THE OVERVIEW

ISSN 2048-4844 **JUNE ISSUE 2015**

CONSUMERS ARE MOBILISING

Profit or loss? Regional lottery

Tapping into Millennials

Airbnb heads to the podium

Welcome to THE OVERVIEW

Dear members,

The guest is getting more demanding all the time and location is no longer relevant. A concierge at, say, The Savoy, expected a busy shift of obscure requests, but the advent of the internet has made all of us, not just the monied elite, that bit more particular.

The technology in our pocket has given us access to the inventory of the world's retailers and, while this has brutalised the nation's high streets, it has created an opportunity for those who can cater to the whims of the customer.

This month's issue features comment from Alice's Alexander Shashou, who points out that rather than diminishing hospitality traditions, on-demand mobile services can bring unprecedented convenience, customisation, and comfort to guests while increasing efficiency, feedback, and morale for staff - all of which translate to higher revenue. According to Box CEO Aaron Levie, "No matter what the business, there's a path to move from the industrial age to the information economy."

Marriott International has become the latest of the big hotel chains to realise that the guest is pretty good at knowing what they want and facilitating that, signing a deal with Netflix which allows members of the service to sign in (or potential new members to subscribe) through hotel televisions. No more huddling around the laptop to watch your content.

"Our collaboration with Netflix responds to changing consumer preferences in the way our guests access and watch content," said Matthew Carroll, vice president brand management, Marriott Hotels. "Because consumers are choosing to take their streaming content with them when they travel, Marriott Hotels is making the industry's first rollout of Netflix a priority."

The hospitality sector is coming around to the realisation that it can no longer tell the guests what they want - the power to demand is firmly with the guest. Those who can meet those needs will be the ones to win the mobile wars.

Katherine Doggrell

Editor | katherine.doggrell@hospa.org

In June's issue...

HOSPA

Hospitality Finance, Revenue and IT Professionals

Editor

Katherine Doggrell
+44 (0) 7985 401 831
katherine.doggrell@hospa.org

Editorial Board

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jane.pendlebury@hospa.org

Jenny Rose
jenny.rose@hospa.org

Tel: 0203 418 8196

Professional Development

Debra Adams
Head of Professional Development
debra.adams@hospa.org

Jane Scott
Programmes Coordinator
jane.scott@hospa.org

Tel: 01202 889 430

Publisher

Hospitality Professionals Association

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**

HITEC 2015 - not just a funny name

HOSPA CEO Carl Weldon reports from this year's event in Austin

HITEC had an almost record attendance this year with over 6,000 attending (6,045 to be precise – second-highest ever) There were also a record number of exhibitors, with over 800 on the show floor – and 700 have already booked for next year. There was clearly a great deal of business being done with the industry clearly ready to invest in its technology again, which is great news for everyone. The potential next big things were on display in the exhibition and up for debate in the education sessions, where the main topics also included the Internet of Things, Big Data, the online travel agents, security and marketing.

And, of course, with such a gathering in one city over four days there was also plenty of networking and more informal exchanging of ideas.

Security

The message from both HITEC and the HFTP Financial Executives Exchange that HOSPA Chairman Chris Upton and I attended was that PCI and data security is a serious issue. It will not go away. It is not whether you get breached it is how to react when they do break in. Sixty-six per cent of an organisation do not know that the data being hacked was actually still on their system and there is a misconception that vendors do compliance for you. Breaches create the need for data discovery and clearly identified network plans of where your data is.

You should ask: "Where is that card data in our environment?" The key message: "Reduce cardholder data footprint".

Sixty-five per cent of breaches have organised crime behind them. Ninety-two per cent of compromises are simple, low hanging fruit and 96% could have been prevented with simple controls.

Remember - If you don't need it - don't store it – or at least render it unreadable. There is a NIST (National Institute of Standards and Technology) white paper (No NISTIR 7564) on good security metrics – and if you can prove that yours are good then this will help to reduce your cyber-security insurance costs. Using security metrics and reviewing them can in the long run change the behaviour of people. Actually preventing the malware in the first place can reduce security and IT costs.

The industry needs more professional technology management.

Josh Klein, the New York-based hacker and a consultant on security told the conference that management of technology should never forget to continue to “grind out the sausage-meat of good security”.

Consider:

- Simplify the business process
- Outsourcing some or all processes
- Remove complexity wherever you can
- There is no Silver Bullet – remember that if a person can create it.. then another can break it

PCI Security Standards Council can be found on www.Pcisecuritystandards.Org

Marketing

Marketing is using more and more technology resources. We witnessed a session of three large groups (Destinations Hotels & Resorts, Diamond Resorts and Omni Hotels & Resorts) discussing the team work between CIOs and CMOs. One group told attendees that their IT department hosted a monthly session updating the rest of the company on what was in development or about to go live, while another described how they started “a conversation about the business initiative and how the technology can support or hinder this”.

This is also reflected in job titles. One group now has a marketing director with responsibility for revenue management and social media. Another has a VP of social media. Some have changed the name of revenue management to revenue optimisation.

The online travel agents

Fifty-three per cent of online shopping now starts with Amazon and, if you think about it, Amazon is just a Big Data company that happens to sell books and music (mostly). The OTAs are similar in this respect in terms of selling hotel rooms.

Dr Michael Toedt, Managing Partner & CEO of Toedt, Dr. Selk & Coll, commented that “The ‘thing’ these companies are good at is listening. To what the customer is enquiring about and asking for.”

Hotels are just the opposite, apparently. They are bad at joined-up data – and therefore at spotting trends. This starts with our IT systems being separately compartmentalised: and so they are in need of a new design for the data we have to avoid ‘data impotence’. The hotel industry is well behind the likes of Expedia Inc, which invested almost $700m in their technology and data (plus $2.8bn on marketing) last year – and they do not even own a hotel!

We really must learn to work with them and use them to our best advantage, and, yes at a cost. The world is a changing place and one we cannot afford to ignore, particularly when Booking.com is offering free websites for small hotels.

Future planning

And so to the future. I had a few interesting conversations with CIOs and vendors on Wi-Fi. One CIO for a 1,500 room hotel in Las Vegas told me how she was planning to upgrade the network to allow for better entertainment delivery. Another discussion suggested that hotels should be allowing for up to five devices per guest when looking at their Wi-Fi networks.

This was highlighted by David Rose, CEO at Ditto Labs and author of Enchanted Objects, who told us in his final key note talking about the upcoming developments in the Internet of Things – all listed below for you to investigate at your leisure. The thing to consider here of course is – this will only add to the ‘network overhead’ that all we and our guests will carry into our hotels!

(HOSPA has a Technology Community evening on the Future of the Hotel Network to discuss just this on 22nd July – to register see http://www.hospa.org/en/events/eventsdetails/it-community-event-july/#.VYR-4kZ4nng)

Some Enchanted Things:

JIBO -
https://www.jibo.com/
HAPI Fork -
https://www.hapi.com/
Anoto -
http://www.anoto.com/creative/ecosystem/paper/
I/O Brush:
http://tangible.media.mit.edu/project/io-brush/
Life Camera:
http://getnarrative.com/

Have a great Summer!

EU data protection reforms: the implications for the hotels sector

The EU's overhaul of data protection laws took a significant step forward with the EU Council approving a draft text of the new Regulation. Whilst drafts of the Regulation were proposed by the EU Commission and EU Parliament in 2012 and 2013 respectively, the Council's deliberations have been subject to significant delay as the new laws were debated between the governments of the 28 Member States.

The new Regulation is likely to have a significant impact on the hotels sector, particularly as guests' data is collected, analysed and used for a wide range of purposes and has a great deal of value to the hotel.

Here are the headlines of the EU Council's draft of the Regulation:

- Fines – still significant at 2% of worldwide turnover or €1,000,000, but more focussed on data security breaches and unauthorised monitoring. These are areas where the hotels sector is particularly vulnerable;
- Territorial scope – all three drafts of the Regulation largely agree that it will catch organisations processing personal data outside the EU;
- The one-stop shop approach to regulation – this has been watered down making it more likely that organisations will still have to deal with a number of national regulators rather than their "home" regulator. This is disappointing for the hotels sector where dealing only with one lead data protection authority could have led to significant cost savings and a more consistent approach;
- Mandatory breach reporting – this is retained but applies only to more serious incidents;
- Direct obligations on data processors as well as data controllers - all three drafts of the Regulation largely agree that it will impose direct obligations on data processors. This will particularly affect the contractual matrix with cloud data service providers;
- "Explicit" consent to data processing - the Council text seeks to maintain the position under the current law (i.e. explicit consent only applies to sensitive personal data), whereas the EU Commission and Parliament propose to tighten the rules;
- DPOs - the Council draft leaves it open to member states to decide whether data controllers have to appoint data protection officers, whereas the Commission and Parliament texts required them for larger organisations.

The Commission, the Parliament and the Council will now enter into a final negotiation phase in order to try to reconcile the draft proposals. The current aim is for the Regulation to be finalised by the end of 2015, with it coming into force at the end of 2017.

Ian De Freitas, partner, BLP & Jamie Drucker, associate, BLP

Chris Denison Smith
Director, FM Recruitment

Millennials love to travel. Make sure they love your hotel too.

Digital by nature, Millennials want adventure and authentic experiences, but they want this without being separated from their smartphones and social networks. Increasingly, they have money to spend discovering the world and visiting new friends - and in five years time they'll be by far the biggest single group of travellers. But to tap into this lucrative Millennial market, you need to see the world through their eyes.

The Millennial profile …

Millennials are people age 18-35 and born after 1980. They have grown up alongside the internet and many reached adulthood around 2000, hence the name.

The Millennial consumer lives in a digitally connected world. Everything is within their grasp. They can find anything, and share everything, on the internet. They never need to be out of touch with their friends or family. They can connect with whoever they want online, they can travel anywhere they want, and they do.

According to the Millennial Traveller Report from WYSE Travel Confederation, 20% of international travellers in 2014 were part of the Millennial generation. The report found that Millennial travellers spend about $125 (£82) more per trip than members of other generations. By 2020 Millennials will be the biggest group of hotel consumers. So how can you ensure that you capture Millennials' imaginations (and their wallets)?

Technology and connectivity at the heart of their lives
Millennials need access to the internet. Always. If you don't have wi-fi available for guests in your accommodation (preferably fast and free) then you have stacked the deck against yourself already. Millennials will want to stay connected with their friends on social media (Facebook, Twitter, Instagram, Snapchat - and constantly emerging platforms) and keep them up to date with their travel experience.

This well connected generation will certainly bring their own devices into your hotel, be it a smartphone, laptop, tablet, or more likely all three. And they will expect to be able to use them without a hitch.

43% of Millennials use their mobile phone about every 5 minutes.

(The Millennial Traveller Report, WYSE Travel Confederation)

If Jane or John Millennial happen to have forgotten their phone charger, easy access to a charging station could score a hotel major points. Some hotels are now fitting charging stations onto a side table or desk in the room so that the guest can plug in with minimal hassle.

Technological efficiency should pervade the entire experience you offer your guests. Technology is now available to allow guests to check in using mobile applications and unlock their room using a smartphone. If clever technology can enable your Millennial guest to have a stress-free experience with no obstacles, no queues, and no hold ups, then you are much more likely to attract their custom and capture their repeat business.

Marketing to Millennials

Catering to the Millennial market is not about providing an annual two week get-away. The line between work and play is blurred in the eyes of the Millennial. He or she is travelling constantly but the reasons for these journeys change. One day a "cheap and easy room" for a weekend city break, the next they might be on a business trip for a month, before booking a romantic country experience with their partner. Whatever the situation, you need them to be passionate about your brand.

Millennial brands

- *Airbnb is a poster brand for Millennials. It offers flexibility, cost competitiveness, choice, a unique experience tailored to specific tastes, and often comes with access to Wifi.*
- *New brand Zoku is focusing on Millennials who travel for work. It is meeting the social needs of the Millennials with new rooms designed to be more like apartments than bedrooms. It also has an app to help guests connect with each other and access facilities. livezoku.com*

Time to rethink the place of loyalty programmes?

In recent years, emphasis has been placed on loyalty schemes - but how do these apply to the Millennial consumer. Experts say that they have low tolerance of overt marketing messages, reduced brand loyalty and a need for immediate delivery.

Only 9% of Millennials say they are influenced by a reward program when booking (considerably lower than older travellers)

(Who are the Millennial Travellers?, SACO the serviced apartment company)

A loyalty program holds less sway with this price conscious generation. Perhaps this is because Millennials are well practiced in doing their research online. They will look at review sites for advice and go to booking sites to compare prices. According to the Millennial Traveller Report 80% of Millennials feel that online travel reviews are very important in helping to make decisions. They may also visit specialist websites that sell vouchers for one off discount deals but are unlikely to make their choice based on the promise of future discounts from a loyalty programme.

The aim with online touch points is to make the experience enjoyable and efficient - these are an absolute requirement for Millennials. Your website must be mobile friendly, your brand should appear on the travel sites that Millennials are looking at (Trip Advisor et al), and you want them to hear about you on social media.

Experiences worthy of a Facebook post

If your brand can really excite this Millennial traveller and give them an experience to remember then they will be more inclined to shout about you online.

Millennials will happily mention brands on Twitter or Facebook and 'check in' to locations when they are having good time. They share photos with their friends of anything that impresses them, be it clever technology or good food. During their stay with you they will take photos of themselves around your property so clever technology or a unique design will amount to free advertising for your hotel when the photos are posted online.

Help Millennials to tell stories about your product: find ways to stir up excitement for the location and share some tips about where to visit, share a great photo or a story - do whatever you can to encourage people to start to interact with you on social media and maybe share their content on your pages.

Millennial guests will be keen to go out and experience the part of the world they have landed themselves in. Even if they are visiting on business they will take any time they have off to make the most of being where they are. They will taste the local food and try to experience the area as a local. They may strike up conversations and make new friends, they may have already made some connections online, or may use social networks and dating sites to meet people while they are there. Help them to do all of this - and more - via your website, app, online concierge and social platforms.

The Millennial Checklist

- Does your hotel have free fast wi-fi?
- Is it easy to find information about your hotel online and on mobile?
- Is technology making the stay stress-less?
- Are you giving Millennials something to get excited about?
- Are you helping guests make connections?
- Is the bed comfortable?

Rest assured - Some things will never change.

More than 80% of 18-34 year olds say a comfortable bed is important when staying away from home.

(Who are the Millennial Travellers?, SACO the serviced apartment company)

Put Millennials at the heart of your business

Given the sophistication and growth of this segment of guest, you need to ensure that you evolve your business to cater for this expanding market. The starting point should be to review your products from the Millennial perspective, and then evolve your brand and build the needs of Millennials into your strategy. You should certainly get close to Millennials and get their input and perspectives. You will certainly benefit from Millennial advisors. Perhaps it's even time to consider Millennials on your board?

Airbnb heads for the podium

Katherine Doggrell looks at the truth and the hype behind Airbnb.

You know you've got too much money when… you buy an Apple Watch? You buy two Apple Watches? You buy Apple? The answer is, of course, when you start sponsoring a Formula One team. That quintessential playboys' day out, where glamour and doubloons are up for grabs and you can actually smell the money burning. That it's one of the only sports one can find being hosted in Monaco is testament to its dripping-with-cash reputation.

Striding in with the Santanders and the Tag Heuers this year is Airbnb, the home-sharing platform which has been putting the wind up the hotel sector for the past couple of years as it floods the market with new supply which quite often comes with a central location, breakfast and decent Wi-Fi. This correspondent stayed in central Berlin for less than EUR20 per night during the city's annual hotel conference, in a block opposite the InterContinental. And was not the only attendee to do so.

The importance of the sharing company was cemented in January this year, when Barclays released a research note entitled 'Hotels: Is Airbnb a game-changer'. The conclusion was that yes, it was, with the bank's belief that Airbnb could double in size within the next 12 months and add significant (c10% p/a) supply to several major markets.

Barclays pointed out that the Airbnb offering was already bigger than the largest global hotel group with c1 million listings (up from c300,000 just a year ago). With a CAGR that could be as high as c85% it estimated the volume of bookings on Airbnb could be as large as InterContinental Hotels Group's within 2.5 years' time. Furthermore, it estimated that the annual supply growth contribution in key cities was as much as 7-12%, suggesting that the traditional method of looking at supply growth may soon need to also include listings from these sites.

There are potential limiters to Airbnb's success. The bank said: "In essence Airbnb has not been regulated in any way and there are now an increasing number of question marks being raised around the legality of the offerings being posted on the site as in a number of cases these are actually violating local laws.

"In addition regulators are beginning to become aware of the quantum of unpaid taxes and some other challenges including health and safety. It is possible that increased regulations which limit the number of listings as well as requirements that make hosting more 'onerous' either through health and safety requirements or stricter tax requirements could well have an effect on the pace of growth for Airbnb in coming years, albeit the group is already being proactive around reacting to some of these issues and finding solutions."

The sponsorship deal was announced in June, once the F1 season had already started and is a further indication of the company's efforts to appear less flaky-room-share and more professional. This drive began last year, when the company was valued at around USD10bn, raising concerns of a bubble in the technology sector, while also giving validation to the company's business model.

The fund raising meant that Airbnb would not follow the current trend towards an IPO, although this is still expected as a future exit. Rival HomeAway listed in 2011 and, at the time of going to press, had a market capitalisation of USD3.9bn.

The round saw the company compared to WhatsApp, which was acquired by Facebook for up to USD19bn and Dropbox, which was valued at USD10bn after raising USD250m in a funding round earlier this year. Both Airbnb and Dropbox have a higher valuation than Hyatt Hotels and Wyndham Worldwide.

More publicly, the company revealed its most adult move of all - when it announced that it would start to collect occupancy tax on behalf of hosts in San Francisco.

The company has come under increasing pressure from a number of jurisdictions, amid claims that hosts are avoiding paying tax. While current investigations in New York centre around income tax, this latest news refers to the San Francisco's 14% hotel tax. The tax will be added onto a guest's bill as an extra charge on top of the nightly rate and Airbnb's fee.

David Hantman, Airbnb's head of global public policy, said: "We have repeatedly said that we believe our community in San Francisco should pay its fair share of taxes. We know from countless discussions with our hosts that they want to pay taxes, but some of these rules are arcane and difficult to follow. Some hosts have even tried to pay taxes in San Francisco and been turned away."

The decision followed the launch of its Shared City initiative in Portland, which will see the group pay transient lodging taxes, work with the city's tourism bureau and offer guests the chance to donate to local causes.

The group said: "We're offering to cut red tape and to collect and remit taxes to the city of Portland on behalf of our hosts. This is new for us, and if it works well for our community and cities, we may replicate this project in other US cities."

Airbnb also said that it had made free smoke and carbon monoxide detectors available to hosts in Portland and across the country and that it wanted every property listed to feature both detectors.

The group said: "We want to make sure all of our hosts represent the best of Airbnb. Corporate property managers who abuse our platform, hurt the city's housing stock and give guests a bad experience aren't welcome on Airbnb and we will work with the city to help ensure hosts cannot abuse our platform."

In Europe, the group has had mixed success. In Amsterdam the company has made a similar move to that in San Francisco, agreeing to collect and remit the 5% tourist tax on behalf of hosts. The company will also send email updates twice a year to remind local hosts of the rules and regulations in Amsterdam. Airbnb and the City of Amsterdam also will "join forces to tackle illegal hotels", although further details on this were not forthcoming.

In Paris, which the company recently revealed had the highest concentration of Airbnb listings - 40,000 - last year saw a law passed obliging Airbnb and similar sites to collect a "taxe de séjour", or lodgings tax, like hotels. The tax amounts to between EUR0.20 and EUR0.75 per day and brings in some EUR40m to Paris every year.

Last year also saw the authorities in France tighten up the laws on short-term rentals on properties which are not primary residences. In most parts of France, the rules did not change: the short-term rental of these properties will not be subject to new restrictions. In larger cities, the short term rental of non-primary residences will also be permitted, but some cities may impose some additional requirements, which as defining specific criteria that will be used to temporarily grant hosts the opportunity to share non-primary residences on a short-term basis, or requiring hosts to apply for a change of use authorisation, so as to clarify that the residence is being used full-time as guest accommodation.

Having agreed to inform hosts of the new laws and start collecting the tax, Airbnb and France now have an entente, indeed, the company is planning to host its annual meeting in Paris in November.

London, eager not to be left behind, went as far as to relax its housing laws to give residents the opportunity to rent their homes out on a short term basis, without paying for a council permit. The government said the plans would "help boost London tourism" and "reduce the number of houses lying empty".

Housing minister Brandon Lewis said: "We live in the 21st century, and London homeowners should be able to rent out their home for a short period without having to pay for a council permit. These laws date from the long-gone era of the [Greater London Council], and need to be updated for the Internet age".

So far, it all seems to be going Airbnb's way. The team Airbnb is sponsoring? Manor Marussia. Team owner Stephen Fitzpatrick said: "The Manor Marussia F1 Team is effectively a start-up. Of course, Formula 1 is an unusual start-up environment to operate in, but our challenges are the same as many other early stage technology companies. Airbnb is a phenomenal success story of a company that has completely reinvented an industry.

"We are delighted to announce this partnership with the world's leading community driven hospitality company. We are two likeminded brands who are committed to innovation and discovery and have ambitions to positively and proactively impact our respective industries."

There was no word at the time of going to press as to whether, should the car spin off, the driver can share a car with another still on the track.

STUDENT PROFILE

Following on from last month's student interview, this month we've been speaking with Marisa Palmero from Malmaison & Hotel du Vin. Marisa is currently on Stage 3 of the Revenue Management programme and we asked about her experience of the course so far and how she got to where she is today.

"Eight years ago I found myself working in hospitality. My first role was as a receptionist in the Italian seaside tourist resort of Rimini, in Italy. Since then I have constantly worked on my professional development, subscribing myself to different courses, including Hotel Management and Marketing. This led me to the position of a Hotel Operations Manager, responsible for the start-up and launch of a small 40-room Hotel.

"During one of the courses I attended in Italy, I was introduced to something that caught particularly my attention and curiosity – Revenue Management. Since then I started investigating and attending other short courses in the subject.

"However, I was feeling that it was not enough for a career change into Revenue Management. Since Rimini's hotels were mostly family businesses, Revenue Management was something maybe too advanced for that time and location, as there were only very few companies in the whole country which were actually offering Professional Revenue Management implementation and consultancy.

"That is how I decided to move to the UK, so that I can actually learn from the best institutions and work for companies in Revenue Management, with decades of broad experience in the field. In my search I found HOSPA and its Revenue Management course. This course gave me the needed understanding of Revenue Management and I strongly believe that it will be a stepping stone for my career.

"I hope to have the opportunities to meet great mentors and to work for ambitious companies. Let us see what the future will hold."

We are currently taking enrolments for the September 2015 cohort for the Revenue Management and Financial Management programmes. Make contact with HOSPA today to find out how you can kick-start your career in hospitality - call Jane Scott on +44 (0)1202 889430 or email jane.scott@hospa.org.

Groups report strong sales for May

Eating and drinking-out was up in May, with leading managed pub and restaurant groups seeing collective like-for-likes sales grow by 2.1% against the same month last year, according to latest data from the Coffer Peach Business Tracker.

The strong trading numbers follow a tougher start to 2015, with like-for-like sales among the 30 companies that make up the Tracker cohort ahead only 1.2% in April after a marginal 0.3% decline in March.

“This is a particularly encouraging performance, especially in a time of low inflation, and sees the sector return to the growth levels seen towards the end of last year. It also shows trading outside of London was equally as strong as inside the M25,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

Total sales in May among the sample were ahead 6.2%, reflecting the continued roll-out of new sites, especially of branded restaurants outside of London.

“Overall, restaurant chains had the best of the month’s trading, with collective like-for-likes up 4.3% nationally, and ahead 5.3% away from London,” said Martin. “Total sales for the branded casual dining groups were up 12.5% on May last year, underlining the continuing fast pace of new site openings.”

“Managed pub groups also saw positive, if more modest, growth in the month, with collective like-for-likes up 1.1% nationally and 0.9% outside of the M25,” he added. “The pub market away from London remains essentially flat, and what growth there is in the market is coming almost exclusively from food sales. Nationally food sales in pubs were up 4.5% in May, against a 0.9% decline in drink sales,” said Martin.

The effect of the weather on sales in the month was mixed, with May being sunnier than the average for the time of year, but also colder and wetter.

David Coffer, chairman of the Coffer Group, said: “The most noticeable element of this month’s figures is that without exception each segment shows dramatic uplift in comparison to last year. Furthermore, the growth in total sales outside the M25 is 50% greater than central London, which is indicative of the trend that is beginning to dominate acquisitions in all sectors. Currently, the cost of London sites, in terms of both rents and premiums, has reached such a high level many operators are looking at expansion elsewhere in the UK - hopefully at a lesser cost. This is a trend we have seen in previous eras when the capital's market becomes over inflated. However, operators should be wary that when the market inevitably cools the provinces and suburbs decline at a far greater rate than central London and they need to be careful of over-exposure.

"There is no doubt that the General Election 'relief effect' is beginning to make its mark and will continue to do so moving forward. Availability of stock has never been scarcer and prices and rents are higher in all parts of the UK than we’ve seen in our 50 years of records. The same syndrome is occurring for all leisure related investments, with yields at an all time low.”

Paul Newman, head of leisure & hospitality at Baker Tilly, added: “These results underline why the eating and drinking-out market continues to see such a huge increase in demand for funding. This funding is driving fierce supply growth, particularly amongst branded, casual dining operators although we don’t see why this growth won’t continue given the UK consumer’s unprecedented interest in food and eating out.”

Jarrod Castle, leisure analyst at UBS Investment Research, said: “We estimate that given the strong trading over the Easter weekend, the April numbers imply the rest of the month saw LFL growth of less than 1%, so the improvement in May is in fact better than it first appears. The 12 month moving average inside the M25 is now 2.3% LFL, while outside is 1.5%”

The Coffer Peach Tracker industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 30 operating groups, and is recognised as the established industry benchmark.

→ CGA PEACH BRAND TRACKER

Over half of UK consumers ordering takeaways

Research from CGA Peach's new BrandPulse service has revealed that 57% of the population ordered a take away meal in the last month – and probably to accompany them watching a box set or movie at home, with 37% saying they stayed in to watch a subscription TV service like Sky Movies, Netflix or Amazon Instant.

Despite the attraction of a good night in, 75% of the public still chose to eat out of home over the same period, with JD Wetherspoon (with 14% of the public visiting), Nando's (8%), Pizza Hut (7%), Harvester (5%) and Toby Carvery (4%) seeing the highest levels of usage across restaurants and pub restaurants for the four weeks ending 15 May.

For quick service and on the go brands, McDonalds (28%), Greggs (20%), Costa (20%), KFC (15%) and Subway (13%) lead the way in terms of usage with the only licensed brand making the top five being JD Wetherspoon.

Jamie Campbell, account director at CGA Peach said: "It's well reported that options at the fingertips of consumers at home, be that entertainment or quality food, is a threat to eating out spend, but eating out continues to be at the centre of people's consciousness."

Consumer confidence remains high too, with 83% of the population planning to drink out at least as much as they did in the last four weeks, which rises further to 88% for people planning to eat out over the same period.

Campbell added: "Our new four-weekly BrandPulse survey allows us to take frequent and regular snapshots of the eating and drinking out market and quickly report back trends or market changes, so helping both operators and suppliers stay right up to date in a fast moving sector."

The evolution of the payments landscape

Around 600 BC, King Alyattes of Lydia (now western Turkey) first minted coins made of gold and silver. These were used as the principal form of currency until around the 16th century, when banks hit upon the idea of issuing paper notes to make carrying cash a little less cumbersome.

A lot has changed since then. From the introduction of magnetic strip credit cards in the 60s to the arrival of internet banking in more recent times, payments have become more personal, more efficient and more secure.

Magnetic strips gave way to microchips, which may soon be outshone by contactless payments. This evolution took a huge leap forward with the dawn of smartphones. Banks soon spotted the potential of mobile devices and started releasing apps that gave their customers the freedom to bank anywhere, at anytime.[1]

Barclays and Barclaycard have long been key players in pushing the boundaries of this exciting new market. The potential is immense. Watching how quickly digital wallets became mainstream, the growth of digital currencies such as bitcoin, and the constant desire for smarter inter-connectivity (in cars, homes, lighting etc.), show just how much of an appetite we all have for new technologies.

These are all areas we've identified as some of the biggest digital trends for the upcoming years and which we're eager to keep exploring.

Recent payment innovations from Barclays and Barclaycard

Contactless payments

In 2007 Barclaycard launched the UK's first contactless card, making it easier than ever for people to make small, everyday purchases up to £20. Today there are more than 164,000 dedicated terminals and 36 million contactless cards in the UK alone, and in September 2015 the limit is being increased to £30. We're helping shoppers go cashless – for more convenience, speed and security.

bPay band

Contactless payments began on a card, but that's no reason to stop there. Simply add money from any Visa or MasterCard® debit or credit card and use your bPay band to make fast and secure contactless payments, the same way you use a contactless card.

Barclays Pingit

Our mobile payments product allows customers to pay a bill, buy products directly or make donations.[2] It also allows businesses to integrate mobile payments into their customer strategy helping them to improve cashflow, increase customer engagement and, ultimately, grow their business.

Pingit

Predicting the future

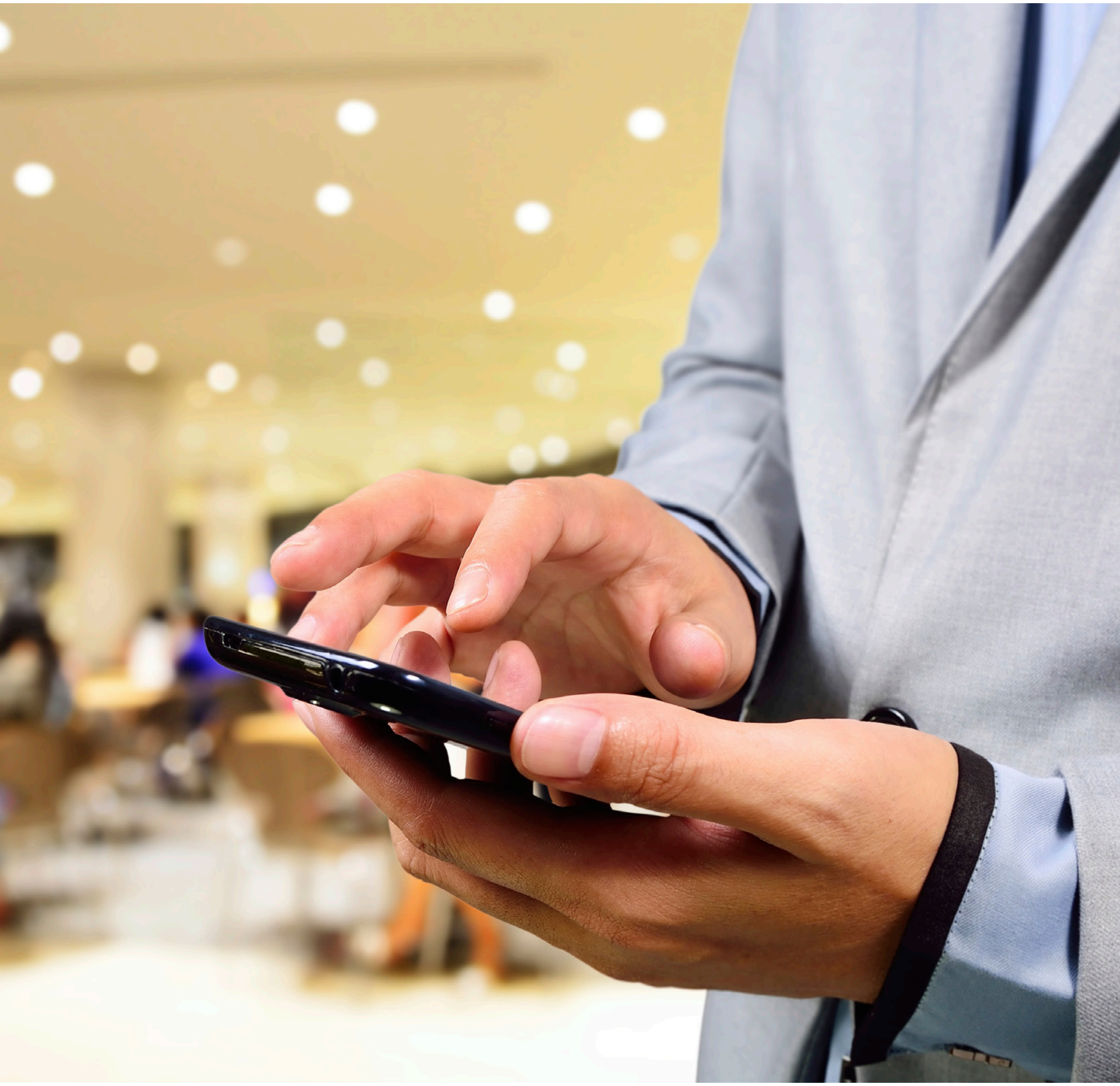
We are dedicated to exploring the future potential of payment innovations. To ensure we stay a step ahead of constantly evolving technology, we're investing heavily in cutting-edge payment acceptance capabilities, working towards one integrated solution to prepare for the omni-channel, multi-platform demands of tomorrow.

Just imagine a typical day in the near future. You leave the house, hop on the train and head to the gym. After your workout, you grab a coffee and go to the office. The money or information you need for every step of that journey could be integrated into a single device like a bPay band – from your travel card to your gym membership to the money for your coffee and lunch.

It's a time that isn't quite here yet, but it's not far away. Our investment in innovation is bringing it closer every day.

[1]Data network coverage or WiFi required. [2]T&Cs apply. You must be 16 years or above and have both a UK current account and mobile number to send or receive money.

*Calls to 0800 numbers are free from UK landlines. Local mobile call charges will apply. Charges will apply to calls from outside the UK. Calls may be recorded for quality and training purposes.



Why your hotel needs service on-demand

The business of bringing customers what they want when they want it is no longer reserved just for premium services, but increasingly expected of economy brands as well. Service on-demand delivers a seamless experience by consolidating the process of discovery, order, payment, fulfilment, and confirmation.

Fueling the demand is mobile technology, which has trained consumers to expect instant gratification whether finding a cab with Uber or a movie with Netflix. Many of these disruptive on-demand businesses have even grown to become more valuable than the entire industries they infiltrated.

Hospitality is primed for service on-demand

Rather than diminishing hospitality traditions, on-demand mobile services can bring unprecedented convenience, customisation, and comfort to guests while increasing efficiency, feedback, and morale for staff - all of which translate to higher revenue. According to Box CEO Aaron Levie, “No matter what the business, there’s a path to move from the industrial age to the information economy.”

The hospitality sector has a natural edge in implementing on-demand service since it specialises in a customer-focused workforce - one of the biggest challenges of offering service on-demand - with an already captured audience walking through their doors and a barrage of services in place to be made available on-demand.

Why it matters

To survive in today’s “adapt or die” business world, industries and brands that did not proactively embrace new trends like on-demand services are either endangered or already extinct. Blockbuster was made irrelevant by Netflix and Redbox who recognised the growing consumer preference for data-driven discovery and instant-streaming. The taxi industry saw the average monthly trips-per-taxi plummet almost 65% in San Francisco since Uber launched there in October, 2012. And as Airbnb’s encroach on the hotel market has proved, changing values can quickly diminish formerly competitive, traditional advantages.

Today’s traveler is connected. When Marriott’s VP announced the company’s new app upgrade Mobile Request, he cited the 75% of travellers with at least one mobile device and that they want to “communicate on their terms.”

Mobile and digital technologies have redefined consumer expectations everywhere, and hotels are no exception. Those that fail to meet their guests’ expectations risk losing them. Without on-demand mobile service, guests might reflexively bypass your doting concierge for dot coms like Google or OpenTable, order Seamless instead of room-service, and use Luxe instead of the valet staff. Look only as far as room bookings and reviews, two processes formerly controlled exclusively by hotels themselves, to realise that without on-demand updating, hotel stays themselves are also threatened. Hotel service on-demand offers tremendous opportunities

Merging on-demand with hotel stays can reinvigorate the hospitality business. For guests, it provides instant accessibility to hotel information, services, and amenities, through real-time communication with staff on- and off-premise.

For hotels, back-end implementation allows hotel managers and staff to receive, dispatch, track, and analyse every guest and

internal issue, increasing communication and accountability.

This comprehensive view enables hotels to determine the drivers of guest value, ultimately leading to an enhanced hotel-guest engagement. With every request being turned into a digital footprint, the data implications offer hoteliers maximum productivity and guest understanding. People are creatures of habit, and those hotels able to proactively customise a guest’s room, meal, and even itinerary, create a connection that will be rewarded with future loyalty.

An on-demand infrastructure also seamlessly facilitates future innovations like mobile check-in and keyless entry, without the need to introduce yet another system for guests or staff to adopt.

With service on-demand, the result is often that consumers buy more frequently and more at a time. Studies show that the absence of cash causes consumers to spend more overall while also encouraging higher tips. One study even found consumers spend twice as much through digital channels than those not using mobile payments.

For hotels to ignore service on-demand is to leave money on the table and guests in the dark. Lighting their way with on-demand services will not only raise guest loyalty, satisfaction, and spending, it’ll also instil a digital competence for your staff, placing your hotel at the forefront of a very updatable cutting-edge.

Alexander Shashou is president of ALICE (AliceApp.com), which has created the first mobile service-on-demand platform for the hospitality industry.

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Hotelier

Profits to vary as costs shift to 2017

Hotels throughout Europe and MENA will experience varying levels of profits through 2017 according to the latest quarterly forecast data released by e-forecasting and HotStats.

"We see varying trends for each key hotel market that influence profits, based mainly on drivers such as changes in demand from visitor-feeding countries as well as domestic costs such as labour and energy," commented Maria Sogard, CEO of e-forecasting.com. "We also have rounded out our geographic coverage to include the tourist hotspots of Amsterdam, Paris and Vienna, markets we feel can no longer be overlooked due to their significance and influence for business and tourism in Europe." With this latest addition, the current list of markets now covered include: Abu Dhabi, Amsterdam, Berlin, Dubai, Frankfurt, London, Munich, Newcastle, Paris, Provincial UK, Vienna and country-wide reports on Germany and the United Kingdom. The Hotel Market Profitability Forecast reports are the first of their type to present a full picture of the health of the hotel industry with a focus on occupancy, average room rate (ARR), rooms revenue per available room (RevPAR), total revenue per available room (TRevPAR) and GOPPAR.

GOPPAR Forecast

	2015	2016	2017
Abu Dhabi	-4.0%	13.8%	14.8%
Amsterdam	8.2%	-1.2%	1.5%
Berlin	16.3%	5.8%	8.1%
Dubai	-8.3%	-6.2%	9.1%
Frankfurt	10.4%	7.5%	9.3%
London	9.4%	-3.7%	-5.9%
Munich	9.2%	4.3%	5.9%
Newcastle	17.4%	-1.4%	-2.0%
Paris	-4.9%	1.9%	3.4%
Provincial UK	3.7%	2.5%	-0.3%
Vienna	9.9%	-1.0%	3.1%

Hotel industry makes hay while sun shines

Preliminary data for May 2015

UK Regional hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£64.32	£61.09	5.3%
Average daily room occupancy	77.4%	75.6%	2.2%
Average daily rooms yield per available room	£49.77	£46.23	7.7%
Approximate number of rooms per day	84,200	84,300	

London hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£126.09	£124.07	1.6%
Average daily room occupancy	83.9%	82.9%	1.2%
Average daily rooms yield per available room	£105.82	£102.93	2.8%
Approximate number of rooms per day	27,400	27,350	

Final data for April 2015

UK Regional hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£61.70	£57.46	7.4%
Average daily room occupancy	74.6%	73.6%	1.4%
Average daily rooms yield per available room	£46.05	£42.33	8.8%
Approximate number of rooms per day	96,000		

London hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£128.29	£126.98	1.0%
Average daily room occupancy	80.9%	83.1%	-2.7%
Average daily rooms yield per available room	£103.79	£105.56	-1.7%
Approximate number of rooms per day	37,200		

Regional hotels continued to buck the trend in May 2015 as domestic tourism remained high over the bank holidays, according to preliminary figures released by business advisory and accountancy firm BDO.

With two bank holiday weekends in May, regional hoteliers were the clear winners as domestic tourism increased. As a result, average room rate in the regions rose by 5.3% to £64.32 in May, and occupancy was up by 2.2% to 77.4%. Rooms yield increased by 7.7% to £49.77.

London hotels still experienced growth, albeit more modestly than their regional counterparts. Average room rate increased to £126.09, up 1.6% on May 2014. Occupancy grew by 1.2% to 83.9% and rooms yield was up by 2.8% at £105.82.

A recent report from the National Audit office also showed that the Britain is GREAT marketing campaign, designed to bring more tourists into Britain, has delivered a £1.2b return on investment since it was launched in February 2012.

Robert Barnard, partner at BDO, said: “The leisure industry is going from strength to strength as the economy improves. With low interest rates and oil prices, consumers have more money to spend on leisure. Couple this with a rise in domestic tourism and a successful showcase of what the UK has to offer in foreign markets, it looks like this trend is here for a while. And although the regions may benefit from this, London isn’t too far behind.

“Hoteliers should bear in mind that the new post-recession economy is very much consumer-led. The saying ‘make hay while the sun shines’ is very appropriate, but they should also be preparing for bumpy times ahead with uncertainty in Europe around Greece.”

London continues to lag behind the UK Provinces

In April, London hotels posted mixed results with a slight increase in gross operating profit per available room (GOPPAR) mainly driven by non-rooms revenues. On the other hand, the UK Provinces once again recorded positive year-on-year movements across all key performance indicators, according to the latest data from HotStats.

Hotels in the North West of the country achieved a combined uplift in occupancy of 1.9 percentage points and in average room rate (ARR) of 4.0% resulting in an increase of 6.7% in revenue per available room (RevPAR) to £57.51. However mixed performances were recorded in non-rooms revenues, which softened total revenue per available room (TRevPAR) levels to a growth of 3.6% to £103.22.

Hoteliers also managed to reduce payroll by 0.1 percentage points to 31.5% which delivered a 4.9% surge in departmental operating profit per available room (DOPPAR) compared to the same period last year. Despite overheads per available room climbing by 2.4%, GOPPAR shot up by 7.2% delivering a gross operating profit conversion of 29.0% for the month.

Hotels in Cardiff grow top and bottom-line…

Cardiff hotels experienced positive year-on-year comparisons across all key performance indicators in the month of April, with TRevPAR and GOPPAR increasing by 11.0% and 32.4% respectively, according to the latest HotStats.

Significant growth was recorded in both occupancy (+3.1 percentage points) and ARR (+10.1%) leading to a 14.7% jump in RevPAR. Further supported by similar improvements in non-rooms departments and most notably with an increase in meeting room hire (+24.6%), TRevPAR grew by 11.0% to £107.12. Despite surges in operating costs and overheads per available room (+8.4%), efficient payroll management (to 33.2% from 35.4%) helped to convert revenue gains into a 19.4% increase in DOPPAR, and GOPPAR went up by 32.4% to £29.34.

…As well as in Glasgow

Glasgow hotels also recorded a strong April with TRevPAR and GOPPAR levels rising by 10.6% and 32.6% respectively, according to the latest data from HotStats.

With an uplift in both occupancy (+1.1 percentage points to 81.0%) and ARR (+12.9% to £77.11), hoteliers in Scotland's largest city experienced a RevPAR growth of 14.5%. Mixed performances were recorded in ancillary departments and TRevPAR went up by only 10.6%. Efficient cost control and reduced payroll (-3.4 percentage points) however led to a 17.5% DOPPAR increase and as a result GOPPAR climbed by 32.6% to £33.76, compared to the same period last year.

HOTSTATS
Hospitality Intelligence

BRIEFING DATA
UK Chain Hotels - Market Review
Currency: £ Sterling

The month of April 2015

NORTH WEST

	Apr'15	Apr'14	Var b/w
Occ %	75.4	73.5	1.9
ARR	76.32	73.38	4.0%
RevPAR	57.51	53.92	6.7%
TRevPAR	103.22	99.62	3.6%
Payroll %	31.5	31.6	0.1
GOP PAR	29.96	27.96	7.2%

CARDIFF

	Apr'15	Apr'14	Var b/w
Occ %	79.1	76.0	3.1
ARR	71.60	65.02	10.1%
RevPAR	56.64	49.40	14.7%
TRevPAR	107.12	96.51	11.0%
Payroll %	33.2	35.4	2.1
GOP PAR	29.34	22.16	32.4%

GLASGOW

	Apr'15	Apr'14	Var b/w
Occ %	81.0	79.9	1.1
ARR	77.11	68.32	12.9%
RevPAR	62.48	54.57	14.5%
TRevPAR	100.79	91.16	10.6%
Payroll %	29.7	33.0	3.4
GOP PAR	33.76	25.45	32.6%

The Calendar year to April 2015

NORTH WEST

	YTD'15	YTD'14	Var b/w
Occ %	71.4	68.8	2.6
ARR	74.60	71.30	4.6%
RevPAR	53.25	49.08	8.5%
TRevPAR	97.45	92.07	5.8%
Payroll %	32.3	33.0	0.8
GOP PAR	25.96	22.74	14.2%

CARDIFF

	YTD'15	YTD'14	Var b/w
Occ %	72.1	69.2	3.0
ARR	73.31	70.18	4.5%
RevPAR	52.89	48.55	8.9%
TRevPAR	101.31	94.86	6.8%
Payroll %	34.1	34.9	0.8
GOP PAR	24.93	21.63	15.3%

GLASGOW

	YTD'15	YTD'14	Var b/w
Occ %	76.6	74.6	2.0
ARR	72.77	68.54	6.2%
RevPAR	55.77	51.15	9.0%
TRevPAR	94.03	88.90	5.8%
Payroll %	31.7	32.7	1.0
GOP PAR	27.13	23.61	14.9%

The twelve months to April 2015

NORTH WEST

	Rolling'15	Rolling'14	Var b/w
Occ %	75.6	73.7	1.9
ARR	75.09	70.75	6.1%
RevPAR	56.74	52.14	8.8%
TRevPAR	105.79	99.80	6.0%
Payroll %	30.4	31.1	0.6
GOP PAR	32.19	28.85	11.6%

CARDIFF

	Rolling'15	Rolling'14	Var b/w
Occ %	78.1	75.6	2.5
ARR	73.57	68.26	7.8%
RevPAR	57.46	51.64	11.3%
TRevPAR	109.15	102.65	6.3%
Payroll %	32.5	33.2	0.7
GOP PAR	30.49	27.02	12.9%

GLASGOW

	Rolling'15	Rolling'14	Var b/w
Occ %	82.4	80.1	2.4
ARR	80.82	68.68	17.7%
RevPAR	66.63	55.00	21.2%
TRevPAR	110.12	96.31	14.3%
Payroll %	28.2	30.4	2.2
GOP PAR	39.82	30.11	32.2%

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

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

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

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

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

For more information please:

call +44 (0) 20 7892 2222
email enquiries@hotstats.com
visit www.hotstats.com
or follow us on Twitter and LinkedIn

Members' **Events** Forthcoming events

21st September
Cost Control for F&B Operations
Time: 9.30am until 4.30pm

Cost Control for F&B Operations is designed for all those involved with the management of food and beverage operations, from head chefs to food and beverage controllers. No prior knowledge of finance and accounting is required.

Divided into seven key topic areas, the course covers:

- Best practice in purchasing and stock control
- Menu planning, standard costing and gross profit management
- Impact of sales mix
- Wage and salary scheduling control
- KPI's for food and beverage control
- Break-even analysis for F&B outlets
- Action plans for profit improvement

What does it cost?
This one-day course is priced at £250 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

How do I register?
To register your place at this event, please email jane.scott@hospa.org or call the Professional Development team on +44 (0)1202 889430.

22nd September
Hospitality Reporting & the Uniform System of Accounts

'Hospitality Reporting and the USALI' has been designed for hospitality finance professionals whose role includes the preparation of internal accounts for control and strategic decision making.

What is the course about?
The objective of this one-day course is to guide hospitality finance professionals through the range of revisions in the new edition of the USALI, which include updates on the following topics:

- Summary Operating Statement
- Operating Schedules
- Food and Beverage Department
- Non-Operating Income and Expenses
- Financial Ratios and Operating Metrics
- Financial Statements
- Revenue and Expense Guide

These revisions are a reflection of the need to update due to changes in industry practice and Generally Accepted Accounting Practice. The publishers of the revised USALI state that to remain in compliance with the latest edition reporting changes should be in place by January 2015.

What will participants gain?
On completion of the course, delegates will be equipped with the know-how to be able to:

- Prepare financial statements to industry standard
- Understand, interpret and prepare financial reports
- Remain in compliance with the Uniform System.

What does it cost?
This one-day course is priced at £250 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

How do I register?
To register your place at this event, please email jane.scott@hospa.org or call the Professional Development team on +44 (0)1202 889430.

HOSPACE 2015
26th November
Sofitel London Heathrow

HOSPACE Conference & Exhibition 2015

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

Highlights will be a line-up of top hospitality industry experts for the Leaders Pane and cross community debates. In addition, delegates will be able to benefit from HOSPACE's popular highly topical programme of hospitality industry specific education workshops - all led by top specialists in their subjects.

As in past years, HOSPACE will be supported by a growing and increasingly influential exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies – covering all eventualities for any hospitality business, whether they be start-up, established independent, or multi chain-owned, operations. For further information, please visit www.hospace.org.

Members' Events

16th July
Benchmarking, Beyond Rooms Revenue and RGI
Venue: Central London

We have speaking:
Naureen Ahmed - STR Global
Michael North - Asset Manager from Realstar
Paul Nisbett - Chairman of HOSPA Finance Community
Antje Kurd - Travelodge

We welcome any comments or questions on the topic in advance, so please email Michael Heyward; Michael@HeywardHS.com

To register please contact jenny.rose@hospa.org

22nd July
IT Community Event - The Hotel Network
Venue: Central London

Looking at today and the future challenges. Presented by serious experts in this challenging field including;

- 14IP
- Andrew Isaacs, Head of UK Site Partnerships, BT Wi-fi

Quizzes

9 July - HOSPA Annual Quiz Night
Location: Browns, Covent Garden, London
Cost: £30 per head

The quiz will be held in The Judge's Court. This magnificent room, steeped in history, was formerly the main courtroom of Westminster County Court where debtors and bankrupts were tried. The focal point of the room is the original judge's bench and it was from here that convicted defendants were sent down to the detention cells that now serve as the wine cellars. For more information on this event please contact Jenny Rose; jenny.rose@hospa.org

17 Sep - HOSPA Regional Quiz Night 2015 - Glasgow
Location: Radisson Blu, Glasgow
Cost: £15 per head

Come and join us back in Glasgow for our annual regional Quiz Night! For bookings, contact Jenny Rose; jenny.rose@hospa.org

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PricewaterhouseCoopers
QDOS
Rate Tiger
RMG Networks
Save Money Cut Carbon
STR Global
Verteda
XN Hotel Systems

HOSPA Partners

Fresh Montgomery (Hospitality Show 2016)
HFTP (Hospitality Finance and Technology Professionals)
Hotel Marketing Association
Hotel Technology Next Generation
Smart Report

HOSPA Education Partners

CIMA
Open University
Oxford Brookes University
Cornell University
HFTP

HOSPA thanks the following companies for being Founding Sponsors of our relaunch as HOSPA as an Association for Finance, Revenue Management and IT Professionals. These companies have enabled the development of the HOSPA brand, new members' website and other facilities.

Beacon, Global Blue, BT Wi-Fi, Daisy, Amex, Fourth, Watson, Worldline, Farley & Williams.

Sponsor of the HOSPA Calendar

HOSPACE Conference & Exhibition 2015

Thursday 26th November
Sofitel London Heathrow, Terminal 5

Hospitality Conference & Technology Exhibition

HOSPA is a Community of Professionals - Promoting the highest professional standards in financial, Revenue and IT management in the hospitality industry.

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

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

Conference Highlights:

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

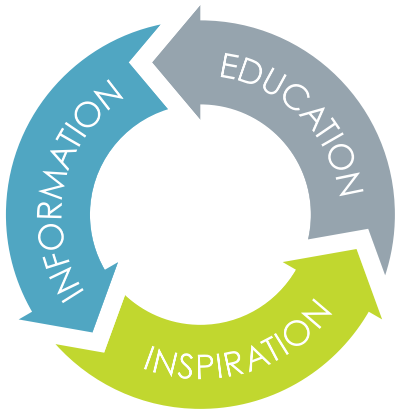
HOSPA Spotlight Sessions – two major Panels of industry experts and practitioners examining key topics of the day – including open question time from delegates and Social media channels.

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

Who should attend this event?

- **Senior Hospitality Business Directors**
- **Hospitality IT Professionals**
- **Financial Controllers and Accountants**
- **Revenue and Distribution Managers**
- **General and Commercial Managers**
- **Young aspiring employees wanting to develop their skills & meet with industry specialists**

And all those interested in keeping up to date on innovations and trends in the hospitality sector and mixing with the experts!



Early booking strongly recommended!

Follow us on Twitter @HOSPAtweets for all the latest news on HOSPACE.

BOOK TODAY | **bookings@hospace.net** **+44 (0)203 4188196** | **www.hospace.net**

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