

THE OVERVIEW

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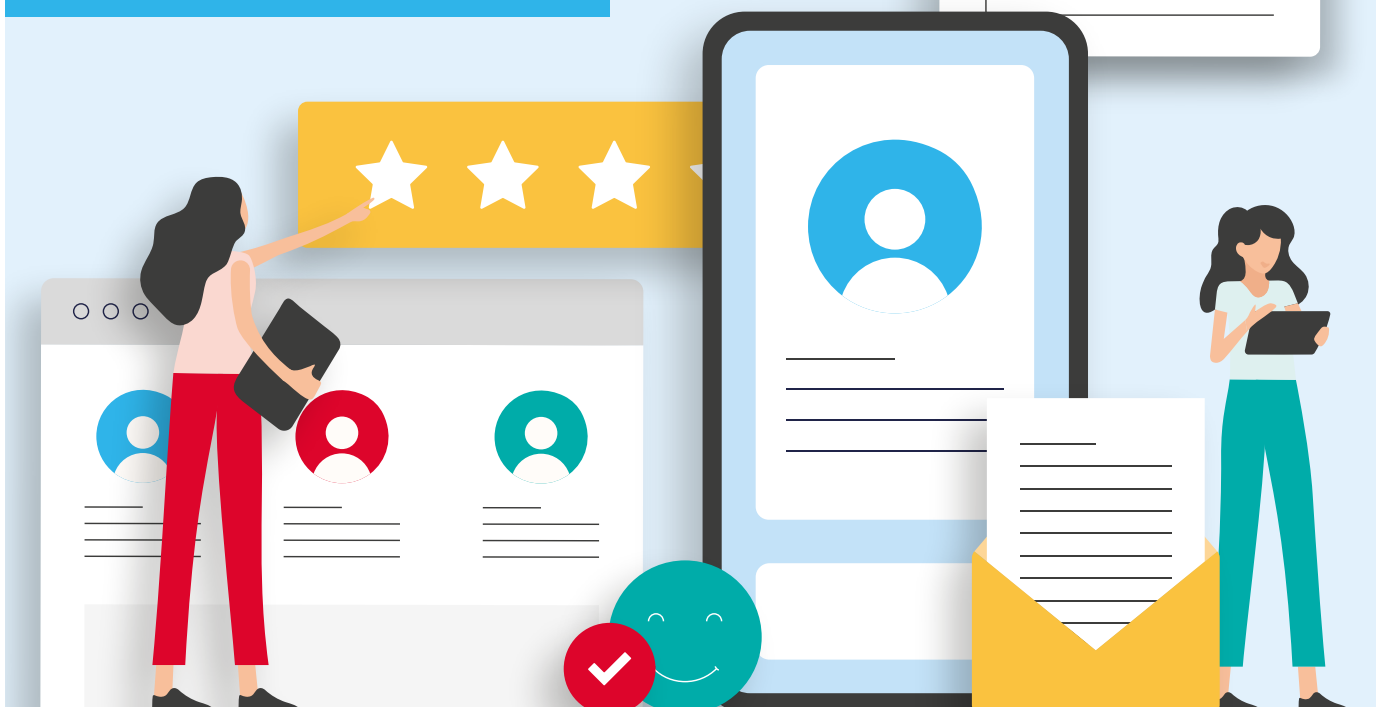
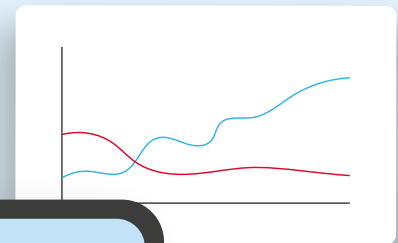
Human touch in a contactless world

HOSPA webinar P13

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Welcome to THE OVERVIEW

Now that you can hire someone to curate the books behind you on Zoom calls, it really is time to get out of the house and down to the local pub, restaurant, hotel - wherever is offering you the chance for a new four walls or breezy garden.

The Chancellor's Eat Out to Help Out scheme is having some impact, as the high street is seeing three times a week. Some operators are even talking about extending it into September using their own money, which may seem somewhat counter intuitive, but we are now deeply into the realm of discounting.

The feeling is that whatever it takes to remind people how to leave their houses is worth it - and takeaway is not something Rishi Sunak will bankroll. Hotels are also starting to appreciate that, in the cities, the beds business is not the greatest source of income, but the oft-ignored F&B and experiences are an option. Hotels are opening to the workers during the daytime to offer socially-distanced office space with good wifi and lattes.

Some hotels are also offering 'workations', which is exactly as horrific a concept as you can imagine. Or is it? You can stay Monday to Friday then, once you're done with Zoom, have yourself a massage and a swim. Nice work if you can get your boss to pay for it.

Everywhere we are seeing innovation, but amongst all this is the need to hold onto service, with a smile you can't always see. At one of the recent HOSPA webinars, Jane heard about how technology can be used to help deliver service. Before you walk away from this much-repeated line, as with many trends which have been accelerated by the pandemic, now is the time for it to come true.

Now is the time for stripped down hospitality, through necessity. But not bare bones, but getting to the heart of the offering. Data, in particular for hotels, is available in buckets, but rarely used. As Ennismore's Tom Rimmer put it, what they really want to know is to offer a guest a glass of red wine when they come through the door. This is something we all want, now more than ever.

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



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Evolve and involve

HOSPA CEO Jane Pendlebury takes hope from a sector adapting to survive and thrive.

I have taken a couple of trips into London this month – and what a different experience that is! The trains seem so spacious, Waterloo is deathly quiet by comparison to the ‘old days’ and the streets carry a lot less traffic.

Both visits were for work-related events and each time I heard personal accounts of how COVID-19 has affected people in both their personal and professional lives. There’s no denying the effects of COVID-19 and the subsequent lockdown have been the toughest of challenges.

London and other cities are struggling – there is no secret there. Some hotels are yet to open, others have opened and then closed again – some struggle on. One charming hotelier who had opened as soon as the Government gave the green light told me “Re-opening seemed like the right thing to do, the only thing to do. But the demand is just not there and the only saving grace is that my decision to re-open has not increased the losses we are incurring each month.”

As ever though, positive thinking shines through. Revenue managers and commercial directors have their eyes wide open for new opportunities. Whilst large meetings, events, conferences and exhibitions are taking their time to even consider returning, there is a growing demand for small meetings – allowing colleagues to get together to catch up. City hotels and serviced apartments are converting bedrooms (for which there is so little demand) into meeting spaces. Other properties quickly realised that the international business traveller was not turning up any time soon, but the demand for family rooms went some way towards filling the gap. That hotelier was prepared to change and adapt quickly, thereby securing a few more reservations. From seemingly nowhere, the Royal Docklands waterfront at Excel is a tool to encourage guests to stay in hotels which historically may have looked no further than the schedule at the nearby conference



centre. Including car parking is a new reason to choose one hotel over another for city visitors concerned about using public transport. Now is the time to think differently and to be creative. There are lots of ways to make one property stand out from a neighbour.

The role of any hospitality commercial team has not really changed – they still need to understand and maximise demand. They need to be inventive and adaptable. Teamwork is as important as ever, as is flexibility and willingness to multi-task. I listened to a top London hotelier extol the skills of revenue managers away from central hubs “they are the ones who truly know how to stimulate demand. A London revenue manager has been able to pick and choose clients from a large pool of demand – and now they are having to work like the regional revenue manager”.

It seems a concentrated focus on distribution is going to be the key to success along with a proper partnership between revenue managers and marketing. Never before have these two departments needed each other more. Let’s just hope that the marketers are brought back from furlough and teams are inspired to work closely to take their hotels back to breaking even and then on

to profit.

So, find your unique selling points, shout about your cleaning, make sure the guest knows what extra precautions you are taking. And make sure you continuously deliver a perfectly clean room, hand sanitisers and other measures. Respect for all the current social distancing guidance is reassuring for guests – and this is essential at this time.

The mood of our great nation is willing hospitality to recover quickly. It’s not going to be easy, there will be pain along the way – but optimism and positivity go a long way on the road to success.

Another valuable thing I learned, is not to rely on regular trains home. There is still a much-reduced service on the line I use out of London, which left me hanging about at the station for significantly longer than normal – but there were plenty of available seats even with space for social distancing!

It’s a rocky road ahead, but seize those opportunities, work as a team and keep your eyes on the ball at all times. Good luck!

Jane Pendlebury

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Short-term VAT cut for long stays

VAT on long-stays in hotels – and the impact of the 5% reduced rate of VAT

The Chancellor's Summer Economic Statement included a temporary VAT cut for from 20% to 5%, from 15 July 2020 to 12 January 2021, but what does it mean for long stays?

Summary

- VAT is due on the first 28 days as normal.
- From day 29 onwards (assuming it is not holiday accommodation) the accommodation element is VAT-free (but still bears an entitlement to VAT recovery on costs), other services are subject to the normal VAT rules.
- If quoting an inclusive rate then a value has to be attributed reasonably between accommodation and other services.
- From day 29 onwards at least 20% of an inclusive stay amount is deemed to be for facilities (which is subject to the reduced rate during the relevant period) along with any part of the inclusive rate that is attributable to meals and drinks (at 5% during the temporary reduced rate period assuming alcoholic beverages or other excluded food items are not included in the inclusive package, or 20% normally).

The official guidance is reproduced here: <https://www.gov.uk/guidance/hotels-holiday-accommodation-and-vat-notice-7093#section3>



3. Long stay guests

3.1 Reduced value rule

This rule allows the charge for the actual sleeping accommodation element of the supply to be relieved from VAT when a guest stays for over 28 consecutive days. But the supply of accommodation does not become exempt from VAT, it is still taxable and the normal input tax rules

apply. As such, the reduced value rule operates differently from the temporary reduced rate for VAT as it operates to relieve part of the charge for the supply from VAT as opposed to reducing the rate of VAT charged.

3.2 How the reduced value rule works

You need to establish that you're providing accommodation in a hotel, inn,

Example calculation for a room-only rate of £100 net:

- Days 1-28 VAT = £100 x 5% = £5 (previously £100 x 20% = £20)
- Day 29+ VAT = £20 x 5% + £80 x 0% = £1 (previously £20 x 20% = £4)

boarding house or similar establishment. The reduced value rule does not apply to holiday accommodation, see sections 5 and 6.

If a guest stays in your establishment for a continuous period of more than 28 days, then from the 29th day of the stay you should charge VAT only on that part of the payment that is not for accommodation.

If you make an inclusive charge for bed and board you must apportion it reasonably and charge VAT on the full amount that is not for the accommodation. When you do this, you must calculate the amount of your charge that is for meals, drinks and other services, and also treat at least 20% of the remainder as being for facilities. But if the true value of the facilities is more than this, you must charge VAT on the true amount.

The examples in section 8 show you how to work out the reduced value of your supply.

8. Examples of how to calculate reduced VAT value under the temporary reduced rate

The weekly terms for accommodation, facilities and meals in a boarding house are £105.00, that is, £100.00 plus £5.00 VAT at a temporarily reduced rate of 5%, of which £42.00 represents the tax inclusive charge for meals. (For the purpose of these examples the proportion for meals has been taken to be 40% but this will not always be so.)

VAT (at the temporary reduced rate) is chargeable on the full amount for the first 28 days and on the reduced value thereafter. After the first 28 days of occupation the reduced VAT value may be calculated in one of the following ways:

- If your charges are shown as VAT exclusive the amount of VAT you should charge each week is calculated as show in figure 1.
- If your charges are shown as VAT inclusive and the total amount charged to the guest is reduced after the first 28 days to take account of the reduced element of VAT, the weekly rate of VAT is the same as in (a) but the calculation is as shown in figure 2.

Whichever method you use, you must include the full VAT exclusive amount

of your charges in box 6 of your VAT Return, even though VAT is due only on the reduced value. This is because the part of the total charge that is for accommodation continues to be for a temporarily reduced -rated supply, even though its value for the purpose of calculating VAT due becomes nil after the first 28 days.

The full VAT exclusive amount is included in your turnover for VAT registration purposes.

If a guest stays in your establishment for a continuous period of more than 28 days, then from the 29th day of the stay you should charge VAT only on that part of the payment that is not for accommodation.

Figure 1.

Details	£	VAT (£)
Total VAT exclusive charge	100.00	
Less VAT exclusive charge for meals	40.00	2.00
VAT exclusive accommodation charge	60.00	
VAT exclusive value of facilities (20% of £60) (i.e. within the £60 above)(20% being a minimum of accommodation charge)	12.00	0.60
Total VAT due		2.60

The weekly charge from the 29th day is £100.00 + £2.60 VAT.

The weekly charge before the 29th day is £100.00 + £5.00 VAT.

Figure 2.

Details	£	VAT (£)
Total VAT inclusive charge	105.00	
VAT inclusive charge for meals	42.00	2.00
Balance for facilities and accommodation	63.00	
VAT at reduced rate (1/21 of 63)	3.00	
VAT exclusive accommodation charge	60.00	
VAT exclusive value of facilities (20% of £60)(i.e. within the £60 above)(20% being a minimum of accommodation charge)	12.00	0.60
Total VAT due		2.60

The weekly charge from the 29th day is £100.00 + £2.60 VAT.

The weekly charge before the 29th day is £100.00 + £5.00 VAT.

Fantastic HOSPA Learners

This month we feature Simon Leech, who is currently Assistant Financial Controller at the Sheraton Grand Hotel and Spa in Edinburgh.

Simon studied with HOSPA during 2018 / 2019 completing the final level of the HOSPA course in Financial Management in 2019 when he achieved the highest grades in his group. He was presented with his award by HOSPA President, Harry Murray MBE, at the HOSPA Annual Awards Ceremony earlier this year.

Overlooking Edinburgh Castle, the Sheraton Grand Hotel and Spa is part of the Sheraton Grand tier, a collection of premium hotels and resorts that feature the highest level of design and service. This is a unique urban resort, featuring the distinctly modern One Square and award winning One Spa, perfectly suited for City Spa Breaks. Simon commenced his career in hospitality during his school years at the Hermitage Academy when he undertook a 'Welcome Host' course at Cameron House. After enjoying this, Simon took a gap year working at the Beardmore Hotel in Dalmeir which then led him to study hospitality at Robert Gordon University where he earned a BA (Hons) degree in Hotel and Hospitality Management.

Simon was also awarded the 'Hilton Treetops' Prize for the highest grades in his final year which led to a job within Hilton as an Income Auditor in Aberdeen post-graduation.

Simon explains what led him to his current role and how the HOSPA course will help him now and in the future:

"After working as an Income Auditor at the Hilton Aberdeen Treetops for 1 year I decided to travel round New Zealand for 6 months before returning to Scotland and settling in Edinburgh. I re-joined Hilton hotels within Revenue at the Caledonian, however, my interest in finance led me to return to this department as F&B Controller.

After 6 years with Hilton, during which



I became Cluster Finance Officer for Edinburgh, I moved to the Sheraton Grand Hotel and Spa.

I joined the Sheraton as F&B Cost Controller in December 2014, being responsible for procurement and cost of sales, before starting to become more involved in the finance department taking on an additional role as cashier and cross training with other roles including Accounts Payable and Accounts Receivable.

I then trained in the Assistant Financial Controller role including the reconciliation of balance sheets and monthly P&L preparation and was promoted to this role in August 2018.

The third level of the HOSPA course included several aspects that I have had little exposure of to date in my role. As a result, I felt this really assisted in developing my base knowledge as well

as being able to use this theory in the workplace. It has led to me requesting additional exposure to forecasting and budgeting as well as being part of the substantial ROI calculations for some large CAPEX projects that are ongoing at the property.

Being able to support the theoretical text with case studies focusing on industry specific examples have really helped to benefit me and allowed the application of the theory to be more easily understood.

Long term, I would like to think I have the potential to move into a Director of Finance role however, I am fully aware that this is several years down the line."

For more information regarding all the HOSPA courses starting this September visit www.hospa.org or email education@hospa.org to find out more.

How Port Lympne achieved 99% occupancy

Port Lympne is an iconic hotel with a conscience where you can sleep amongst wild animals in its award winning eco-friendly reserve situated in 600 acres of Kentish countryside.

Owned by the Aspinall Foundation, a renowned conservation charity formed almost 30 years ago, its profits go towards supporting and protecting animal projects all around the world.

Home to over 900 animals and 75 species, Port Lympne's offering is somewhat unique, and it provides a diverse array of guest experiences, including 14 different accommodation types made up of a boutique hotel, lodges, treehouses, panoramic bubbles and more.

Offering such a variety of accommodation types creates significant challenges when it comes to taking bookings, not least of which is conveying enough information to guests to give them the confidence to make a direct booking via the Port Lympne website.

To change direct booking behaviour, the reserve needed a comprehensive booking solution that would improve its existing online customer journey, suitably showcase its varied offering and help relieve the burden on its front desk to process bookings.

Exploring other providers, Port Lympne turned to Profitroom, one of Europe's leading SaaS providers to the hospitality industry. Richard Amlot, who is Reservations Manager at Port Lympne and in charge of rate strategies and sales of short breaks accommodation, explained: "Port Lympne actually approached Profitroom in 2017, as we looked for a solution to improve our booking platform, which was underdeveloped and provided a



poor customer journey, with the knock-on effect being our conversion and dropout was way below the industry standard."

He continued: "We set out with the ambition to find an online booking provider who could take us that step further and improve our booking performance by enhancing our customer journey."

Profitroom specialises in improving leisure and resort hotels direct bookings and boosting profits, and it provides an array of tools to do so – an expertise that appealed directly to Port Lympne's needs.

A central component of Profitroom's toolkit is its booking engine, which is used by more than 4,000 hotels and resorts across the UK and Europe. Through a seamless booking experience, it delivers the highest industry conversion. This performance is facilitated by its many benefits, including automated

communication, personalised triggered messaging, centralised reporting, simple integrations and flexible connectivity, as well as secure and schedulable online payments and more.

Alongside the technical benefits of its products, Profitroom's methods are enhanced by its approach to its working relationships. Richard Amlot said: "Having approached many booking platform providers, Profitroom stood out as a business because it looked to develop a partnership, rather than simply seeing itself as a supplier."

Elaborating on the benefits of their services, he said: "Since working with them, Profitroom has improved our booking success on the levels of conversion and drop rates. With a vast amount of accommodation types, there's an overwhelming amount of accommodation

and information that we need to convey to guests. The booking flow that Profitroom provides allows a clear and concise area for guests to see that information and make their decision.”

A key benefit conferred by Profitroom’s services was the ability to deliver authentic personalisation with ease. Richard continued: “We receive a lot of generic enquiries via our website, from people who are looking for something a bit more unique. The opportunities function allows us to tailor the offerings that go to people, thereby reducing calls and reducing the to and fro of emailing information. Also, it provides the ability to prepare a totally personalised proposal, as well as adding extra incentives such as discounts or additional nights.”

Another thing that stood out for Port Lymgne was how quickly it could be implemented. Richard said: “To start working with Profitroom was extremely easy, the training and the setup and the support we received was outstanding. The

integration with Profitroom into our PMS system was very easy, as well as our other third party channels thanks to Profitroom’s channel manager.”

He added: “What we love about Profitroom and using the system is how friendly it is for the user, our customers and even members of our sales team, as well as the level of support and friendliness from all of their team. Since working with Profitroom, we’ve noticed a huge uptake in conversion levels. Where we are a very unique venue, with 14 accommodation types on site, they allow us to display that in a way that’s completely customer friendly, with the detail of information

To start working with Profitroom was extremely easy, the training and the setup and the support we received was outstanding.

going to our customers being where it needs to be.”

Following the coronavirus crisis, Port Lymgne was in a fortunate position where it had already made the relevant steps to enhance its direct booking strategy. In the wake of its reopening post-lockdown, Port Lymgne’s investment really started to pay dividends. Initial demand (facilitated by ongoing communication to its databases throughout lockdown) was unprecedented, and, at one point, the reserve was seeing a booking every 11 seconds. This popularity saw Port Lymgne achieve more than 99% occupancy throughout July and August – and it was only through its initial foresight that this level of demand could be catered to. Having to rely on its team to field calls and enquiries would have meant bookings being lost at a crucial time

Furthermore, its Average Daily Rate looks set to increase by 30% in September and 35% in October; a period which will really help it to make up the shortfall having been closed for three months.

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How hard can it be?

When I was invited to write a monthly piece for the Overview I thought if Jeremy Clarkson can write a column for The Times how hard can it be? Well, it turns out very hard.

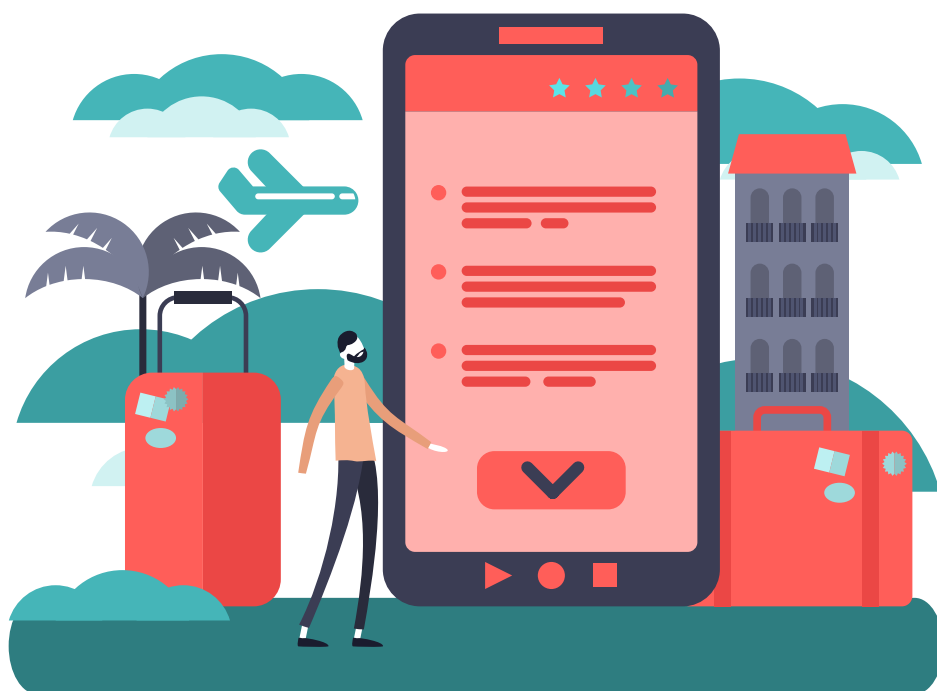
Knowing you have to produce something every month that - hopefully at least - some people will read and critique is quite daunting. Over the next few months I hope to discuss what's happening in hospitality in an informative, but entertaining manner.

Talking of Jeremy, let's address the elephant in the room. No doubt, like me back in January you were thinking "how bad can it be?" or "I heard it all before". Well it turns out we hadn't heard it all before and it was going to be very bad. Imagine being Boris Johnson, you've just won a massive majority thinking "I'm going to get Brexit done if it kills me" and suddenly a group of people from SAGE turn up informing him it's probably not going to be the stress of Brexit that kills him. I bet he wondered why an accounting software supplier was visiting Ten Downing Street until the full enormity of the situation sank in.

One thing the crisis has exposed (as if we didn't already know) is how slow the hospitality sector has been to embrace new technology. We all knew it, it is was an industry joke that only farming had a slower adoption rate for new technology than hospitality, still running 20-year-old solutions, and just getting round to upgrading to Windows 7.

The crisis exposed fragmented standalone systems, magnetic card locking systems, PMS, in room technology (a TV and Phone) that are decades out of date and almost no adoption of mobile apps for guests across the sector. This meant hoteliers had to rush to implement some creative solutions to cope with the 'new normal'.

Experience tells us anything done in haste tends to be done badly. Any solution that allows guests to book online, self check-in and use apps to open their bedroom door is something that needs to be carefully considered and planned not rushed into. Be warned: pick your solutions provider with care and work out what



functionality you really want. Critically, you need flexibility and capacity for future development as no one really knows what the new normal will be!

The smaller chains and independent hotels have been able to pivot quickly and, in some cases, see sales increase on last year. The large chains who operate global franchises have had to work within the franchise structure making it more challenging to adapt quickly.

Although it's been a painful lesson to learn, my hope is that the virus has shown senior management that Information Technology is critical to hotel operations and systems have to be replaced at some point. IT is not just a cost centre, but can enable a business to drive down cost, improve productivity and enhance the guest experience.

So, any good or bad comments? I would love to hear from you and include your comments and suggestions for future columns feel free to drop me an email: andrew.evans@keystep.co.uk

About the Author



Andrew Evans, Chief Executive Officer, Keystep Solutions Limited

Andrew is the founder and Chief Executive Officer of Keystep Solutions Limited, a specialist solution provider of Electronic Lock Systems to the hotel and leisure sectors. Keystep is a major player within the hospitality industry and has an enviable client list.

Keystep Solutions are now the market leader and innovator in the electronic door locking and access control. They supply most of the hoteliers in the UK and beyond.

Emotional intelligence: a blessing or a curse?

An historical excursus

This year, emotional intelligence (EI) celebrates its 30th anniversary.

It was 1990 when Peter Salovey and John Mayer published the first scientific article on EI where they defined it as “The ability to monitor one’s own and others’ feelings, to discriminate among them, and to use this information to guide one’s thinking and action.” EI was then popularised by Daniel Goleman’s best-selling book (1995), which introduced EI as the best predictor of success in life.

Over the last 25 years, EI has been the subject of a fervent debate in the scientific arena with detractors trying to kill the emerging idea of pairing intelligence with emotions by claiming that individuals cannot reason with emotions- and hence that EI was an invalid concept – and supporters defending its legitimacy by arguing that EI research was theoretically sound, alive and well.

Several issues surrounding the validity of EI have been settled, and although some claims about its benefits still appear exaggerated, EI has proven merits in domains as varied as health, teachers’ well-being, interpersonal effectiveness, and job performance.

Exploring potential side effects of EI

Despite the burgeoning literature showing the positive effects of EI, counterintuitive results about the effect of high levels of EI on several outcomes have been found. University students high in EI were more vulnerable to depression, suicidal ideation and helplessness. Also, individuals with high EI and high testosterone showed stronger stress reactions in a situation of social pressure.

Another potential downside of EI was

brought up in an engaging debate about whether people in leadership roles need emotional intelligence. It was suggested that individuals high in EI might be overly empathic to emotions felt by themselves and by others in a way that would hamper their effectiveness as leaders in the workplace. This effect was called the “curse of emotion,” the idea being that high EI leaders might be insufficiently assertive when having to deal with controversial issues, thus compromising their ability to function effectively.

Why emotional intelligence? The logic of feelings

The reasoning behind the alleged impairing function of emotions in leadership echoes the vision of affect and reason as opposite forces, which dominated in business and in pop culture until the 90s. Things have changed since then, but some still struggle to accept the ‘emotional’ side of intelligence. We know that emotions have survived throughout human evolution because of their adaptive function: The ability to interpret emotional signals,

It was suggested that individuals high in EI might be overly empathic to emotions felt by themselves and by others in a way that would hamper their effectiveness as leaders in the workplace.

such as understanding whether an adversary reacted with fear rather than anger, increased the chances of survival. Furthermore, there is clear evidence of how emotional and cognitive processes are intertwined in human functioning, including in decision-making and judgment.

Tearing down three false myths about emotionality and (in)effectiveness

1. Emotions do not necessarily bias perception and reasoning.

Emotions in themselves are not right or wrong, good or bad, correct or incorrect. Emotions are simply pieces of information telling us how we are currently navigating our world. Depending on how we understand and use this piece of information we may end up being either supported or impaired by emotions.

2. Being emotional does not equal being weak.

Feeling deep emotions, having a higher level of emotional self-awareness, being more accurate in labelling and attributing emotions to others, as well as being more capable to regulate emotions are all characteristics that may foster creativity and overall performance, sustaining the development of one’s full potential. People who disclose their feelings are more authentic and are perceived to be so by others. And yet being able to show sincere and authentic emotions without feeling inadequate is a luxury that only few people can afford; it requires very deep understanding of one’s strength and weaknesses, as well as a solid sense of self-worth. Hence, speaking one’s mind

through emotions is a demonstration of power, not a weakness.

3. Being emotionally intelligent is different from being overwhelmed by emotions.

The emotionally intelligent person is someone capable of managing the ups and downs that positive and negative emotions may bring; someone who has a more accurate perception of one's own emotions and those of others and uses this information to better adjust to the social environment; someone who has a profound understanding of emotions and shows it through empathic concern; someone who can prevent negative emotions from impeding thinking and who can channel them as a motivational force. Ultimately, the emotionally intelligent person deeply resonates with emotions and, more importantly, can handle this characteristic so as to take only the benefits of this utmost quality.

What to retain about the “curse of emotion” idea? The role of ‘hypersensitivity’

If high EI individuals really are more emotionally intelligent, they ought to be less vulnerable to the “curse of emotion” effect. After all, one would expect people genuinely high in EI to have no problem in managing emotions, intense or otherwise. So, why then have some results started to emerge showing negative effects of EI? Andrew Ortony and I provided a potential explanation of the contrasting effects related to EI, which relies on what we called the hypersensitivity hypothesis: EI would work as a magnifier of emotional experience, such that individuals high in EI feel stronger emotions, pay more attention to emotions, and they amplify the effect of emotions on behavior and social perception. Although this function of EI as a magnifying glass should be, in principle, an asset- it would give high EI individuals a deeper, fine-grained apperception and understanding of emotional reactions in oneself and others- the majority of individuals might struggle to manage this.

Hence, high EI individuals are those who can balance the ‘hypersensitive’ function of EI with regulatory processes that would allow retaining only the benefits of EI in a homeostatic condition. In the absence of this balance, individuals

might suffer from the kind of “curse of emotion” effect mentioned above. Unfortunately, there are reasons to believe that current tests measuring EI capture only the hypersensitivity component of EI, and not much of the abilities needed to fully exploit such hypersensitivity. This is a challenge that future research needs to address.

With great power comes great labour

The bottom line is that being truly emotionally intelligent is not for everyone. When EI was popularised it seemed as if this new construct was leveraging the status of those who did not have high IQ by providing them the necessary skills for being successful in life. It appears clear now that being emotionally intelligent applies to only a small percentage of the population: It requires to be smart in its traditional connotation, plus to be intelligent at using emotions as a way to support thinking and behaviour. Indeed, whereas it is relatively common to observe political leaders and professionals in different domains possessing a good dose of intelligence, it is more difficult to spot those who have EI on top of it...

Implications for organisations and the hospitality sector

Should organisations look for emotionally intelligent leaders and employees? EI is a proven predictor of workplace performance, especially for jobs characterised by a high emotional involvement. The hospitality sector is context in which a deep understanding of emotions and the effect of emotions on behaviour is fundamental. And yet, two key points should be considered. First, the ‘emotional superpower’ of high EI individuals needs to be accompanied by the capacity to use such superpower to the service of (organisational and individual) performance. We certainly want front office managers to be warm, welcoming, and understanding of the customers’ needs, but we do not want them to pick up so much of, say, a customer’s complaint, that they may not react effectively by proposing a solution. Second, truly high EI individuals possessing both the characteristic of being ‘hypersensitive’ to emotions (or the

‘emotional superpower’) and the capacity to manage such characteristic may be difficult to find, and should be placed in organisational roles in which their characteristics can be fully utilised.

In conclusion

EI is a fascinating construct that has attracted the attention of both the general public and the scientific community. Despite the initial exaggerated claims surrounding its role as the best predictor of success in life, EI is not a fad, it has survived the scrutiny of scientific inquiry showing its merits in predicting important life outcomes.

Upcoming challenges include a better understanding of what being emotionally intelligent entails. High emotionally intelligent individuals may be considered ‘hypersensitive’: They feel more intense emotions, have a more fine grained apperception of effective responses in oneself and others, a more complex understanding of the meaning and effects of emotions, and have stronger abilities to channel emotions in the best possible way to support thinking and behaviour. Outdated clichés equating emotionality with weakness may blur the true power of emotions, especially when they are paired with the capacity to handle such power to the service of thinking. In addition, current tests measuring EI may not capture the full range of emotional qualities that individuals high in EI truly possess.

Implications for organisations are that although EI remains an important characteristic for effectively managing and motivating collaborators, and for employees of the hospitality sector to provide a truly personalised service that relies on a deep understanding of the customers’ needs, high EI individuals should be identified not only as those who have emotional ‘superpower’ but also as those who can handle it.

As Alain de Botton aptly noted (2019) “There are few catastrophes, in our own lives or in those of nations, that do not ultimately have their origins in emotional ignorance”. Ultimately emotionally intelligent individuals are, above all, emotionally wiser.

This article was first published on EHL Insights. Reproduced with kind permission of eHotelier.

Hotel occupancy on the rise

Since May, there's been a steady increase in hotel net bookings in the U.K. and Ireland. As temperatures begin to drop and days become shorter, the hospitality industry turns its attention to the autumn season. What will happen to demand as summer ends?

Using Amadeus Demand360® data, we've analysed the U.K. and Ireland landscape, and what this tells us about bookings in the coming months.

Positive start to September with double digit occupancy pick-up

For hoteliers looking to understand demand in the coming months, the key thing to keep in mind is that the lead time has shortened. The majority of bookings are currently made in a 0-7-day window, which means that when we look outside of this, the picture suddenly becomes a lot less rosy. The good news? A decline in occupancy is common around September, even in previous years, as many come back from summer holidays and return to their daily routine. The better news? Occupancy is no longer declining between weeks, and we're seeing double digit week-on-week growth for the start of September. In terms of location, Edinburgh and Liverpool can expect higher occupancy than the more densely populated Birmingham and London. Using Amadeus Demand360® data, we've analysed the U.K. and Ireland landscape, and what this tells us about bookings in the coming months.

As lead times reduce, focus strategies on profitable channels

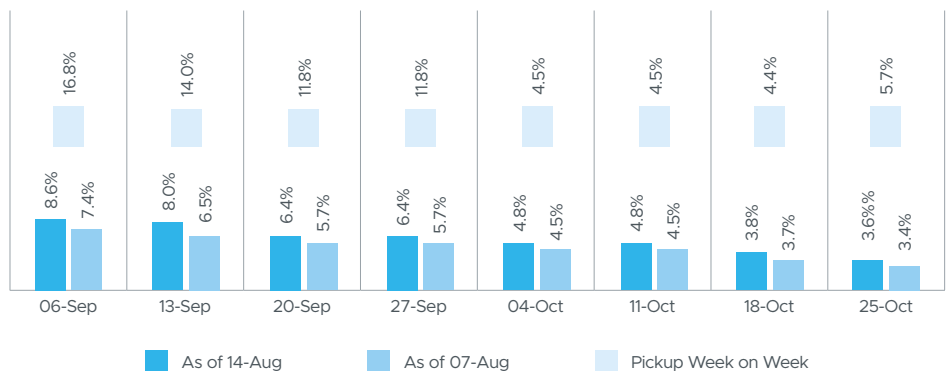
Common revenue management practices tell us that when travellers are booking last minute, they often turn to remaining inventory offered by Online Travel

Agencies (OTAs). In the last four weeks, we've seen the share of bookings from OTAs increase dramatically compared with 2019. Although OTAs offer a wide reach, with less bookings overall, it's important to maximise revenue by focusing on higher margin channels, such as Direct or Brand.com. Maintaining flexible cancellation policies and offering value-add incentives instead of dropping rates, are good places to start. If

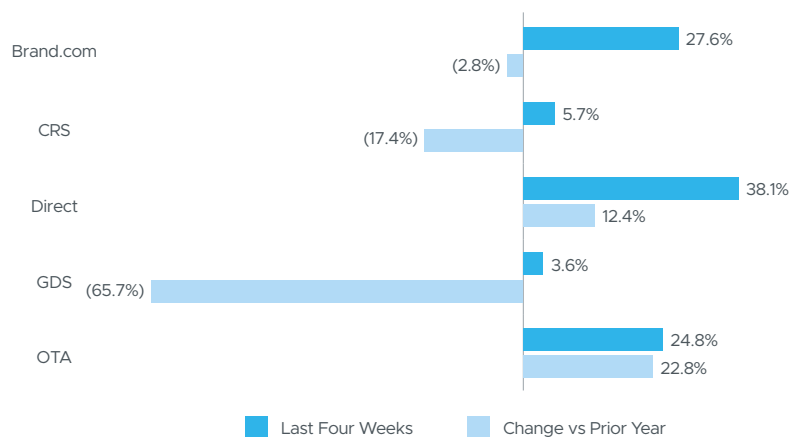
possible, complement this with marketing campaigns that keep these offers top of mind as potential guests seek out last minute stays.

As demand continues to fluctuate over the coming months, now is the time for hoteliers to extract insight from data to inform strategies across marketing, operations and beyond. To find more guidance visit the Amadeus Hospitality Recovery Hub.

UK and Ireland Occupancy by Week as of 14-Aug



Booking Channel Mix (Last Four Weeks)



The human touch in a contactless world

The latest HOSPANA webinar came with tips on how to provide service with a smile, even through a mask.

Hotels were advised to look more deeply into their data to help deliver a personalised customer service.

They were reassured that the process was not as complex as feared, but could help drive non-rooms revenue in a period of low occupancy.

Tom Rimmer, Director of Technology for Ennismore, said: "The more data you have the less you are going to know what to do with it. We'd like to know what the preferences are of the guest as they arrive onsite, not relying on the PMS. We want to be able to offer someone a glass of red at the bar. What do you need to know about the guest? It's probably only around 10 questions. You then know who you're marketing to and who you're trying to retain.

"We're big believers in being transparent about how we use data. If we ask someone for their 'phone number, we have to have a reason. For F&B we have to have a reason and stop just having it for its own sake. Privacy is changing. In six month's time most people will be walking around with masked Mac addresses and there goes your wifi option telling you where the guest is.

"Communication with the guests has always been at the front of our offering. Direct communication between the guest and the property will be key - how can we circumvent those high-touch experiences and maintain that Hoxton feel?"

As with other areas of hotel operations, the pandemic was seen to be accelerating trends which were already coming into the sector.

Alan O'Riordan, Co-Founder of Apaleo, added: "We've been talking for some time about technology as an enabler, but we've also been wary of taking over

from humans. There has been a lot of talk about robots taking over hospitality, but that's never going to happen. But using tech to support operations, that has come to the fore. Hotels must now offer the same level of guest satisfaction, with less staff. Some of our customers have used the downtime to do a deeper dive on their systems than they might have done.

"Are your legacy systems capable of integrating into your no-touch options at low or no cost? A lot of systems are very mature, the old adage used to be 'can you find a hotel which is using more than 40% of the functionality of its PMS?'. A lot of IT budget goes on vendor support contracts - that doesn't leave much for innovation. But true Cloud systems shouldn't have any capex to implement them.

"We've seen people who have started to look at CRM very seriously, so they can get a 360 view of the guests. The ability to analyse trends has become very important. Are checkin kicks still relevant? Is there a hygiene issue? Online checkin and checkout with automated payment may work better. You can give the guest choices.

"Digitising an F&B process is very different from digital check in. It's definitely a crawl, walk, run. Payments, mobile keys can help with that process.

"The caveat is that we have people with app hangovers, it's not going to shift with Covid - it has to be an omni-channel approach, giving the customer the choice in how they interact. Don't lose the humanity in the process, chip away at it, it's not 'boil the ocean all in one go'."

O'Riordan told hotels not to be wary of the cost, commenting: "Traditionally the hotel group and chains have been able to innovate and pull data together easier than the small groups, but that gap is

changing and there are options now to do this - the world has changed very rapidly over the last two to three years."

Tristan Gadsby, CEO of Alliants, drew attention to the multiple data options available to everyone, to help build a greater knowledge of the consumer. He said: "There is everything from trends on the web, data from their own devices, through to the industry insights that exist. When you mix those sources together you can really start to get insights. A lot of data sits in CRM systems and never gets used. Who are your loyal guests? How can you look after them? How can you bring them back in? What will those guests need? We tend to be a very room-oriented industry, we need to look not only at rooms, also F&B, activities, all those other ways that you can monetise guests. There are many good Cloud-based analytics platforms out there which will help you unlock value - we probably only use 5% of data which gets gathered by hotels. There are huge pockets of information and value out there that companies can unlock."

He concluded: "We've never seen this situation before, travel's never been impacted this way. It's very difficult to try and determine what to do, but there are some things we can learn from the past. The recent Harvard Business Review looked at what the most successful companies did and what they found was a mix between cost cutting and becoming more agile. So don't only focus on the short term, but on getting set up for success. We've all seen domestic travel grow and that is what companies need to attract, Technology can help in many ways, but we have to come back to the core principles of hospitality, no matter how many staff we have."

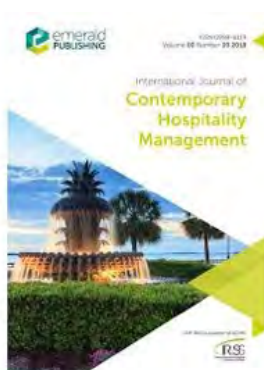
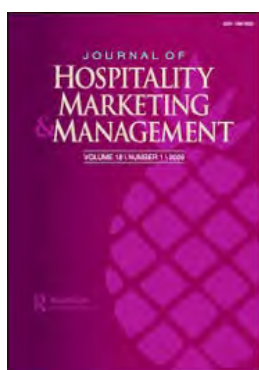


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HOSPA launches a new asset management course

As a natural addition to its already successful and acclaimed Financial and Revenue Management courses, HOSPA is adding a new course – Asset Management, with the traditional three levels – introductory, operational, and strategic.

The introductory level takes learners through the basic elements of the discipline, explaining the role, setting the context in terms of investors, describing the developing nature of the industry, which renders asset management so relevant and then focusses on analytical tools and forecasting to help track the progress of the asset along its route to achieving the original business objectives, identifying risk and opportunity along the way.

What makes asset management so challenging is the pace of change in all aspects of the job. From managers being owner operators, to rendering management services, through to franchising and ceding operational responsibility to third-party managers and then allowing the well capitalised and highly developed Online Travel Agents into the game. And that is just a simple hotel. For the more sophisticated products, such as trophy assets, and urban and rural retreats, the range of parties involved can increase significantly – celebrity chefs lend their name/presence, beauty brands become involved, well-known fitness and health gurus take residence. Not to mention golf and other sporting heroes.

The investor community is also undergoing an interesting metamorphosis. There is a greater desire to take more operational risk, even from those institutions that have so far avoided

such involvement. And these investors are also interested in taking a position in other classes of operational real estate – offices, student accommodation, senior living, hospitals. They see the benefit of involving hospitality asset managers in their new ventures due to their knowledge and ability.

So, what are the benefits of the programme? Firstly, the programme is designed to help the learner get a deeper understanding of the business - what are the drivers for the business, how can those drivers be engaged at the appropriate time. It also looks at elements of Financial and Revenue Management, including analytics, which gauge both the financial achievements and track the sales and marketing reach.

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Secondly, the course gives the learner the opportunity to study the strategy of the different types of investor, be they local or from overseas, experienced in hospitality or new to the industry, as well as the other operating stakeholders and funders, so the learner can use this knowledge in his dealings with those parties, to drive synergy, to create win win deals and optimise the business outcome. This knowledge helps hone communication skills as well as the other soft skills that are needed in such an environment. HOSPA Education will be looking at different ways of developing such skills, as the course develops.

Every operational aspect is important to the asset manager. The main aim is to create a sustainable environment that meets all the investor's financial objectives whilst at the same time providing the desired level of service for the guest, as well as a supportive and rewarding environment for the employee.

The course follows the entire journey of an asset, from development or acquisition, through deciding the business model, including details of the relevant styles of contract, through achieving operational stabilisation through to divestment. The course helps learners determine the facts and then combine those facts with emotional intelligence to add value. An interesting course and one HOSPA hopes will challenge learners but also reward learners with a recognised qualification.

The Future of Hospitality: The Lost Generation

Whilst the industry will bounce back, the careers of many youth in Hospitality have had to be put on hold, says Charlie Higginbottom

During all our lifetimes, we have never seen anything like this grip the entire global population quite in the way it has. COVID-19 had put the whole world at a standstill for many weeks, even months. Now, as parts of the world begin to re-open and some of the pent-up demand for international and domestic travel is expressed, I am hopeful that we are on the right trajectory for a swift, yet safe, recovery.

I am a 20-year-old British student of Les Roches Global Hospitality Education. Despite the cliché, from a young age I had always wanted to work in the Hospitality Industry, perhaps the idea grew from my parents wanting to open a luxury hotel in the remote mountains of Aragon, Spain. Since then I had been deliberately aiming my educational choices at school and outside work experience with the intention of joining Les Roches, I was able to secure my place with a merit-based scholarship for 2018. Prior to starting my studies, I was offered a job for the opening season at a luxury 5-star resort in Ibiza and subsequently asked to return for the following year. This partly led to my decision to postpone my starting date at university to gain a full year working in the industry at the highest level of luxury.

Having finished my first six months of practical courses at Les Roches in Switzerland, in March this year I embarked on my first internship as a Management Trainee in the Rooms Division at the wonderful Kempinski Seychelles Resort. This was cut short by the pandemic and whilst it would have been a lovely place

to be locked down, I had to return to the UK. During lockdown I had taken this time to re-assess my values, focus on what my goals for the future are and am now keen for the new opportunities that may come my way.

The future of today's hospitality generation largely remains hidden among the murky cloud of coronavirus; what is clear is that the youth of our industry will face challenges they had not had to consider at the beginning of the year, be it students on their internship or graduates seeking employment. Having said this, coronavirus helped illustrate the importance of workers in the hospitality industry at all levels who are being appreciated more so than before and

that hospitality is not just an industry but the art of service. True Hospitality, by its definition, could be the glue for a pandemic recovering world.

Within the hospitality industry changes will be monumental, despite a typically slow to adapt industry. Working from home has been one of the most welcomed changes to our lives during lockdown. To what extent this will be adopted by the non-operational side of Hotels is still to be determined. The short term effects on the industry and hotels will be much more visible and drastic with limitations on event sizes, social distancing, perhaps the redundancy of the breakfast buffet and the huge focus on cleanliness



for Housekeeping, yet the long term effects will only be apparent in years to come. Consumer confidence has certainly taken a hit, with travel safety and security being a top priority for the guest. With positive predictions estimating it is unlikely that it will return to pre-coronavirus levels until late 2021, causing hugely adverse effects for hotel occupancy and consequently a poor RevPar. All of these assumptions are simply that, predictions of the future based on the current trends of the virus and industry. As mentioned previously, the real effect of COVID-19 on the world will not be effectively measured for years to come.

Having spoken to many of my colleagues both in the industry and at Les Roches, many are fearful that they will not be able to complete their internships or secure a job having graduated this year. A few have even had to leave the industry or like myself, defer their return to university amid financial difficulties.

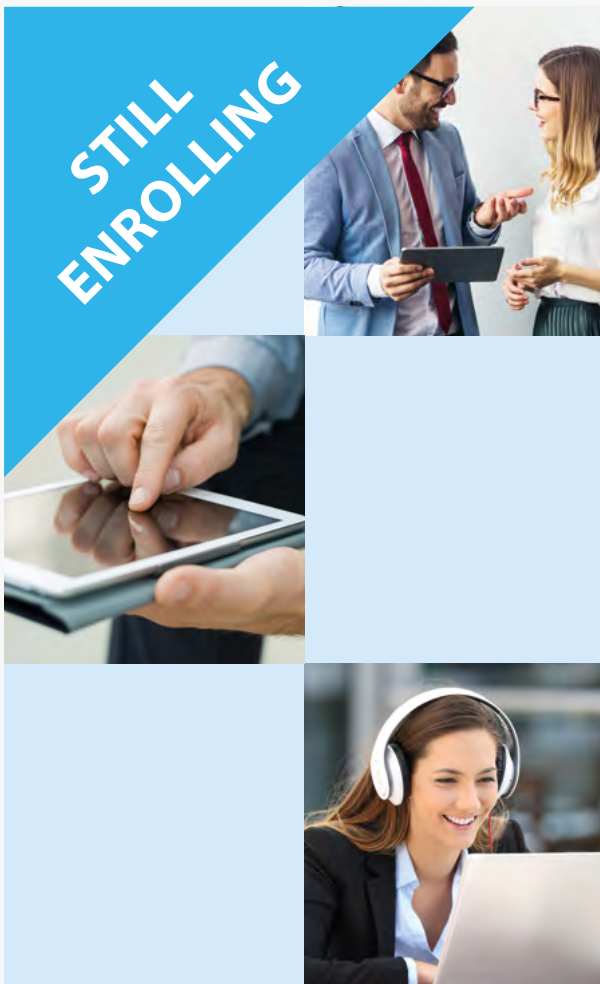
As discussed before, the financial difficulties are felt across the board and of course not only by the youthful employees, however in my opinion it is in times such as these when the extra help for young hospitality professionals is most appreciated and ultimately most rewarding for the business in the long run. Investing in young staff and new talent with the right attitude and drive to learn can bring dividends for the business down the road for years to come.

The future of Hospitality is at threat. Whilst the industry will bounce back hopefully stronger than before, there will be a clear divide of a pre-vs-post COVID youth in the worlds workplace. To keep the momentum going of Hospitality increasingly seen as a career choice, it must start with the right education and training.

Despite the difficulties the industry is facing I remain optimistic for the near future. Unlike a number of other countries funding/support is not readily available

to UK students studying in Switzerland - perhaps a reason why I am the only UK student in my year at Les Roches. I am currently reviewing my funding options for the coming semesters and am seeking some form of financial sponsorship to assist with my fees for my university studies at Les Roches. This sponsorship could include my commitment to a work contract for my remaining internships or following graduation and could also involve some form of "Paying it Forward". In recognition of the importance of future generations, I am keen to adopt the idea of Paying it Forward. Once in a position to do so, I would seek similar youthful professionals in need of a 'leg up' into the expensive world of hospitality education. The industry will indeed bounce back as it always has done, but the world which we face post COVID-19 will certainly be a very different one.

After all, it is the youth of today who are the Hospitality industries' tomorrow, the question is, what will that look like?



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Enhance your guest's check-in with Digital Registration

Guestline is delighted to announce the launch of their latest contact-free solution - GuestStay, Digital Registration – which will enable hotels to streamline the check-in process, enhance communication and improve safety measures.

Streamlined check-in

GuestStay enables guests to fill out their digital registration card in advance so they can provide accurate data and sail through check-in on arrival. As part of a contact-free hotel experience, hotels can reduce physical contact with the guest whilst still providing a great first impression. The hotel's PMS is automatically updated with the guest's reservation and profile information (such as ETA, additional guests and notes) which helps to eliminate unnecessary paperwork, pressure, and queues upon arrival. It also allows the housekeeping and front desk teams to plan ahead.

Paul Downing, Managing Director at the Dart Marina Group explains, 'With GuestStay, most of the admin associated with checking in a guest is eliminated, which has enabled us to personally greet our guests on arrival and provide a more hospitable and engaging welcome. It helps us tailor our service to their needs and ensure they have everything they need for their stay instead of going through paperwork and asking them 20 questions!

Also it helps the environment by saving paper and enables us to keep physical contact with guests to a minimum which is essential during these post-Covid times.'

Improved communication

Hotels can still deliver a warm welcome without the distractions!

Hamzah Hafesji, Senior Product Manager at Guestline added, 'With GuestStay, hotels give guests the option to avoid lengthy reception queues at check-in by filling in all their details at their own leisure and in return the hotels can improve their planning, reallocate resources on reception and reduce admin.'

The automated emails can relay useful information on new operational and safety measures in place to help drive guest confidence. Plus, all the data is accurately stored and accessible against the reservation in the PMS to ensure compliance and a clean database.'

Accurate data

Patrick Jones, General Manager at Tewkesbury Park Hotel in Gloucestershire explains the benefits 'When looking at how we were going to re-open we wanted to automate the mundane and digitalise as many processes as we could – whilst still maintaining our core hospitality values.'

The new GuestStay digital registration link is embedded in our app and sent out on guest emails and is working really well. About 1/4 of guests are now using it and it's gaining traction. The solution has been thought out really well and covers every aspect of the guest journey.'

It's helped minimise the number of people in reception and has taken the pressure off the check-in process, generally making it more efficient and risk-free.'

Enhanced guest experience

Jones continues, 'The guests are now filling in their full details (including their email addresses) meaning the data is accurate, up-to-date and can be used for marketing purposes as most agree to receiving further comms from us - a significant added benefit for us. Correct data is also key for the tracking and tracing of guests.'

It also helps us plan better. The more information we know about our guest's planned behaviour in advance (i.e. their ETA and any special requests), the easier it is for us to plan on getting it right and enhancing their experience!'

Contact-free hotel experience

Since re-opening, and with local social distancing and safety guidelines still firmly in place, hoteliers need solutions to ensure their guests feel at ease staying at their hotel whilst driving revenue streams at the same time.

This contact-free hotel experience starts at check-in where a digital registration solution comes in, then extends to their stay where hotels can offer an online food and drink ordering facility. Guest's orders can be delivered to their room or table, another way of maintaining a safe distance and providing a potentially new and efficient revenue stream for hotels. And when it comes to checking out, guests could review and pay their final bill online, again avoiding any build up at reception.'

Confidence returning as consumers return to bars and restaurants

More than half of British consumers have now returned to the sector, with 55+ age group growing in confidence about eating and drinking out.

CGA's latest bi-weekly Consumer Pulse survey reveals that 55% of those who ate out at least once every six months before lockdown have gone back—up by ten percentage points from two weeks earlier. Numbers have been boosted by growing visits in Scotland and Wales, where the sector reopened later than England but where nearly half (49%) have now been out—up by 15 percentage points since the last Consumer Pulse survey in late July.

Younger adults have led the return to pubs, bars and restaurants, and two thirds (67%) of 18 to 34 year-olds have been

out to eat and drink after lockdown. But there are signs that older consumers are growing in confidence after initial anxiety too, since half (48%) of those aged 55+ have been out to eat and drink now.

CGA's latest survey suggests that operators are finding the right balance between safety and experience for guests. Three quarters (73%) of consumers said they felt safe during their visits, and another 23% neutral. Two in five (42%) said their visits had exceeded their expectations—compared to just 7% who felt that experiences fell below what they hoped. It follows news in the

last Consumer Pulse survey that people's expectations are rising as they settle into the new normal of eating and drinking out.

But the poll also emphasises the fragility of consumer confidence. Two thirds (68%) of consumers are concerned about localised lockdowns, which could disrupt the fresh momentum of out-of-home eating and drinking. Among those who are yet to return, two in five (43%) say they still don't feel safe around other people.

It's encouraging to see the 55+ age group in particular returning to the sector, and the Eat Out to Help Out initiative will have accelerated the return of a hesitant wave of consumers," says Charlie Mitchell, CGA's Research and Insight Director. "It shows that business are able to give guests a good experience without compromising safety precautions—but with so many people still anxious about going out, there is no room for complacency in the weeks ahead."



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Sales halve

Britain's managed pub, restaurant and bar groups saw total July sales down 50.4% on the same month last year as the sector re-emerged after lockdown, latest data from the Coffe Peach Business Tracker show.

All parts of the market recorded trading well below July 2019 levels, but restaurants and bars and the London market struggled most, these new figures confirm.

While pub groups collectively saw total sales down 44.7% over the month, restaurant groups in the Tracker cohort were down 59.8% and bars down 63.3%. London trading was down 58.3% in July, with outside the M25 down 48.5%.

"The figures are a reflection of the fact that reopening of sites has been gradual, and not all by any means are back in business, plus those that are open are in general trading at well below normal levels," said Karl Chessell, director of CGA, the business insight consultancy that produces the Tracker, in partnership with The Coffe Group and RSM.

"They also paint a mixed picture, with pubs tending to open up more strongly than restaurants, and London which was hit earliest still struggling to gain traction," added Chessell.

The Tracker figures show that overall 76% of the group-owned sites that were trading in February were open again by the end of July, but the contrast between pubs, bars and restaurants was stark. While 94% of managed pubs had reopened, just 62% of bars and only 36% of group-operated restaurants were back in business.

"Even before lockdown the casual dining boom had stalled and a number of groups were closing sites and restructuring. The COVID crisis looks to have accelerated that trend, and it is unclear how many of those group-owned restaurants will eventually reopen, certainly under current ownership," added Chessell.

Delivery accounted for 13.1% of sales among the casual dining groups in the Tracker cohort in July, up from 7.4% in March when the effects of COVID were first felt and 5.9% in February.

"The growth in delivery has been a marked feature of lockdown, and is likely

to remain an important sales component for those food-led businesses that make it through," he added.

Among the managed pub groups, drink sales performed slightly better than food, with sales down 41% compared to minus 48%.

"That may be about people wanting to get out of the house for a pint or social glass of wine in those early weeks after reopening. So it will be interesting to see the impact of the VAT cut on food and the Eat Out To Help Out initiative on not just food sales in pubs but whether it will give restaurants more impetus to reopen," he said.

Mark Sheehan, managing director of Coffe Corporate Leisure, said: "Despite the fanfare over the July 4 reopening date for hospitality, in reality trade is recovering slowly. The restaurant sector, already under severe pressure pre-COVID has been decimated by the lockdown. The pub sector has proven to be more resilient as expected and is now bouncing back strongly in many areas.

"The August numbers will be helped by more people returning to work, Eat Out to Help Out, and also habits starting to return to usual and so we will see a marked increase in certain areas. Central London, however, still lags the rest of the country."

Paul Newman, head of leisure and hospitality at RSM, added: "Business interruption support from Government has been critical in saving the UK eating and drinking out sector. Nevertheless, July's results lay bare the challenges that remain for operators. The return of consumer confidence is essential but this could take months. Key support including the rent moratorium and furlough scheme end in the autumn presenting a watershed moment for many. Urgent consideration should therefore be given to extending the Corporate Insolvency and Governance Act. The end of the Act brings the spectre of directors becoming personally liable for

debts if they are found to be trading whilst insolvent from October 1. An extension would give pub and restaurant businesses more time to restructure their finances as sales begin to recover. The current Eat Out to Help Out scheme has given the sector some breathing space but more help is needed if jobs are to be saved."

The July Tracker figures are the first monthly set of sales data released since March, when all pubs, bars and restaurants were closed down. Because reopening of the out-of-home market has been phased and gradual over July, with England reopening first, then Scotland and Wales, the Tracker has only collected total sales figures and not like-for-like for this month, but will resume like-for-like comparisons with August trading numbers.

Like-for-like performance has instead been captured on a weekly basis via the Tracker, and these figures have shown a steady increase in sales week-on-week among those sites able to open since lockdown was lifted and more sites have reopened.

"These total sales figures for July give us a clear picture, however, of how far the market still has to go to get back to pre-COVID levels of sales and also highlights the areas that remain under severe pressure, especially as working from home continues and footfall in city centres, and in particular central London, remains well down," said Chessell.

"The drop in sales across the market actually began in February, as COVID started to hit the headlines, and escalated in March, so that by the end of March the managed pub, bar and restaurant sector had already fallen into year on year decline, down 2.7% on the previous 12 months. At the end of July after three months of zero trade it was down 32.4% year-on-year."

A total of 49 companies, with between them over 7,500 sites open for business, provided data to the July Tracker.

Upcoming Events

COVID-19 UPDATE

Due to the Covid-19 HOSPA live events have temporarily been postponed. HOSPACE on 19th November will run as a live and virtual conference. Stay safe until we meet again and in the meantime, keep up to date on events affecting the sector with our blog.



Global Hotel Performance & Values: Now And Moving Forward

3.00pm - 4.00pm

<https://hvswebinar-series.hvsconferences.com/>



Are Hotels still good value?

10.00am - 11.30am BST

<https://hotel-webinar-london.hvsconferences.com/>



Annual Hotel Conference

The AHC Reimagined will be a high quality virtual production, created in a professional broadcast studio with outstanding audio/visual equipment. Speakers will present from the studio and sponsors will have proper visibility and engagement through video content and lead generation.

HOSPACE

The Hybrid Edition

Live & Virtual Conference

Thursday 19th November 2020

HOSPA wants to support the industry as much as we can in these challenging times and feels strongly that HOSPACE should go ahead as planned on 19th November. Therefore we are delighted to announce that HOSPACE 2020 will be a 'Hybrid' live and virtual conference.

This means that we plan to run a reduced 'live' TV Studio type event with a socially distanced studio audience, while a simultaneous virtual event capturing the same content takes place online. We aim to run a similar programme to last years' event, including plenary sessions as usual, with presentations and panel discussions.

We will also run workshops with online break-outs for those attending both in-person and virtually. One of the core strengths of HOSPACE is the networking opportunities and we are looking at creative and new ways to facilitate as much interaction and networking as we possibly can, however you attend the event.

Further details will be released soon, but in the meantime please keep 19th November free.

HOSPA COVID-19 WEBINARS

To replay any or all of the recent webinars please go to the HOSPA website <https://www.hospa.org/webinars>. Each one has a summary with key timings so that you can jump to a relevant section if you do not have time to play the full 60 minutes. Feedback from our recent online LinkedIn and Twitter polls suggested that our weekly webinars were

highly valued while we were not able to operate hospitality businesses normally. We are now stopping the regular weekly webinars, however we are not abandoning them altogether! We will continue to offer webinars - but on a more ad-hoc basis. Keep you eye on the events section of the website and the HOSPA group on LinkedIn for regular updates.

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

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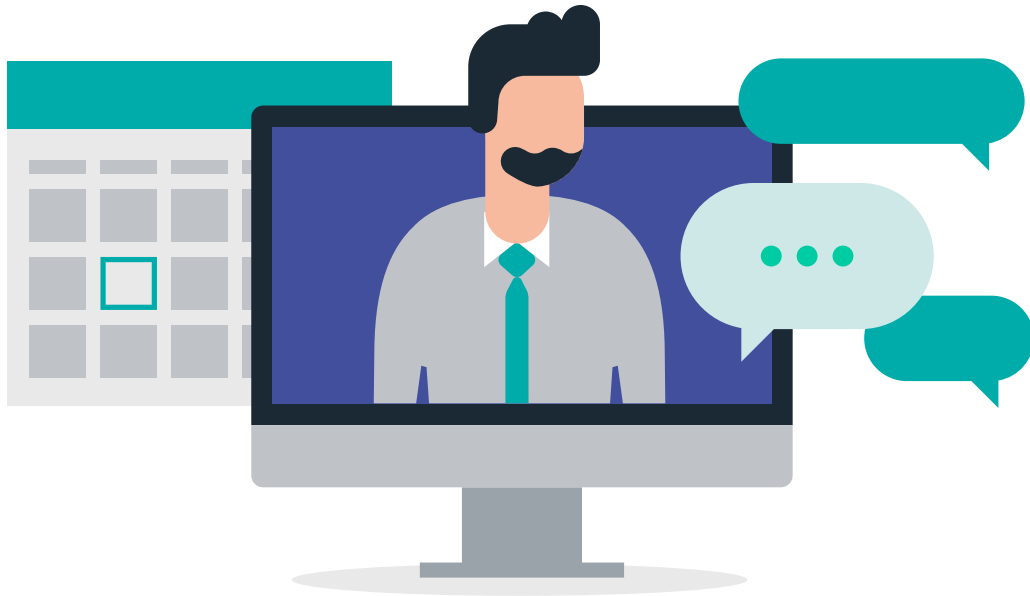
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Save the date

HOSPSPACE

The Hybrid Edition
Live & Virtual Conference

Thursday 19th November 2020

Further details to follow

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