. However you do it, please do share your thoughts with us – we do read them and act on recommendations when possible.

Most importantly though, we hope you enjoy the day! Some of you will simply be reading this as your regular Overview update rather than as part of the conference delegate information. If that is the case, why not join in next year?!

Please save the date for 2020 – 19th November – Royal Lancaster Hotel.

Jane Pendlebury

HOSPA CEO
jane.pendlebury@hospa.org



Half century - not out

HOSPA CEO Jane Pendlebury looks at how the organisation will build on its past to innovate in the future.

Back in 1969, prior to decimalisation (1971) and the introduction of VAT (1973), a group of London hotel accountants created a group to promote best practice and education in the industry. That group developed into the organisation known as the British Association of Hotel Accountants, which in time changed to Hospitality Accountants and, finally, to HOSPA in 2011. Howard Field – who many of you will know – was one of those original hotel accountants and he is still very involved today. In August 1969, the first issue of Hotel Accountant was published, which, like the group itself, has also developed over the years into today's Overview magazine.

Within a couple of years, the organisation had grown to 100 members and has continued to grow since, with the largest single jump in membership taking place in 2011 when we re-branded to HOSPA, the Hospitality Professionals Association. The rebrand recognised the memberships' widening appeal beyond Finance, into IT and Revenue

Management. Close collaboration with the Hotel Marketing Association since 2016 and the introduction of the Asset Management community in 2018, our name HOSPA now truly reflects our membership profiles in 2019.

In 2005 BAHA recognised Howard's achievements and dedication with an award for lifetime commitment to the hospitality industry. He is known as the 'go-to' person in the industry for queries on the Uniform System of Accounts and, more recently, the complicated issues of tips, gratuities, service charges and tronc. His generous and kind personality coupled with his commitment to hospitality has benefitted many over the years, some through formal mentoring and others on an informal basis.

Since the very beginning professional development has been a key part of HOSPA's reason-for-being. We continue to move apace with a brand-new Asset Management course launching in 2020. In addition, given the on-going success of our Revenue Management Ebook, we are just about to share our first Finance Ebook online too.



Media Partners



To view the delegate information digitally please see www.hospace.org

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Conference Administration

Messages

We regret that during conference/exhibition opening hours, no telephone messages can be taken on behalf of Exhibitors/Delegates in the Organiser's office. However, in an emergency please contact:

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For more information on the event programme and workshops see pages 14 and 15.

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SPEAKER PROFILES



Chris Upton
Chairman - HOSPA

Chris Upton is a Chartered Accountant and has worked in senior financial positions in the hospitality sector for over 20 years. He has been finance director of many hotels, pubs and restaurant groups. Before that, he held senior positions in finance and IT at several commodity trading companies. He was Finance Director of Arcadian International plc – during which time the company developed a group of four-star country house hotels, started the Malmaison group and renovated the Great Eastern Hotel in the City of London. He was a founder and non-executive director of Pod Food; and co-founded Snoozebox Plc, an innovative portable hotel concept. In addition, he is currently non-executive director of a London hotel company and runs a consultancy practice, C U Associates Ltd, specialising in hospitality. He was appointed to the then BAH Council in 2007 and served as Deputy Chairman until his appointment as HOSPA Chairman September 2014.



Harry Murray
President -
HOSPA/Chairman,
Lucknam Park

Distinguished hotelier and Master Innholder, Harry Murray MBE, President of HOSPA, as it enters a key period for attracting British talent into the hospitality industry. Harry, who is the chairman of Lucknam Park Hotel and Spa, has worked in the hospitality industry for over 60 years and has been recognised with numerous awards for his tireless efforts to raise standards of excellence. His awards include Hotelier of the Year, Catey Lifetime Achievement Award and an MBE for services to the hospitality industry. In July this year he was the recipient of an Honorary Degree of Doctor to the University of Essex following his valued contribution to The Edge Hotel School, the UK's first hotel school.



Jane Pendlebury
CEO - HOSPA

Jane Pendlebury is CEO of HOSPA, the Hospitality Professionals Association. Kickstarting her career with a degree in hotel management, Jane worked with De Vere Hotels, the independently

owned Castle Hotel in Taunton and then as an agency conference planner. Following a move to London, Jane spent many years assisting hotels with their technology decisions on Property Management, Point of Sale and Revenue Management ending up as VP and General Manager of Agilysys in Europe. Her relationship with HOSPA was first as a sponsor and member, then after volunteering her time assisting with the annual conference HOSPACE, she was taken on to run the membership and events office, finally being promoted to CEO in early 2016.



Peter Hancock
Chief Executive -
Pride of Britain
Hotels - FIH FTS
FAFWS FHOSPA MI

Peter was appointed Chief Executive of Pride of Britain Hotels, a consortium of independent luxury hotels, in 2000. Before that he was Group Publishing Director at Johansens and was a hotel General Manager in Sussex and Hampshire in his early career, starting as a waiter in the late seventies. He writes a regular column in The Caterer Magazine and is frequently invited to address audiences at business seminars and dinners, bringing him into contact with a wide cross section of the hospitality Industry.
www.prideofbritainhotels.com



Professor Chris Cowls MBE
Chief Executive -
Eproductive

Chris is Chief Executive of Eproductive, the tech business that he founded with his brother Nick in 2000 and which provides EPS, a leading People Management System, to hotel groups in the UK and elsewhere. Before Eproductive Chris set up a restaurant business and he and his team consulted extensively across the hospitality sector to help fund the brand's development. Chris' prior corporate background was in international hospitality management working in senior roles for companies such as Compass, Burger King and Forte. Chris also co-founded and coordinates fiftytwenty, a hospitality leaders network with 250 members. In 2015 he was appointed Visiting Professor at the University of Surrey's School of Hospitality and Tourism Management. Chris has been a volunteer NED and Trustee at St Martin-in-the-Fields, the iconic church in Trafalgar Square, for over 25 years.



Professor Andrew Lockwood
Emeritus Professor
of Hospitality Management
- School of Hospitality and
Tourism Management -
University of Surrey

Professor Lockwood has been an educator and researcher at the University of Surrey for over thirty years specialising in operations management in hospitality businesses. He has a particular research interest in productivity in hotels and tourism and with colleagues from the School has recently authored a report on productivity for Visit Britain.



David Selves
Entrepreneur,
financier, business
advisor, broadcaster,
mediator – Selves Group

David Selves is a business advisor at The Selves Group. He has enjoyed an eventful 50-year career as a seasoned broadcaster, entrepreneur, publican, hotelier, financier and businessman. Making his name in hospitality by purchasing struggling hotels and pubs and turning them into award-winning venues, David has built a reputation as a respected and highly regarded businessman. He was also the former Regional Chairman and National Board Member of the Small Business Bureau. In addition to his business success, David has also raised almost £1m for charity on his gavel as an auctioneer and is a highly entertaining after dinner speaker. He is Deputy Chairman of the London Press Club, a member of the Ethical Publishers Association editorial advisory board and founded the London Grill Club.



Adam Rowledge
Managing Director -
Rowledge Associates

Adam is the Managing Director of Rowledge Associates, a consultancy and training business which supports companies to put their people first to achieve business success and to enrich the lives of team members through positive impacts in the workplace. Prior to this he enjoyed a career spanning 18 years in the hotel industry, most recently as General Manager of the five star Georgian House, where under his leadership, the boutique property invested significantly into team development and the guest experience and won a number of prestigious industry

awards. Named Independent Hotelier of the Year by the Independent Hotel Show Awards in 2018, Adam has also been awarded British Travel & Hospitality Hall of Fame Young Manager of the Year in 2017. In addition to his role at Rowledge Associates, Adam is a St. Julian Scholar, Guardian Member of Hospitality Action and Ambassador for Room to Reward. He is also a Fellow of the Institute of Hospitality as well as Vice Chair of its Supervisory Board.

 **Sarah Duncan**
Business Development
Consultant & Author
- *Sleeping Lion / The Ethical
Business Book*

Sarah Duncan is a marketing consultant and author of *The Ethical Business Book* (50 ways you can help protect People, the Planet and Profits). She worked in 5 star hotels and international club and spa development before setting up her own consultancy, *Sleeping Lion*, in 2005. She now provides advice and training on ethical and sustainable business development – highlighting that doing good and making money are not incompatible. www.sleepingliononline.com
www.ethicalbusinessblog.com

 **Kathy Dyball**
Head of Marketing
- *Caterer.com*

For over 20 years, I've worked with hospitality employers to help them meet their attraction, recruitment and retention needs. Now, these companies are facing unprecedented challenge, from yawning skills gaps to crushing budget constraints – and they're innovating to solve those challenges, as never before. It's inspiring. As Head of Marketing for *Caterer.com* and *CatererGlobal*, I'm proud to work with hospitality employers across the globe. We deliver technology, research, insight, social, content and events that unite and support them in championing the industry as a great place to work, and help them hire the people they need to make their businesses thrive.

 **Frank Reeves**
Co-founder
and CEO - *Avvio*

Frank has acquired a reputation for being one of the top innovators in travel technology. Since co-founding hotel technology company *Avvio* in 2002, Frank has become the brand.com champion by developing cutting-edge technologies that enable outstanding growth in hotel direct

bookings, while reducing dependence on online travel agent channels. Frank's unwavering focus on innovation has ensured that *Avvio's* award-winning technology leads the field. In October 2017, Frank placed *Avvio* as the first company in the world to provide the hospitality industry with a fully guest-centric booking platform powered by artificial intelligence. *Allora* now serves hoteliers with multiple skills, including Machine Learning, Recommender Engine, Chatbot functionality and Networked Intelligence. Under Frank's leadership, *Avvio* has gone from strength to strength and consistently delivers impressive results for hoteliers across the world. *Avvio* is now partnering with around 600 hotels and accommodation providers to help them be more direct, and drive their online business forward. To find out more about *Avvio*, visit www.avvio.com.

 **Jeremy Ward**
Co-host of *Cloudbusting
Podcast - Cloudbreach*

Jeremy co-hosts one of the industry's leading podcasts, *Cloudbusting*, that addresses all issues related to transformation and Cloud adoption. Jeremy Ward is an Enterprise Cloud Strategist with 23 years of experience in industry roles dedicated to accelerating clients' business value with Cloud. He advises and helps CxOs develop their actionable plan, take advantage of the latest innovations, and deliver high-impact business outcomes. Jeremy is experienced at creating a winning vision and building consensus across enterprise stakeholders. He has successfully led several digital transformation projects, including initiating and completing *Kempinski Hotels'* adoption of *Public Cloud*.

 **Daniel Tovey**
Content Leader -
Cloudbreach

After starting his career in publishing in 2011, Dan was the editor of several leading trade publications until he shifted over to the world of Content Marketing in 2016. He has been working on the marketing team at *Cloudbreach* for just over a year now and is the producer of the *Cloudbusting Podcast*.

 **Dave Chapman**
Head of Customer
Transformations-
Cloudbreach

Dave Chapman is Head of Customer Transformations at *Cloudbreach* and Co-Host of the *Cloudbusting Podcast*. He leads a team dedicated to advising and helping

CxOs develop their actionable plan, take advantage of the latest innovations, and deliver high-impact business outcomes. Dave is a trusted IT leader with 20 years in diverse industry roles. He has a proven track record in enterprise transformation, most recently as the VP for Digital Foundations at *BP*. In this role, he created and led an integrated and innovative modernisation program that delivered a new vision for IT along with a new digital platform for IT services to enable *BP's* vision

 **Stephanie Timsit**
Finance Consultant -
*Magnolia Finance
Consulting*

Stephanie started her hospitality career with *Intercontinental Hotel Group* at the *Forum* in London. She then moved as Financial Controller successively in two hotels of the *Lancaster Landmark Hotel Group*, namely the *K West Hotel & Spa* and the *Royal Lancaster*. Following her London experience, she went on to open *Jumeirah's* stunning property in Abu Dhabi (UAE), *Jumeirah at Etihad Towers*, and its residences. In 2015, Stephanie came back to London as Director of Finance for the long-awaited renovation of the beautiful *Mandarin Oriental Hyde Park London*, and for *One Hyde Park Residence*. Following the renovation of the hotel, its temporary closure and its re-opening, Stephanie decided in February 2019 to take a gap year to pursue some personal endeavours. She continued however to provide financial advice through her Consulting company, *Magnolia Finance Consulting*.

 **Bryan Hammer**
Vice President
of IT - *Belmond*

Bryan is the Vice President of IT for *Belmond* responsible for application standards, infrastructure, compliance, security, IT operations, budgeting, and strategy for all hotel, train, cruise, and safari products globally. Nearly 20 years in hospitality technology spanning the Caribbean, Europe, Africa and the Middle East, with *Starwood Hotels* and *Marriott* prior to joining *Belmond*. When not IT-ing, hobbies include driving a *Jeep Wrangler* through the mud, ultra trail running through the mountains, and *Trappiste* beer.

 **Chris Phillips**
Managing Director -
IPPSO

After 30 years of policing service *Chris Phillips* is now a consultant, speaker

and recognised Counter Terrorism and security expert. He has written many articles for magazines and is a commentator on Policing, Security and Counter Terrorism matters on all the main media outlets. He is widely acknowledged as an expert in Counter Terrorism and Security. His specialism is Counter terrorism advice and best practice. As Head of the UK's National Counter Terrorism Security Office Chris had the responsibility of working with the Hotel industry to develop and distribute Counter Terrorism Security best practice advice. In 2018/2019 he wrote security best practice and crisis management guides for hotels and other crowded place sectors.

**Bob Quick**
Executive
Director – Global
Secure Accreditation

Bob is a highly respected and well-known figure inside and outside of policing in the UK and overseas. A former Chief Constable, he also held one of the UK's key national security positions as Assistant Commissioner Specialist Operations at New Scotland Yard, London, where he was responsible for coordinating the UK's counter terror operations and protecting the UK Royal Family, UK Prime Minister and Cabinet and Foreign Heads of State visiting the UK. Bob specialised in dealing with organised crime and terrorism for most of his police career and led the Metropolitan Police Anti-Corruption Command and a major organisational change programme to strengthen integrity. Since leaving the police he has worked extensively with both the government and private sectors internationally, helping to develop policing and security capability and solve security related problems. He was awarded the Queen's Police Medal in 2003 for his distinguished service.

**Sandy Moring**
Managing Director -
Strategic Travel
Solutions

Sandy's extensive knowledge of the corporate travel market derives from her varied roles with global TMCs and her work as Director of Education for the Institute of Travel Management. Additionally, she delivers training to corporate travel managers across Europe for the Global Business Travel Association, including the critical topic of travel risk management, and is often seen moderating/speaking at business travel events. At Senior Director level, she was previously responsible

for delivering corporate operational and account management services, including the UK Government Travel Programme, for several years before moving into commercial marketing. With a history of working closely with corporate travel buyers, she has led projects to improve productivity, engagement, sustainability and travel risk management and devised award-winning solutions.

**Chetan Bhanot**
General Manager -
The Mandeville Hotel

Chetan has 22 years of global hospitality experience and is a Cluster General Manager and has been a Hotel Director for multiple properties during which time he has been able to develop his commercial, financial and leadership skills. Recognising that communication and interpersonal skills support his reliability and hardworking nature, he has achieved significant success accomplishing performance objectives focused on business revenue, guest and employee satisfaction, and cost effectiveness. With a keen eye on the bottom line, he consistently challenges himself and his teams to deliver the best in class experience for his guests, colleagues and property owners.

**Russell Kett**
Chairman of the
London office of HVS

Russell Kett is Chairman of the London office of HVS, the leading global specialist hotel valuation, consulting, asset management and brokerage firm, which he joined in 1995. Russell has 40+ years' specialist hotel consultancy, investment and real estate experience focused on providing valuation, feasibility, property, brokerage, investment, asset management, strategy and related consultancy services, advising hotel, serviced apartments and hostel companies, banks, developers and investors on all aspects of their hospitality industry related interests, throughout Europe, Middle East and Africa. He is a frequent writer, moderator and speaker on the international hotel industry, especially on topics relating to hotel valuation, investment, marketing and finance. Russell received a Lifetime Achievement Award from HOSPA in 2011 and the 'Hall of Fame' Lifetime Achievement Award at the Hot.E hotel investment conference in London in 2017. He is a Fellow of the Royal Institution of Chartered Surveyors and a member of the International Hotel Investment Council.



William Gibbs
Director of Hotels - Sir
Richard Sutton Limited

An experienced financial Asset Manager and action orientated individual with a proven track record of improving owner returns through engaging with the management company and focusing on the out performance. Extensive operational and financial management experience in the hospitality industry, encompassing operational and financial asset management, capital expenditure, due diligence, opening, closing and refurbishment. An astute leader with strong organisational and interpersonal capabilities demonstrating a collaborative approach to driving enhanced performance in the European hospitality industry. Specialties: Hotel Operations Management, Financial Analysis, Hospitality Asset Management, Hotel acquisition, Hotel development.



Louise Wallace
Partner - CMS

Louise Wallace has been a partner in the Hotels & Leisure group since 1997. Louise specialises in the hotels & leisure and the consumer and retail sectors. She is ranked in the Band 1 of Chambers 2019 for her work in the hotels & leisure sector and is recognised in Chambers for M&A deals. Louise has acted on many of the leading M&A transactions in the hotels & leisure sector including Lone Star, Patron Capital, RBS and LRG. She also advises owners and financiers on countless Management and Franchise Agreements.



Steve Cassidy
Senior Vice President
& Managing Director,
UK & Ireland - Hilton

Steve Cassidy is Senior Vice President & Managing Director, UK & Ireland, Hilton, and is responsible for the company's multi-brand 150 strong portfolio across the British Isles. He joined Hilton's revenue management team in 2009, moving into hotel operations in September 2011. His remit expanded in 2015 to include all Hilton's owned and managed properties in UK & Ireland. Steve's current position sees him responsible for the operations of hotels ranging from London Hilton on Park Lane to a growing portfolio of value focused Hampton by Hilton and Hilton Garden Inn properties. The UK portfolio has expanded this year with the opening of Europe's first LXR Hotels & Resorts property, The Biltmore Mayfair, LXR. Next year will see the opening of a new Hilton Garden Inn at Britain's iconic

racetrack, Silverstone and the rejuvenation of Woking town centre will be boosted by the opening of Hilton Woking in 2021. Steve has driven the development of Hilton's management services in the UK & Ireland, innovating and enhancing Hilton's proposition to owners. Leading almost 18,000 team members Steve is proud that Hilton has been ranked as No. 3 Great Place to Work in the UK. With 50 hotels in the pipeline in the UK the Hilton team is set to grow by around 4,000 in the next 3-5 years. Steve is a Board Director of UKHospitality.



Richard Eaton-Hart
Director - Hospitality
Asset Management,
Colliers International

Richard joined as Director of the Hospitality Asset Management team following a successful hospitality real estate career, both as a trusted advisor and as an in-house asset manager and acquisitions director for several leading European hotel owners. Over a career that spans 25 years Richard has combined his hotel real estate and asset management expertise to provide clients with sound advice on how to maximise returns from acquisitions to disposals throughout the business cycle. Richard has experience of asset managing hotels in the UK and Europe; independent and branded, from budget to luxury, leased to franchised, for a wide range of owners. Richard advises on the setting of appropriate Business Plans and through hands-on asset management ensures that investment returns are maximised through the best operational performance, targeted capital investment, and the full and best use of the real estate. Richard has significant experience in analysing and implementing capital investment plans; from routine bedroom refurbishments, to major extensions, and the complete re-configuration of ground floor facilities in order to maximise revenue and improve operating efficiencies. Combining his investment expertise with operational experience, Richard offers hotel investors the insight they need from pre-acquisition, through every stage of their operating hold period, to maximising profits in a successful disposal.



Ascan Kókai
Senior Director
Development & Asset
Management Northern
Europe - NH Hotel Group

Ascan Kókai sits on the management committee for the business unit Northern Europe of NH Hotel Group and is responsible for the expansion activities

with a particular focus on the DACH region, UK & Benelux, as well as the asset management of the 127 strong hotel property portfolio in the business unit. With more than 25 years of experience in hotel real estate investment and hospitality industry with leading market participants JLL and Invesco Real Estate, Ascan Kókai has extensive knowledge in asset, investment and fund management, including contract negotiations, hotel transactions and real estate financing. Mr. Kókai started out as a trainee in the luxury hotel sector and is a graduate of University of Surrey, Guildford, UK. Today he lives with his family in Berlin.



John Guthrie
Employment Policy
Advisor - UK Hospitality

John works for UK Hospitality as their Employment Policy Adviser. The principal issues on which he is focussed are the National Living Wage, reforms to employment law, Immigration policy and developments in vocational education including the Apprenticeship Levy and T levels. John's background is in HR management and he has over 25 years' experience in senior roles with the Hospitality and Leisure sectors.



Serena von der Heyde
Partner - Georgian
House Hotel

At the age of 19, Serena inherited the Georgian House Hotel, a 2-star B&B with six staff. The hotel, which had originally been built as a private house in 1851 by her great great grandfather William Chinnery Mitchell, became her passion and over time has been lovingly transformed into a beautiful boutique hotel with 60 rooms, split across three stately buildings. In 2007, Serena joined the Business Growth Programme (BGP) at Cranfield University, an internationally recognised development programme designed to help motivate hotel owners and managers to grow their businesses. In 2014, she won a Master Innholder Scholarship to complete the General Manager's Program at Cornell University, and has gone on to become a Master Innholder. She feels strongly that greater diversity in the industry will lead to better industry performance and has spoken regularly on the topic. Her interest has led her to chair the UKHospitality Diversity and Inclusion Committee. She also champions apprenticeships and speaks about challenges for SMEs in the industry.



Michael Heyward
Managing Director -
Heyward Hospitality
Solutions

Michael Heyward is the principal of the consulting business, Heyward Hospitality Solutions, focusing on the development of high performing teams. World class tools are used to develop team members as individuals, develop as a team and provide business processes that support the transformation. From behaviour profiling for career development, digitising business processes for improved productivity and Radical Collaboration workshops to transform the way teams work together. Working at all levels or professional development: from Graduate and Post Graduate, as a consultant Lecturer at Gllion Institute of Higher Education. Development of the new L+R Hotels graduate fast track program. Course Director for the highly successful AccorHotels program, developing high potential middle managers into first time Hotel General Managers. Executive management, with coaching and mentoring from global corporations to entrepreneurs. Michael has over 25 years of experience in operations and specialist corporate roles, across Europe, Asia and the Pacific. With a proven track record for delivering market out performance and developing teams of highly skilled, diverse, competitive people.



Heather Hart
Hospitality
Consultant - RevExcel

Heather builds on her 35 years of experience across the hospitality sector to bridge the divide between rooms revenue and other hotel sales and marketing functions, helping companies improve the yield from their Meetings & Event space through higher conversion and better space utilization. Heather previously operated a successful revenue management consultancy, RevExcel for 8 years, and has held senior management positions at hotel chains/groups across the U.K. Europe and USA. As the founder and creator of Smart Space, a cloud-based tool that provides comprehensive demand profiles, performance measurement and selling strategy models, Heather was responsible for helping hotels and conference venues see the power behind a dynamic pricing strategy for meetings and events. The application of these, in Smart Space, helps enhance strategic decisions and increases revenue growth. Smart Space was acquired in 2017 by IDEaS, and having continued to work for the company for the following 2 years Heather is now enjoying a sabbatical.



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to access the information they need e.g. shift schedules, holiday requests, policies & documents etc. The system is easily trained to front line users and designed to cope with the complexity of a hotel business. It can be configured to client requirements while remaining scalable and cost effective. Once EPS is installed, the team at Eproductive use their own hospitality backgrounds to help clients make efficiency savings while continuing to ensure their guests get the service they deserve. EPS is a secure cloud-based solution hosted at a state of the art data centre (with full redundancy capability and back-ups) and has been successfully integrated to many other specialist hotel systems. <http://www.eproductive.com/>



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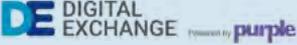
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08:30	Registration & Exhibition Open	
09:00	Conference Opening Chris Upton - Chairman, HOSPA, Harry Murray – President, HOSPA , Jane Pendlebury - CEO, HOSPA, and Peter Hancock - Chief Executive, Pride of Britain Hotels.	
09:10	Lies, Damn Lies and Brexit Statistics – an update on staffing in the UK hotel Industry Presented by: Professor Chris Cowls MBE - Eproductive and Professor Andrew Lockwood, University of Surrey	
09:20	Does a motivational attitude breed success? – Tips on how to keep your team interested and engaged Moderator: David Selves Panel: Adam Rowledge – Rowledge Associates , Sarah Duncan – Sleeping Lion, Kathy Dyball - Caterer.com	
10:00	HOSPA  Chargifi	
10:05	The end of an era – How hotels can stay competitive Frank Reeves - Avvio	
10:35	1 Minute Preview from each of the Workshops	
10:45	Refreshments Break, Nine Kings Suite	
11:15	Workshop & Technical Updates - Session 1	
12:00	Workshop & Technical Updates - Session 2	
12:45	Networking Buffet Lunch, Nine Kings Suite Foyer	
14:00	Pod Cast – Cloud Busting Hosts: Jeremy Ward, Dan Tovey, Dave Chapman - Cloudreach Guests: Stephanie Timsit – Magnolia Finance Consulting, Bryan Hammer - Belmond	
14:40	HOSPA  Hotelfone	
14:45	With increased security concerns by travellers and rising ‘Duty of Care’ obligations, how can hotels identify and mitigate risks to avoid damaging security failures and provide greater assurance to clients and guests? Moderator: Chris Phillips - IPPSO Panel: Bob Quick – Global Secure Accreditation, Sandy Moring – Strategic Travel Solutions, Chetan Bhanot – Mandeville Hotel	
15:20	HOSPA  Ivvy	
15:25	Refreshments Break, Nine Kings Suite	
15:50	Aligning the strategies of owner and operator Moderator: Russell Kett - HVS Panel: William Gibbs – Sir Richard Sutton Ltd, Louise Wallace - CMS, Stephen Cassidy – Hilton, Richard Eaton-Hart – Colliers International, Ascan Kokai – NH Hotel Group	
16:30	A quick update on the party political election promises from John Guthrie at UKHospitality	
16:35	Diversity within Hospitality – Serena von der Heyde from Georgian House Hotel chats with Peter Hancock	
16:45	Meeting and Events Strategy – What we are missing. Total Revenue Management is the key to success. Michael Heyward from Heyward Hospitality Solutions in discussion with Heather Hart from RevExcel	
17:30 - 17:40	Conference Closing Remarks from Jane Pendlebury	
18:15	Pre Dinner Drinks Reception and Gala Dinner	
19:30	During Gala Dinner Inspirational Leader of the Year Awards	   

Please find below the current programme for HOSPACE 2019 Workshops and Technical Updates taking place on **Thursday 28th November 2019.**

	Session 1 - 11:15	Session 2 - 12:00
Area A	 <p>Criton - Can technology really drive TREVPAR? Myths And Realities</p> <p>Presented By: Julie Grieve - CEO, Criton</p> <p>Summary: The role of technology plays an ever-growing role in enabling hotels meet their business goals, but what is hailed as the next big thing doesn't always work. Join Julie Grieve for an insightful talk about the myths and realities of the latest tech including the latest research on what guests actually want from hotel tech!</p>	 <p>Right Revenue - The future belongs to those who Hear it coming...</p> <p>Presented By: Adrienne Hanna – Founder & CEO, Right Revenue</p> <p>Summary: How Revenue Management affects every part of your business; what to measure and the importance of the whole team in your strategy.</p>
Area B	 <p>Apaleo - 10 properties, 750 rooms, 1 PMS... in 1 week? No sweat.</p> <p>Presented By: Alan O'Riordan, Co-Founder, apaleo</p> <p>Summary: Gone are the days of painful rollouts, integration nightmares and hidden fees. Open platforms make life easier. Learn how one ambitious UK group rolled out the apaleo PMS in less than one week.</p>	 <p>Vodat - Reducing cyber security risks within your organisation - Are your staff part of the problem or the solution?</p> <p>Presented By: Bim Jinadasa - Vodat & Jonny Tennyson – Fortinet</p> <p>Summary: Thirty percent of data breaches involve members of staff acting negligently or maliciously. Discover who these people are, what their behaviours look like and how they pose a unique threat to your risk/security teams.</p>
Area C	 <p>BirchStreet Systems - P&L Transformation – Best in Class Strategies for Driving Down Costs</p> <p>Presented By: Dan Hiza - Managing Director EMEA BirchStreet Systems</p> <p>Summary: Profitability and success depend on your team's ability to reliably source and procure goods that meet your customers' immediate and ever-changing needs, whilst lowering costs. Join us to learn best practice examples and recommendations on how to transform your Procurement, AP, F&B and Operations departments processes to improve your bottom-line.</p>	 <p>Noetic - What to look for when choosing a mobile app for your hotel</p> <p>Presented By: Stephen Barr – Chief Insight Officer – Noetic</p> <p>Summary: We're all hearing how a mobile App will unlock more value for hotels; so how come most hotels who have an App aren't seeing much additional value?</p> <p>A mobile App should be key to delivering a better guest experience, increased lifetime value and significant cost savings all at the same time, but 'any old app' won't do. Find out what you need to look for in an App that will deliver for your business.</p>

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Mews makes cloud-based property management software that helps hotels and hostels automate their operations so they can focus on their guests.



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Alice

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The Ethical Business Book

Sarah Duncan is a marketing consultant focusing on sustainable business development. She is also the author of The Ethical Business Book (50 ways you can help protect People, the Planet and Profits). sleepingliononline.com / ethicalbusinessblog.com

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Eproductive was established in 2000 to provide its people management system (EPS) exclusively to hotels.



Kerry Roberts Associates

Kerry Robert Associates are the specialist Financial Recruitment Consultancy to the hospitality and leisure industries.



The University of Surrey

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ICAEW

ICAEW is a world leading professional membership organisation that promotes, develops and supports more than 150,000 members worldwide.



The Springboard Charity

The Springboard Charity helps young people achieve their potential and nurtures unemployed people of any age into work within hospitality, leisure and tourism.



Room to Reward

Room to Reward is a unique volunteer-recognition charity created to say 'thank you' to volunteers who give up their time to make a difference to those who need it most. We partner with hotels who donate their anticipated unsold rooms to the scheme.



Only a Pavement Away

Only a Pavement Away is a charity founded by representatives from the hospitality industry who believe that everyone deserves the chance to find and forge a career.



HMA

The Hotel Marketing Association is the leading professional body for hotel marketers and advocates for best marketing practice within the hospitality sector.



HOSPA Professional Development

Come and meet the HOSPA Professional Development team who will be available throughout the conference to talk to you about the education opportunities offered by HOSPA.



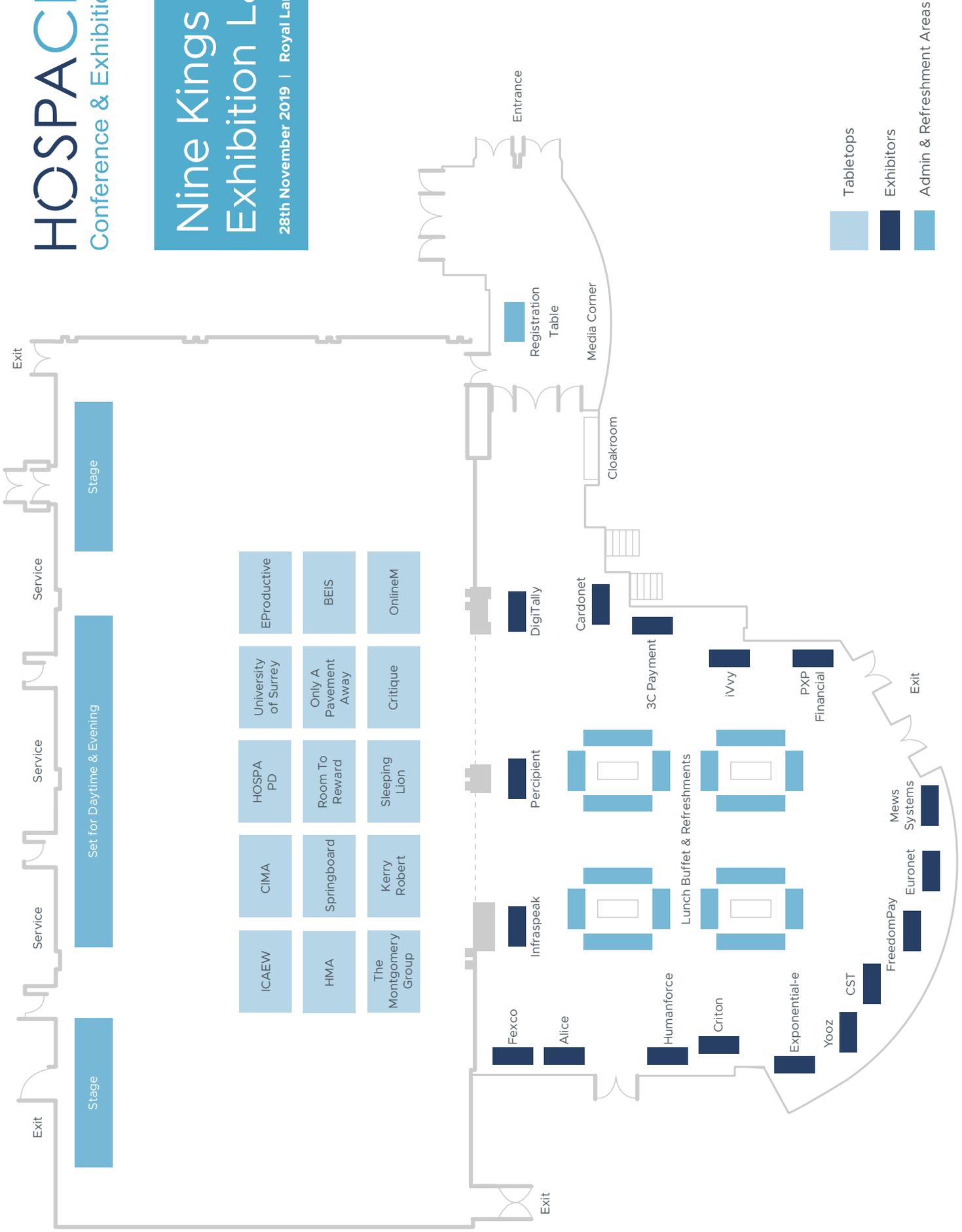
CIMA

The Chartered Institute of Management Accountants (CIMA) is the world's leading and largest professional body of management accountants.

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A room of one's own

A new report into the hospitality sector reveals it as one of the more progressive environments for women to work in.

The World Tourism Organization, in collaboration with UN Women, The German Society for International Cooperation, World Bank Group and Amadeus, has launched the second edition of the Global Report on Women in Tourism. The publication highlights the progress the global tourism sector has made in advancing gender equality, with key case studies and statistics gathered from around the world. The key findings show that:

- The majority of the tourism workforce worldwide is female: 54% of people employed in tourism are women compared to 39% in the broader economy
- The wage-gap is smaller in the tourism sector: Women in tourism earn 14.7% less than men compared to 16.8% in the broader economy
- Tourism offers women more opportunities for leadership roles: 23% of tourism Ministers are female compared to 20.7% of Ministers overall

The report also highlights how more and more women are challenging gender stereotypes in the sector.

In Morocco, for example, women have been issued tour guide licences for the first time. An airline in the UK has doubled the number of female pilots they employ and Uganda's Hotel Owner's Association is now led by its first female CEO.

Technology has also been a catalyst for empowerment, providing women with access to more training opportunities and stimulating female entrepreneurship through easier access to the tourism market.

In the public sphere, policy-makers are waking up to the importance of gender equality in tourism and putting measures in place to ensure women fairly share the benefits that tourism can bring.

Speaking on these findings UNWTO Secretary-General, Zurab Pololikashvili, said: "Tourism is leading the charge for female empowerment all over the



world. Across the private and public sectors women are harnessing the potential of tourism to become financially independent, challenge stereotypes and start their own businesses.

"UNWTO is firmly committed to working towards UN Sustainable Development Goal 5 – the empowerment of women and girls – and ensuring that tourism continues to be at the forefront of gender-equality efforts."

An earlier report into women in hospitality, conducted by PwC, found that in the UK, the percentage of women in board level positions at FTSE 100 hospitality, travel and leisure companies had increased to 32%, just short of the 33% Hampton-Alexander review target (female representation across FTSE 350 boards and executive committees by 2020) and up 3% from the beginning of 2018. And this year, for the first time, there were now no all-male FTSE 250 hospitality, travel and leisure boards.

The number of women who were direct reports into the executive committee was looking particularly promising at 36% across the whole sector, including both listed and non-listed businesses of scale. And a range of successful initiatives were being piloted and implemented across the sector.

Elliott Goldstein, partner, The MBS

Group, said: "We were very pleased to hear how serious many companies in the sector are at developing and retaining female talent – and some of the investments they are making to achieve this. The above data suggests that many of these initiatives are starting to bear fruit – and certainly bodes well for the future of our sector.

"However, it is also clear there remains a great deal of work to do. While some companies are advancing the gender diversity agenda very effectively, the overall figures provide cover for a small number of companies who are lagging behind. Over the last year, the gap between companies performing well on gender diversity and those that aren't, has widened – and from our interviews with these companies, it is clear that advancing female talent isn't a serious agenda item for many of their leaders.

"Virtually all companies in the sector need to make significant progress in one metric or another. In particular, the industry as a whole has a severe lack of women in key leadership positions. Women occupy just 7% of the key CEO, CFO and Chair leadership positions in FTSE 350 HTL companies – and that number looks set to remain stubbornly low in the years ahead."

Onwards and upwards.

Seasons greetings

Are Morch identifies the 10 tips to make sure your front desk staff are always prepared for the next guest. It is not magic that creates the customer experience – it is the way excellent hotel performers work that creates the magic.

Working in hotels, we know that customers aren't specifically conscious of it, but they do have very definitive expectations about tangible experiences like a comfortable bed, sleeping, eating and good food. Today, we're also seeing a rise in the expectations of intangible experiences; like how they are greeted, how their questions are answered, and how their concerns are handled.

And with new technology, digital media, social media and artificial intelligence knocking on the door, there are now more opportunities available than ever to make the customer feel good. But this also carries with it much higher expectations that hotels need to meet.

This growing trend has broadened the aspect of intangible experiences customers expect from their service providers. Traditional amenities and loyalty rewards will no longer do it. Hotels need to be prepared and understand the real scope of value innovation in today's markets.

Hotel performers today have to be able to respond in a new setting in ways that positively influence the values of customer satisfaction.

Are your hotel front desk performers prepared for the next guest? Here are 10 actionable tips to get ready for tapping into new uncontested markets.

1. Be proactive – know your guest before they know you

You can either love or hate call centers. I got my start in hospitality working as a reservation agent for Intercontinental Hotel Group (IHG). I got a unique experience and knowledge of taking people places I'd never set my foot at myself. Creating a vivid customer experience based on the data we had

became my secret sauce.

Being born in Norway and having a unique name for many of the callers, I discovered that this was something I could use to my advantage. (Though I have been Bill, Bob, Jim, and John at a few occasions, too.)

It is important for hotel front desk performers today to understand that the nature of a customer relationship started long before they show up at the front desk. The important aspects of a front desk performer are to listen, care and connect in ways that add new value to the customer relationship.

Expert tip: A genuine smile is the first step in being proactive. It helps guests recognize that you care and wish to connect with them. Ask "How can I help you today?", and then listen to the customer.

2. Begin with the end

One of the most common mistakes we see today is that many hotels confuse the services they sell with customer service.

I learned one very important lesson working in the call center; upselling is the fastest way to create a disconnect with the customer. A true performer's purpose is to make customers see what you see, feel what you feel, all presented in a vivid colourful inspiring story.

Make the story your own and help the customer live the story. Ideally, they will take new ideas to their hearts that will shape their story.

Focusing on the end customer experience is built upon two important processes. The first process is to help the customer visualize the experience in their mind. The second process represents physical reality. Great coaches will teach performers to visualise a successful outcome of an event before it even started.

Expert tip: Be authentic and

transparent with every customer. Start with asking "What brings you to our hotel today?", and then listen.

3. Execute on the most important priorities

Don't put yourself in the role of a performer, but put on an epic performance.

Creating a customer experience that surprises and delights need front desk performers to understand the micro-moment that matters.

To me, hospitality is art. It is like the painter that uses a combination of colours to create a picture. And we will all have a different perspective of how we view the finished product.

The key is to bring out the commonalities that tell us that this is an experience we want to share with others.

Expert tip: Don't overlook the basics before trying to be fancy.

4. Making every micro-moment an opportunity

Sometimes those pesky perceptions get us in trouble. We get all uptight and our emotions take us away from the servant role. And this leaves little room left to create an important first impression.

What if the customers arrive with some built-up emotions and perceptions that are out of your control?

Every mishap or misstep can be turned into a positive experience.

"Your attitude, not your aptitude, will determine your altitude." ~ Zig Ziglar

As a successful performer focus on the win-win micro-moments. This is the best way to uncover important details that allows you to shine.

Expert tip: Choose a positive attitude and make it part of your performance

5. Listen with the intent to understand

As humans, we tend to listen more to ourselves, and the things going through our mind, the questions we want to ask, and we filter it all through our frame of reference.

Most humans listen with the intent to reply, not to understand.

The word hotel was defined as providing care for others. Over the years the role has shifted towards a servant role – one that performs duties for the person.

Today front desk performers have become experience providers. They deliver an experience based on observation of, or participation in, events as a basis of skills, talent, and knowledge.

The most important aspect of the customer to understand today is the intent. Once a front desk performer understands customer intent, they have a unique opportunity to connect with them in that exact micro-moment.

Understanding customer intent and meeting their needs in the micro-moment are the keys to winning more hearts, minds, and dollars.

Expert tip: Pay attention. Keep focus and listen with your body. Don't interrupt. Repeat to verify that you listened, and then respond showing you care and understand. You have now initiated a connection towards a potentially valuable, lifelong customer.

6. Take a holistic approach to customer service

Synergy is the holy grail of value innovation, happiness, and effective teamwork.

High front desk performers have a unique desire to serve and benefit others. They will always seek new ways to improve their performance. Empowerment, synergy and team effort is the foundation for happiness.

What if you as an employee could feel fulfilled and happy every day? With a holistic approach, performers enable themselves to go above and beyond. A compelling story is infused into all aspects of the customer's experience. With a holistic approach, you think about the big picture of serving your customers.

Expert tip: Collaborate with your hotel team members for value innovation and start to give a more unique insight into the hotel product.



7. Make every day a good day to sharpen your talent and skills

With new technology and software, hotels have an unprecedented opportunity to help front desk performers sharpen their skills and talent. Effective high-value front desk performers apply value innovation and become unique hotel experience ambassadors.

Today their hotels can install cost-effective front-end mobile applications that give employees access to valuable instant hotel operational data. Mobile applications can:

- Offer PMS Integration
- Coordinate hotel operations
- Ensure seamless accountability
- Foster better communication
- Deliver staff training
- Ensure GDPR compliance

There is no excuse for hotels not to invest in front line tools that will help front desk performers sharpen their skills.

Expert tip: Use every opportunity to sharpen your skills and talent. Don't be afraid to suggest to your hotel management team new innovative ways improve the customer experience. Ask if you can shadow management or team members in other departments. Hotel experience ambassadors are not afraid to showcase their passion. Be authentic and transparent. And always be prepared to coach and help others improve their skills and talent.

8. Be accountable – own your mistakes

When you make a mistake, be prepared to take responsibility for it.

Be reasonable and understand when a mistake has been made; it is critical to own up to it. This is often a critical first step in resolving concerns.

High performers are honest and often seen as people with high integrity.

“I think every single imperfection adds to your beauty, I'd rather be imperfect than perfect.” ~ Sonam Kapoor

Never hide a mistake. Be open it, try to fix it, do your best to prevent it from happening again, and always inform management about the incident and actions taken.

If you don't own mistakes, and you skip identifying ways to fix it yourself and would rather go to management with the problem, you might have to take a look in the mirror and ask; “Is this the right line of work for me?”

Expert tip: Always take control of your journey. Mistakes, missteps, and setbacks happen. Don't make excuses to blame other people. A growth mindset focuses on asking yourself the hard questions, and tackles any challenge.

9. Fulfill your potential

Every high performer possesses a growth mindset, taking charge of the process that brings success and maintains it.

They take full charge of the process. Every unique performance is only relatively repeatable. They never stop working on the process.

Take charge of your motivation and install fun into the small processes you can control.

Performers that take this approach through proactive actions are better prepared to take on processes out of their control.

Today I am looking for new ways to push myself out of my comfort zone.

I shifted towards a growth-mindset to fulfill my potential. Every mistake, misstep or setback I treat as a setup for new opportunities. You will find more success in learning and improving than excuses.

Expert tip: Apply a growth-mindset to your process. What made you think hard today? How will you challenge yourself today? What can you learn from your experience or mistakes? What would you do next time to make things work better? What else do you want to learn? Who can you ask for honest feedback? Did you ask for help if you needed it? Are you proud of the results? What's the next challenge to tackle?

10. Make every experience count

At one point in my process, I looked at other entrepreneurs that I defined as "they made it". And I followed every piece of advice and tips I was given to achieve

similar results, but things did not go as expected. This was both frustrating and discouraging, and I started to see them as lucky or privileged.

This was until I understood the principles of making every experience count. I learned that everything you can control follows certain patterns. When you put this in a relevant context, you will discover the hidden roads of your journey.

If you told me in my 20s that I would write articles containing 1000-2000 words with ease I would for sure thought you were insane. The real key to make every experience count was not to compare or look at others. Instead, create a new unique personalized experience fit for your next customer. Things may be difficult, but it's possible.

I follow the same processes today as I work on with hotels. I create experience funnels that help me identify and understand every micro-moment of the customer journey.

Take charge and start by:

- Embracing challenges

- Persisting in the face of setbacks
- Seeing efforts as a path to success
- Learn from criticism
- Find lessons and inspirations in the success of others

Listen, care and connection starts the relationship. End with assurances that the customer understands the benefits of your actions or that their concerns have been resolved.

Embrace the customer relationship by optimizing meaningful discussions and cut potential tensions.

Are Morch provides social media consulting for hotels and resorts. He works closely with hotels to create social media strategies that fit their needs and properties. Through social media, hotel blogging and hotel communities, Are identifies the values that will make your hotel's performance stand out. He helps hotels build a social media foundation that impacts occupancy and revenue, and makes the social media tasks for your hotel easier.

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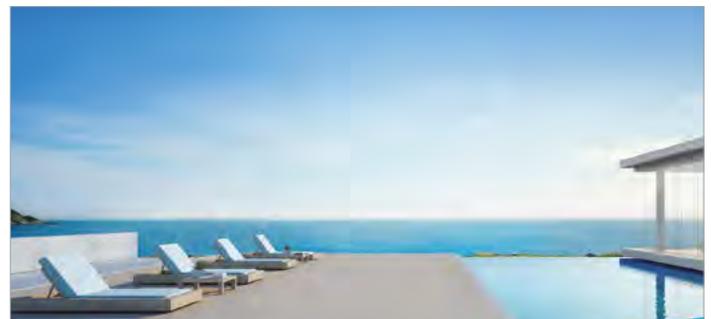
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Rugby fails to ignite pub and restaurant sales in October

Britain's managed pub and restaurant groups saw trading take a dip in October, with the Rugby World Cup providing little if any extra boost for bar sales, latest figures from the Coffey Peach Business Tracker reveal.

Like-for-like sales across the sector were down an average 0.6% compared to the same month last year. Restaurant chains saw collective like-for-likes fall 0.7%, with managed pub and bar groups down 0.6%.

"Drink-led pubs did marginally better, with a 0.3% like-for-like increase over the month, but there was no big boost coming from customers wanting to watch the rugby on TV in the bar – probably due to the early morning kick-offs," said Karl Chessell, director of CGA, the business insight consultancy that produces the Coffey Peach Tracker, in partnership with Coffey Group and RSM.

"October is usually a quiet month in the eating and drinking out world – the lull

before the Christmas rush – and so it has proved. Essentially, we are continuing to see a flat market. People are still going out, but there is no real growth," he added.

Saxon Moseley, senior manager at RSM, said: "Against a backdrop of ongoing political and economic uncertainty, together with a wet and windy start to the autumn, operators will be quietly satisfied with like-for-likes that broadly match last year's numbers. With the starting gun fired on a winter election, hopes will be raised that voters will look to escape the barrage of doorstep campaigners by hot-footing it to their local pubs and restaurants during the all-important festive trading period."

Regionally, businesses outside of

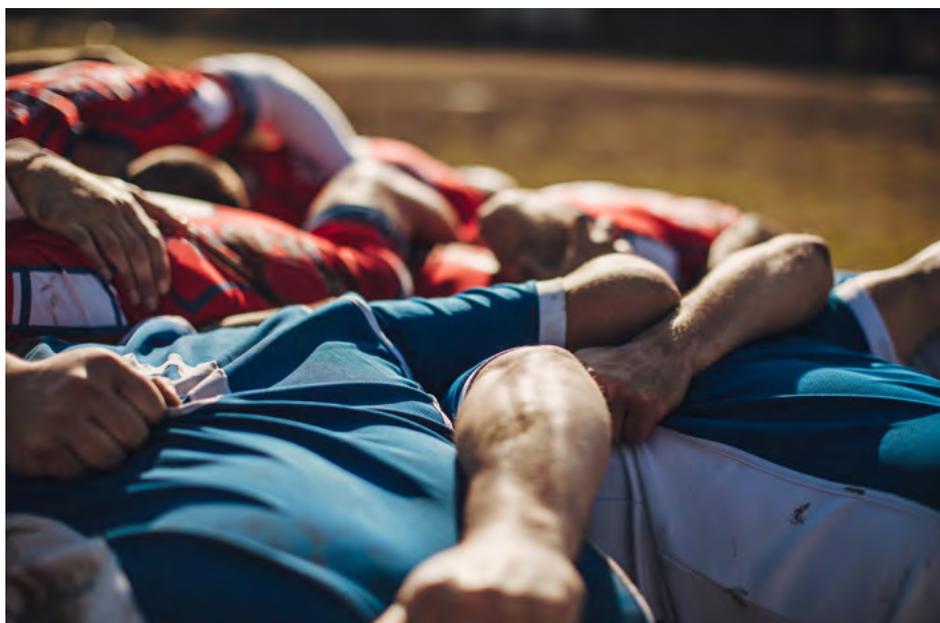
October is usually a quiet month in the eating and drinking out world – the lull before the Christmas rush – and so it has proved.

London did better than those in the capital, down 0.5% compared to a 0.9% fall inside the M25.

Coffey Corporate Leisure managing director Mark Sheehan commented: "The figures show that businesses outside the M25 did better than those in the capital. However, it is worth noting that although it looks like London is underperforming, the strength of the London market is being driven by independents not captured by the stats, rather than branded concepts. The eating and drinking-out market is relatively stable despite dampened consumer confidence. This is reflecting the combined political and economic uncertainty not seen since the middle of the last century."

Total sales across the 58 companies in the Tracker, which include the effect of net new openings since this time last year, were ahead 2.3% compared with last October.

Underlying like-for-like growth for the Tracker cohort, which represents both large and small operators, was running at 1.7% for the 12 months to the end of October, which is just below the 1.8% registered at the end of September.



Upcoming Events



HOSPA Learner Awards Ceremony 2020

1.30pm

Soho Hotel, 4 Richmond Mews, Soho, London

£50 + VAT per person

Celebrating the achievements of learners on the HOSPA Revenue Management and Financial Management programmes. The event commences with a panel debate with expert participants chaired by Professor Peter Jones MBE, Chairman of the HOSPA Professional Development Committee.

We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a presentation of certificates and the announcement for the "Learner of the Year" for both programmes. The afternoon concludes with a celebratory Afternoon Tea.

We will also be presenting our company awards for "Commitment to Education" in Financial Management and in Revenue Management.

Please visit www.hospa.org for all registration details and all other events.

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