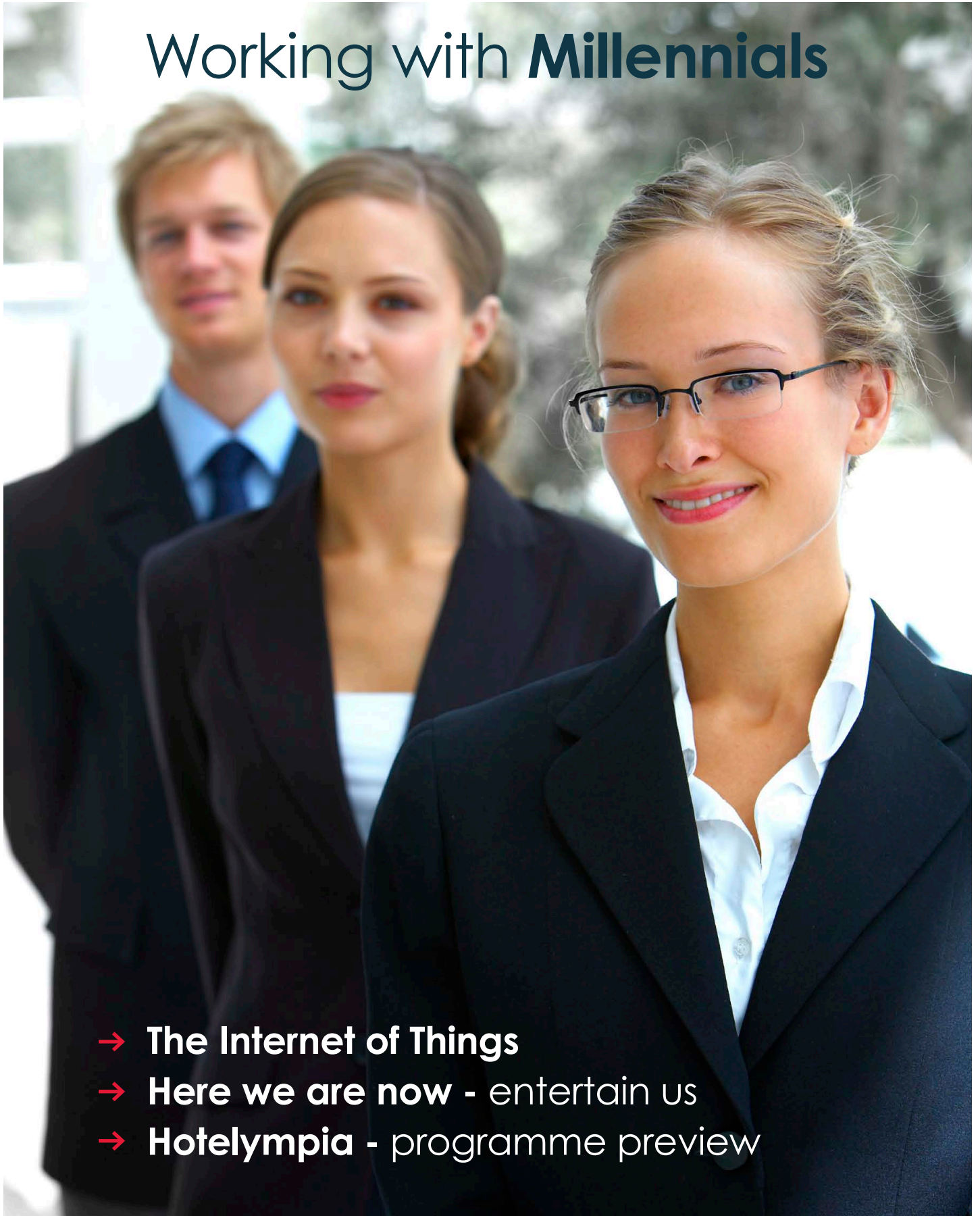


THE OVERVIEW

ISSN 2048-4844 MARCH ISSUE 2014

Working with **Millennials**



- **The Internet of Things**
- **Here we are now** - entertain us
- **Hotelympia** - programme preview

Welcome to THE OVERVIEW

Dear members,

We are, as Carl and Wayne report this month, all connected. From fridges which can reorder milk when you run out, to glasses which help you identify your guests when they walk through the door. But before we get caught up in the idea of what the internet is going to do, there are things which it is already doing which are passing the hotel sector by and could stand to be noted.

Currently causing a kerfuffle amongst the legal community are Airbnb and Housetrip, two websites which fall under the auspices of the 'sharing community'. Basically, online travel agents for people who want to rent their houses out. They carry the listing, take the booking and collect the money, bringing what used to be an advert in the back of a paper, or word of mouth and possibly an amateur website, in front of a global audience.

And, like the OTAs, the hospitality sector has largely ignored them. In the case of Airbnb, it is currently being investigated in jurisdictions including New York, where there are concerns that those renting out their flats may not be paying as much, or any, rent. There are also concerns that they are distorting housing markets. And worries over adherence to the health and safety laws mandatory at hotels.

These are not concerns that customers share. Despite being only four years old, Housetrip has 300,000 properties listed and is adding around 8,000 per week. Most at significant discounts to hotel rooms.

Hotels have dismissed them as likely to be legislated out of existence, or not a threat to the lucrative business market, which is a mistake. As with the OTAs, it is time to look at what they are offering and try to do it too, or do it better.



Katherine Doggrell

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The Internet of Hotel Things

Carl Weldon, HOSPA CEO, and Wayne Gosden, Professional Development Marketing & Communications, investigate the latest in connectivity



Since Google's recent acquisition of Nest, the 'Internet of Things' (IoT) has been the phrase on everyone's lips but what is this new phenomena all about?

It already has its own definition on Wikipedia - http://en.wikipedia.org/wiki/Internet_of_Things

Looking back, the internet of things is not new at all – the term was coined back in 1999 and RFID (Radio-frequency identification), which has been around since 1973 is seen as a prerequisite to the internet of things.

So what's changed to make this the current hot topic and a market that will reach a value of \$8.9 trillion in the not too distant future?

In short, technology and the internet itself have changed. Bandwidth is growing exponentially with increased pipelines from internet providers and the introduction of 4G to the UK as well as component costs dropping in price rapidly to the point that connectivity is becoming a standard feature, even for processors costing less than £1.

As an example of this increased connectivity, in 2013 there was approximately 1 device connected to the internet per person on earth. By 2020, we expect this to increase to around 9 devices connected to the internet per person (with a population of 8 billion in 2020). Presently, 80 'things' connect to the internet every second but by 2020 we will see this rise to more than 250 'things' connecting to the internet every second!

The above stats may sound quite daunting for a hotel that is currently struggling to keep up with its customer's bandwidth demands - but it is not all bad news for Hotels. For example, new 'smart fridges' will mean businesses will no longer run out of stock as the connected fridge will have the ability to re-order depleted stock without the need for human interaction, freeing up your chef's time to concentrate on what

they do best. Similarly, the connected fridge could alert a chef via their smart phone when the temperature has risen to an abnormal level further preventing stock wastage.

Furthermore, connected mini-bars can auto-charge when a product is removed, can alert of the need for refills, and then store the data on the customer profile to ensure the 'favourites' are fully stocked on their next visit – or even help create the IoT version of Room Service that every hotel is trying to re-invent!

Wearable technology such as smart watches and smart glasses will allow for an enhanced guest experience as the device can detect who the customer is using facial recognition as soon as they enter your property informing the wearer that:

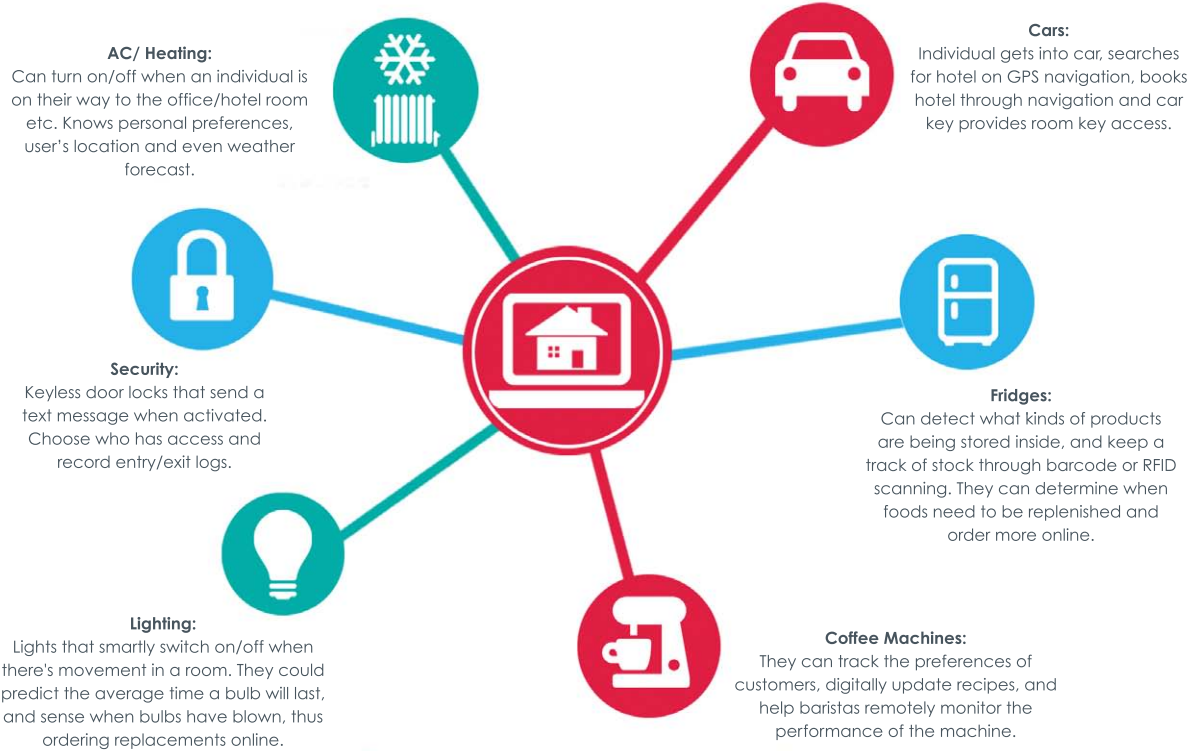
- ***'Mr Jones' has stayed at the hotel before***
- ***likes a wake-up call at 6.00am***
- ***prefers to communicate in his native language***
- ***is a member of your loyalty club***
- ***And deliver special offers based on this info to the latest Digital Signage as he passes***

The IoT brings people, processes, data, and things together to make networked connections more relevant and valuable than ever before, and its impact is no different at hotels than it is at your home, at work or in your car. Through the IoT, information is turned into actions that create new capabilities, richer guest experiences and unprecedented economic opportunity for hotels.

The hospitality industry should aim to benefit from the IoT as it is on the forefront of utilising it to enhance the guest experience and increase operational efficiency. But first let's sort out decent free Wi-fi in all hotels – and then we can get to 'The Internet of Hotel Things'...perhaps?

HOSPA Explains the Internet of Things

In our houses we're surrounded by tiny, intelligent devices that capture data about how we live and what we do. Now that they are beginning to talk to one another, we will soon be able to choreograph them to respond to our needs, solve our problems, even save our lives.



HOSPA HAS MOVED

arena4|finance embarks on an exciting new direction with HOSPA

After almost 10 wonderful years providing administrative support to the Membership and Events services of the Hospitality Professionals Association, HOSPA; arena4|finance's Debra Adams and Wayne Gosden are to now focus solely on the management of HOSPA Professional Development.

During the final week of March, the handover of the administration for HOSPA Membership and Events services will take place. The new team will be managed by Jane Pendlebury from the Penrose Partnership. Jane is a longstanding member of HOSPA and a key support in the organisation of HOSPA's annual conference and exhibition, HOSPACE; and will be located at Haslemere in Surrey.

Jane said that the team was "very excited" about the role and thanked Debra and Wayne for the excellent job they have done until now and the great handover. She added: "Our approach will be slightly different as my background is from the membership side. One thing we will be hoping to do is add more hotels as members".

The team can be contacted at:
HOSPA Membership & Events Suite 39, Longdene House, Haslemere, Surrey, GU27 2PH

The change in management has arisen due to the expansion of HOSPA Professional Development in recent years.

Now delivering two very successful and highly recognised education programmes in Revenue Management and Financial Management, as well as providing numerous short courses in the areas of finance, revenue and IT, HOSPA has become a leading provider of education and training to the hospitality industry.

At arena4|finance, we would like to thank all the members, suppliers, sponsors and patrons for their incredible support over the past 10 years. We look forward to focusing on the further expansion of HOSPA Professional Development and its programmes. Watch this space for more information about our new activities!

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

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0203 418 8196 or emailed at:
jane.pendlebury@hospa.org, jenny.rose@hospa.org



Chris Denison Smith
Director, FM Recruitment

A new kind of hospitality worker

Ask any owner, manager or entrepreneur what takes up most of their time and the answer is often “people problems”. HR can be a real drain on resources. Yet people are the magic ingredient that helps a brand carve out a winning position. And in 2014 a new breed of hotel worker is front and centre to almost all customer interactions.

Almost six years of Depression

Many workers in their mid-twenties have never known a working life without severe economic downturn. The UK unemployment rate is running at just above 7% at the time of writing and many families and workers are only getting by with the support of unemployment benefits or tax credits.

The dire economic situation of the last six years also means those in work probably haven't had a wage rise in all that time. Indeed it's likely they've said goodbye to colleagues as managers desperately cut costs to stay afloat.

Outside of work, times are hard, too. Very few in the UK have not had to watch the weekly budget very carefully since the banks went belly up in 2008. Workers who have managed to avoid 'the chop' have every right to feel stressed and anxious. They are looking over their shoulders and focusing on the most basic instinct: saving their jobs.

Although 2014 brought the first inklings of recovery, times are still hard. The chaotic nature of the job market following global financial crisis post-2008 is one factor that has shaped so-called 'Millennials'.

Millennials do it on their own terms

A new breed of worker - Millennials, also known as Generation Y, and generally agreed to be born after 1982 - is heavily represented in the hotel industry workforce.

These young citizens were born into a world unrecognisable to the one their parents first knew when starting out. Technology, specifically the internet and social media, is all-pervasive and second nature to this group. They see no temporal or meaningful divide between 'real world' encounters and interactions, and those done online.

Some business commentators argue that Millennials have an overgrown sense of entitlement. Some younger workers don't recognise traditional business hierarchies, having grown up in a world where online collaboration and crowdfunding are the norm. The concept of 'respecting your elders' is perhaps not the default position for some. And the idea of being a 'salaryman', wedded to a company for working life, is laughable to Generation Y. Indeed the concept of a 'job for life' is long gone; nor do young workers want it.

Some hotel HR managers report that Millennials have unrealistically high expectations for remuneration, progression and conditions, which also plays into the frequent job-switching HR managers sometimes complain about.

To be fair, rapid changes of jobs are also likely to be a consequence of the poor economic prospects faced by Millennials.

Loyalty and commitment can be cultivated in this group but such traits are not triggered solely by money. Rather, the most distinct characteristic of Millennials is that they demand the right to a healthy work-life balance. If hotels are able to accommodate this desire, and flex employment conditions around it, then staff are very much more likely to stick around long term - and therefore become more valuable.

Generation Y traits and values:

High confidence levels, open-mindedness and tolerance

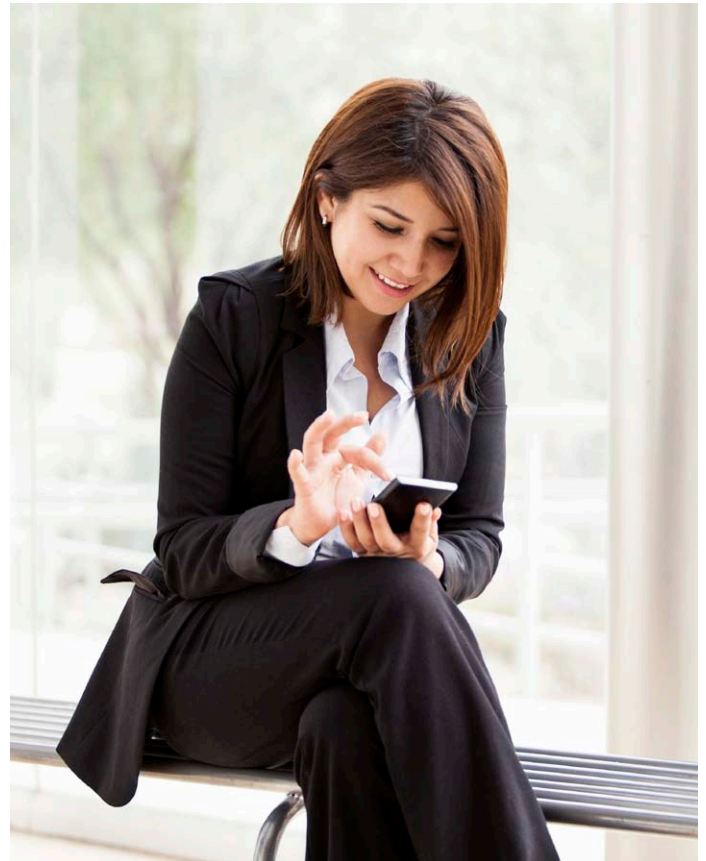
A sense of entitlement and a kind of narcissism

'Digitally native': high engagement with the internet and social media.

Recruitment and the impact of online

LinkedIn is well established as the No1 networking site for professionals and executives. Its success is at least partly built on being the biggest online job board for management. Indeed, you'd be hard-pressed to find an HR Manager who does not use LinkedIn to research a potential new hire as part of the recruitment process.

A simple Google search will often uncover a great deal about an individual being considered for a role. Not everyone manages



their Facebook preferences with due diligence; and the nature of open web means bucket-loads of information is available at a couple of clicks.

Of course this works both ways. Hotel brands must manage their online reputations carefully, not just to put the best face forward to customers, but to potential recruits, too.

Social media is deadly serious

The all-pervasive nature of social media means that most hotel brands have a presence on the key platforms. The smart ones take it very seriously.

The responsibility for managing a brand's social footprint is weighty, yet too often it's left to any young gun who puts up a hand to do the task. Much better to find and recruit a social marketing expert skilled in online customer service, someone who has the skills and experience to maximise the good news about your brand, and who is nimble enough to react autonomously and with care when issues arise.

Walking the tightrope with social media

Like it or not, your employees are online 24/7. Four in five people reach for phones within 15 minutes of waking. Smartphone penetration in the UK surpassed 75 per cent in 2014 and is even higher amongst a younger demographic. Hotel workers (like their colleagues in any industry) shop at work and play online games when on a break. On Facebook they talk about what's happening at work.

Work is a movable beast

Many industries have seen the rise of remote working made possible by technology. This shift only marginally affects the hotel trade as so many roles are customer-facing. Front-line positions and the many hidden hospitality services that keep a hotel ticking along are naturally based on site. Nevertheless the new breed of worker wants convenience and flexibility built in to contracts as standard.

Today's technology does allow managers to communicate highly personalised messages to teams; and to involve them in business developments and decisions, if required. Meetings can be held virtually, across remote locations. Projects and collaborations can be accelerated via online tools.

People issues and change

All industries are seeing the rise of 'the new worker' and none more so than hospitality.

The drawn out economic downturn has coincided with the rise of a distinct new, younger class of worker which must be understood and accommodated to maximise retention and output.

These Millennials - high in confidence, open-minded and tolerant, yet with a sense of entitlement - seek job opportunities and career development in sophisticated ways online. Many recruiters and HR Managers are still playing catch-up in this area.

The opportunities for collaboration, innovation and maintaining a happy workforce are vast if managers can find a way to tap into the collective knowledge of its workforce and the spirit of the times.

HOSPA BOOKSHOP

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

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

£65 HOSPA members, £75 Non-members

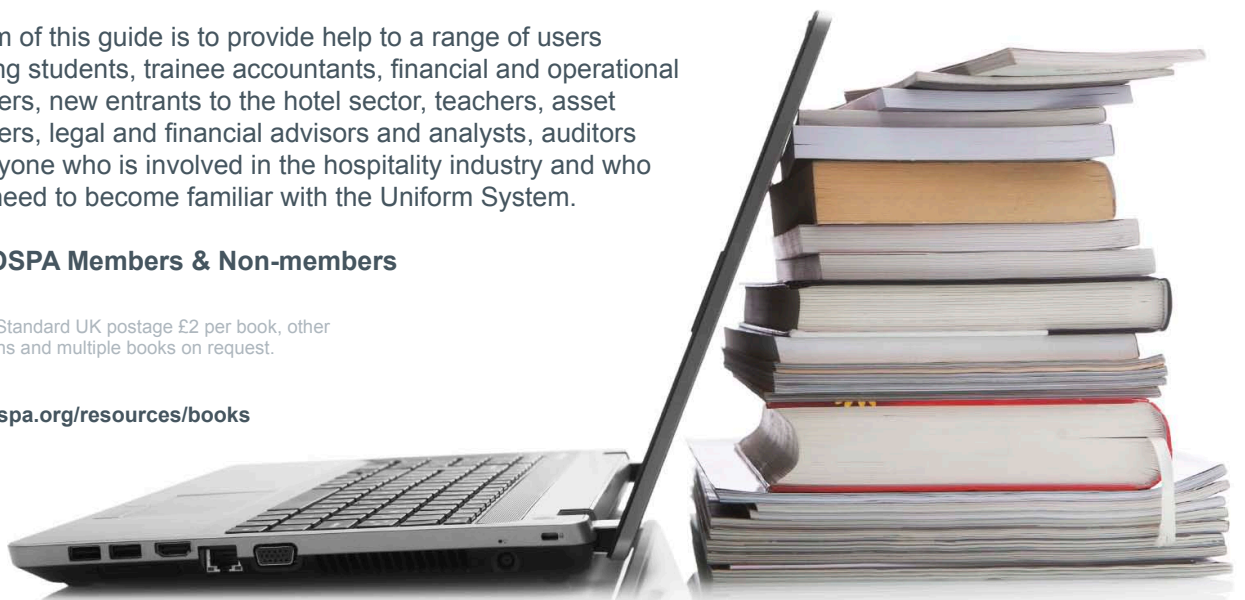
Guide to the Uniform System of Accounts for the Lodging Industry (10th Edition) *written by Howard Field and published by HOSPA*

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

£25 HOSPA Members & Non-members

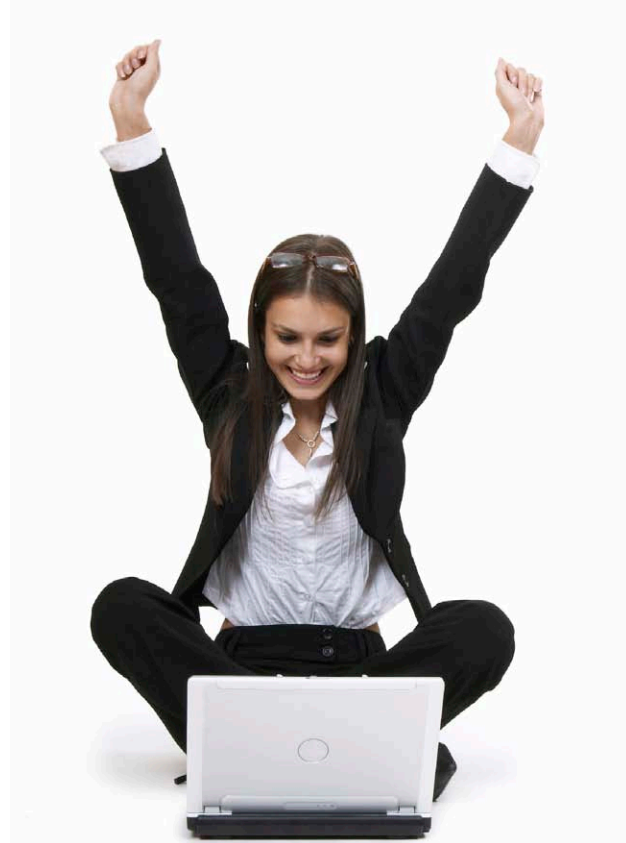
Postage: Standard UK postage £2 per book, other destinations and multiple books on request.

www.hospa.org/resources/books





RESULTS: EDUCATION & TRAINING PROGRAMMES, SEPTEMBER 2013 COHORT



REVENUE MANAGEMENT

STAGE ONE

Firstname	Surname	Employer
David	Bell*	Kirkconnel Group
Gelu	Cuzic	Whitbread Hotels & Restaurants
Marisa	Palmero	Not working in hospitality

STAGE TWO

Firstname	Surname	Employer
James	Field	Whitbread Hotels & Restaurants
Sharon	Murphy*	The Malton Hotel, Eire
Emma	Olney	Whitbread Hotels & Restaurants
Tessa	Rowbottom	London Hilton on Park Lane

STAGE THREE

Firstname	Surname	Employer
Jayne	Nicolson	Portland Hotels

STAGE ONE

Firstname	Surname	Employer
Tiffany	Fabian	De Vere Village Hotel & Club Warrington
Jayne	Green	De Vere Village Urban Resorts Liverpool
Meriel	Johns*	Jurys Inns, Brighton
Jennifer	Keane	Red Carnation, Milestone Hotel
Bethany	Maxwell	Starwood Hotels, Le Westin Paris-Vendome
Robert	Mccluskey	De Vere Village Urban Resort Maidstone
Linda	Novade	Red Carnation, The Duke of Richmond Hotel
Katie	Prince	De Vere Village Hotels Cheadle
John	Robson	Jurys Inns, Newcastle
Eva	Stranakova	Imperial Hotel, Vienna
Jose	Zhang	Sheraton Stockholm Hotel

STAGE TWO

Firstname	Surname	Employer
Caterina	Cicogna	The Lanesborough Hotel
Thomas	Fink*	Rocco Forte Hotels, The Charles Hotel, Munich
Elsbeth	Holland	Point Hotel Edinburgh
Sophie	Kendrick	Jurys Inns
Jackson	Lai	Mandarin Oriental Hyde Park London
Nikhil	Mehrotra	JW Marriott, Grosvenor House Hotel
Arun	Riyal	Burj Al Arab, Dubai
Nicola	Shallcross	Principal Hayley Cranage Hall
Alina	Sulinskiene	Le Meridien Piccadilly Hotel
Oksana	Svidrun	Crowne Plaza Marlow
Benjamin	Taylor	Hilton Puckrup Hall
Dildora	Vasliddinova	JW Marriott, Grosvenor House Hotel
Mahela	Vidanapatirana	Principal Hayley, The Royal York Hotel

STAGE THREE

Firstname	Surname	Employer
Sylwia	Bukowska	Principal Hayley, The Met, Leeds
Tyronne	Don Paul	Jumeirah Beach Hotel
Charlotte	Howell	Principal Hayley, The George Hotel
Suzanne	Howell	Principal Hayley, Grand Central Hotel
Annika	Kischkel	Vibrant Media
Anna	Kobylnik	Principal Hayley, St Johns Hotel
Aileen	Mckenna	Principal Hayley, Grand Central Hotel
Andreea	Mihalca	Q Hotels, Cambridge Belfry Hotel
Peter Koon Soon	Oon	Mandarin Oriental Hyde Park
Chinthaka	Periyapperuma*	Jumeirah Madinat Dubai
Florence	Raubaud	Hotel d'Angleterre Geneva
Miriam	Said	Starwood Hotels & Resorts, Park Lane Hotel
Nicola	Shallcross	Principal Hayley Cranage Hall
Gavin	Utting	De Vere Dunston Hall Hotel

* Learners achieved the highest overall grade for their Stage of study and will be recognised at the Annual Awards Lunch in December.

Xn gets Hallmark of approval

UK-based Hallmark Hotels selects integrated, multi-property protel PMS, Conference & Banqueting and Xn POS solutions from Xn Hotel Systems

Hallmark Hotels has devoted the last five years and millions of pounds to create a group of exceptional hotels with a serious focus on providing the very best guest experience.

The Hallmark Hotels Collection consists of eight hotels, with locations in Bournemouth, Manchester, Derby, Carlisle, Hull, Gloucester and Croydon.

Hallmark Hotels had been using legacy, standalone PMS and EPoS solutions for several years and identified the need to implement a new, centralised solution to drive strategic growth and revenue across the estate. A market-wide evaluation was conducted by senior, cross-department stakeholders and Xn Hotel Systems was selected to implement protel Multi-Property Edition (MPE) with integrated Conference & Banqueting, as well as the company's enterprise POS solution.



"This is an important project for Hallmark Hotels, which will provide us with a mission critical platform from which to implement our strategic growth plans", stated James Hawksworth, Finance Director. "Crucially, Xn's integrated systems will equip our revenue, reservations, sales and events teams with the appropriate tools to provide our guests with the very best experience, drive efficiencies through the organisation and maximise revenue opportunities."



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→ KEEPING GUESTS ENTERTAINED



Alison Dolan, Deputy MD at Sky Business, looks at the changing entertainment demands of customers

Sky In-Room delivers award-winning TV to guests to create a home-from-home Sky experience. It operates exactly like an in-home Sky service – a Sky box is fitted into the hotel room to give guests full control over what they watch across a wide choice of channels including sports, movies and entertainment (all in HD)

In recent times, guests' expectations of in-room entertainment have changed a lot; they are now demanding and expecting even more from their hotel room viewing options.

One reason for this is that many people's homes now contain much better technology than the standard hotel room – large HD screens, either Sky or another form of pay TV, often in multiple rooms, as well as the ability to watch on a tablet or computer. In the past, hotels would lead the way in technology relative to the entertainment systems people had at home. Nowadays, guests can be disappointed by the in-room entertainment experience provided by some hotels; small screens, standard definition content, unfriendly user menus, or having to pay to watch a movie.

Sky In-Room provides an opportunity for hotels to get back to a level that better matches the residential viewing experience. It operates like an in-home Sky service – a Sky box is fitted into the hotel room to give guests full control over what they watch across a wide choice of channels including sports, movies and entertainment (all in HD).

Hotel guests themselves are changing, too. For example, there are now far more business travellers, frequently travelling alone. Many of these expect good entertainment or movie content that they can watch in their hotel room, while eating room service, without needing to download movies to their tablet or having to go down to the hotel bar to eat.

Pressure on budgets for many individuals and families, as well as tighter corporate policies for business travellers, has meant that guests are unwilling or unable to pay for in-room content. The result is that many either bring their own devices, or give the hotel an unfavourable rating if they have been charged for movies or have been provided with a sub-standard entertainment experience. When it comes to entertainment, it's not only the content that customers want, but the flexibility and same user experience they have at home. We now offer Sky In-Room, which provides a wide-range of great content – from movies, to sports, to entertainment – all free to the guest and in the same programme format they are used to watching at home.

Of course, it is important that every hotel knows their guest profile and the local area to anticipate what they are likely to want, since a guest at an airport hotel has different needs and requirements than those staying at a golf resort. Similarly, a hotel in Cheltenham requires different content from a seaside family hotel in Cornwall and so it is important to get in-room entertainment right.

Sky In-Room allows hotels to tailor their content to their typical guest. The flexibility of content available through Sky In-Room means that different room types can take different content packs, for example. We see a number of hotels offer the full pack of movies, sports and entertainment in their suites, while offering entertainment only in their standard rooms.

Sky is taking part in Hotelympia, where the company will be demonstrating Sky In-Room and its other in-room products. Sky will also be revealing new research and insights into consumer demand and in-room trends. Meet Sky at the HOSPACE hub at Hotelympia from 28th April to 1st May.

→HOTELYMPIA 2014 Programme

Monday 28th April

TIME	TYPE	SESSION STEER	FORMAT	TITLES	CONFIRMED
11.30	HOSPITALITY GUILD SESSION <i>Training & Tech</i>	Tech debate on training using the AV capability at Hospitality Hse to link participants across UK to show	Panel Debate	Technology in training: A game changer for SMEs!	Comperere: Dan Power, People 1st; Amit Sood, Shaker Bar School;
12.30	SPONSOR SESSION <i>Mobile Tech</i>	Mobile Tech, payment solutions, e-comms & digital	Presentation & Discussion		Barclaycard
13:30	HOSPA SESSION <i>Tech Session</i>	A discussion on what hotels should/can expect to be providing for guests now and in the future.	Discussion	Next Generation Wifi for hotels	Bryan Steele – Chair of HOSPA's IT Community, Carl to confirm speakers
14:30	IN THE KITCHEN <i>Tech & Sustainability</i>	The Kitchen of the Future - discussion on trends, innovation, sustainability, role of menus in dictating kitchen design. What tech is worthy of investment; shelf-life. Does it improve chef creativity and change what the customer receives?	Panel Discussion	TOMORROW'S KITCHEN - Gimmick Vs Gizmo	Andreas Antona, Nigel Bell, Adande Chair: Keith Warren, CESA
15:30	BUELL SESSION <i>Operations</i>		Panel Discussion	The keys to Operational Excellence	Chair: Michael Gottlieb tbc Panellists: Peter Gardiner, Stephen McManus, Jill Chalmers & Simon Bailey (tbc)

Tuesday 29th April

TIME	TYPE	SESSION STEER	FORMAT	TITLES	CONFIRMED
11.30	HOSPA MASTERCLASS <i>HOSPA Session</i>		Presentation	'What are the key Historical Hotel Sales performance benchmarks over the past few years – and what do I need now for my hotel or organisation?'	Tony Oliveira, Business Development Manager, HotStats
12:30	BUELL SESSION		Panel Discussion	The Keys to Growth	Chair: Charles Prew Panellists: Jonathan Perrin, Chris Smith, Julian Matthews & Steve Cash
13.30	FUTURE TECH <i>Horizon-Scanning Future Tech</i>	Future Tech in hospitality - 5 areas of focus: Social Media & Mobile Apps; Big Data; Mobile Payments; Wearable Tech & Funding	Presentation	Horizon-Scanning Future Tech	Will Hawkey, KPMG
14.30	ON THE MENU	Social Making or Breaking the Food Industry When you look on social media you will see hundreds of thousands of images posted of food within the last month. But what is this doing for the hospitality industry?	Panel Discussion - with survey results	What is #FoodPorn doing for the hospitality industry?	Karen Fewell (Digital Blonde); Tom Aikens; Ed Butcher at Square Meal; Daniel Doherty (Duck & Waffle); Jonathan Doughty (FCS) and Coverpoint Food) Karen Fewell liaising with speakers.
15.30	SPONSOR SESSION	TBC	TBC	TBC	TBC

→ HOTELYMPIA 2014 Programme

Wednesday 30th April

TIME	TYPE	SESSION STEER	FORMAT	TITLES	CONFIRMED
11.30	BUELL SESSION		Panel Discussion	The Keys to Growth	Chair: Charles Prew Panellists: Jonathan Perrin, Chris Smith, Julian Matthews & Steve Cash
12.30	HOSPA SESSION	Liz Hall will update the PWC forecast for the Hotel Industry for the next two years.	Presentation	What can you expect for the UK Hotel Industry for 2014 and 2015?	Liz Hall - Head of Hospitality Research at PWC
13.30	SPONSOR SESSION				Springer Miller - Amanda Wissell
14.30	THE CONNECTED CUSTOMER <i>Marketing & Revenue</i>	Driving Loyalty and Revenue by connecting the customer to your business/locality. The Local Movement. Role of Reputation Management.	Panel Discussion	The Connected Customer	Richard Harrison, UK MD Reputation.Com, Minesh Shah (Director of Review Services, TripAdvisor) Umi (speaker name tbc); Chair: James Hacon
15.30	TECHNOLOGY - IN ROOM	Hi-Tech on a Budget -price, design and location vs space. Is it all about the in-room tech for customers? Recent announcement of Hub concept by Whitbread. Customer controls experience with in-room app.	Presentation & Panel Discussion	Hi-Tech on a Budget	Chair: Carl Wheldon, HOSPA Speakers from: Sky, Whitbread & Tim Worrall, Airwaves (tbc)

Thursday 1st May

TIME	TYPE	SESSION STEER	FORMAT	TITLES	CONFIRMED
11.30	MOBILE TECHNOLOGY <i>Hospa Session or Sponsor session tbc</i>	Mobile Technology - mobile payments	Presentation		
12.30	ON THE MENU <i>Food and Training Tech</i>	Be 'Appy, Be Healthy - Will new allergen regs really mean the 'death' of the specials board and kitchen spontaneity or can tech provide a solution? use of smartphone technology and QR codes to provide diners with information on allergens and healthy options.	Panel Discussion	Be' Appy, Be Healthy	John Dyson, Food & Technical Adviser, BHA; Keeley Haworth, Marketing Manager, Vacherin; Mark Young, JAMIX; Anne Maloney, Coeliac UK
13.30	SPONSOR SESSION				Sky tbc via Charlotte
14.30	BUELL SESSION	The Keys to Being a Top Quality Operator – how do you stand out from the crowd in terms of your product and service offer - being different, introducing structure and consistency into your business, developing your team to deliver excellence	Panel Discussion	The Keys to Being a Top Quality Operator	Chair: Michael Gottlieb tbc Panellists: Peter Gardiner, Carl Donnelly, Stephen McManus, Simon Bailey (tbc)



Careers in Hospitality to Offer New Inspiration

Some of the biggest prospective employers in hospitality are set to join forces with respected industry professionals and recruiters when Hotelympia's dedicated careers fair, **Careers in Hospitality**, returns to London's ExCeL this April (28th-29th).

Hospitality big hitters including Premier Inn, Wine & Spirits Education Trust, Gourmet Burger Kitchen, Holiday Inn Four Pillars Hotel Group and the Royal Air Force will be on hand with vacancies to fill and advice for budding employees.

It doesn't matter what stage of the ladder you're on – Careers in Hospitality is relevant to anyone seeking fresh impetus and new challenges, offering the perfect platform to take advantage of independent careers advice, and benefit from a programme of inspirational FREE seminars presented by Springboard, Wine & Spirits Education Trust, and the UK Housekeeping Association.

Just some of the highlights for the two-day spectacle include; Chief Executive of The Clink Charity, Chris Moore, discussing second chances in hospitality; and a culinary battle with a difference pitting Sara Edwards, HR Director of Tragus Group against Babylon Roof Gardens' Peter Avis.

Marcus Kilvington, founder of FoodProfitsMembership.com and Customer Experience Director at SidonaGroup.com, Anne Blackburn, will be discussing the best way to deal with staffing problems, while returning Hot Talent April Partridge will be imparting her experiences of two whirlwind years since being crowned as Hotelympia's 'one to watch'.

The young chef will also be hosting a very special event on the main Stage on Monday 28th April, bringing together influential industry leaders from the top hospitality businesses with young people to stimulate dialogue on employability skills, work experience and apprenticeships. The Big Hospitality Conversation

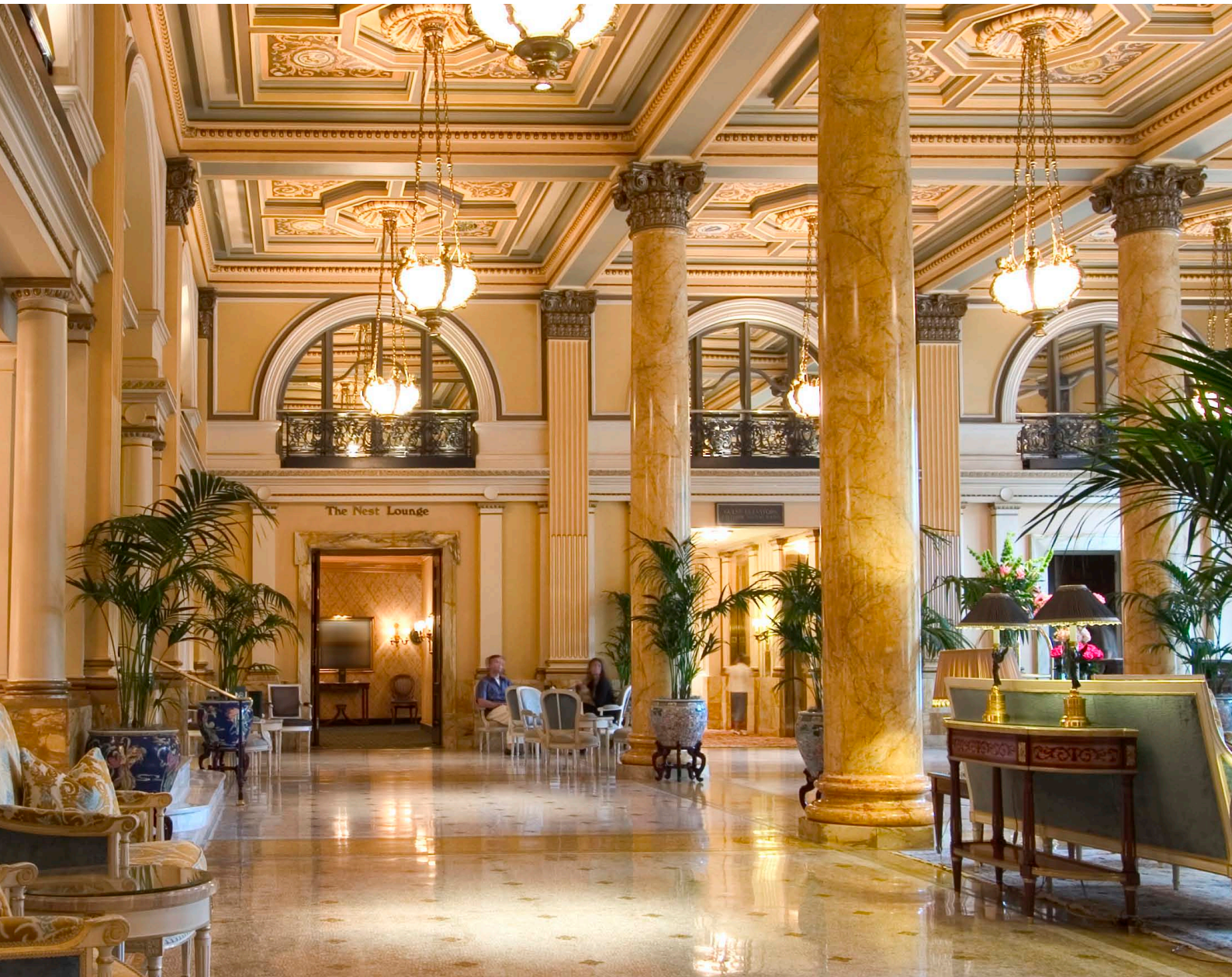
is a joint initiative between The Prince of Wales's charity Business in the Community, the British Hospitality Association (BHA) and Springboard. Patrick Dempsey, managing director of Whitbread Hotels & Restaurants will join BHA chief executive Ufi Ibrahim for a session of meaningful, relevant and inspiring debate.

Toby Wand, Managing Director at Fresh Montgomery, said: "An intrinsic part of Hotelympia, and one that sets us apart from the pack, is a genuine focus on career development both for those candidates beginning their journeys and those with the desire for a new challenge. We're confident that we have the best ever line up at Careers in Hospitality 2014, offering a stunning collection of prospective employers – a veritable who's who of the hospitality industry – alongside a group of speakers who really have seen and done it all. I urge anyone looking to set their career on the right track in 2014 to come along and gain inspiration."

Visitors can go to www.hotelympia.com and register now for a free ticket to Careers in Hospitality saving the £25 entrance fee.

2014 will see Hotelympia move to a new four day format and be situated in one extended hall making it even easier for visitors to navigate the attractions without the disruption of the central boulevard. New, dedicated networking hubs will make the Hotelympia show-floor the UK's biggest-ever hotbed of hospitality business activity.

For further information please see www.hotelympia.com and follow us on Twitter for everything Hotelympia [www.twitter.com/hotelympia](https://twitter.com/hotelympia)



Nine Ways to Generate Hotel Revenue and Profit

In a recent HSMAI white paper, commissioned in partnership with Infor, a leading global provider of hospitality enterprise software, Trevor Stuart-Hill, CRME, offers nine solutions designed to help hotel managers increase profitability amidst a climate of rising costs, which is offsetting recent RevPAR recovery.

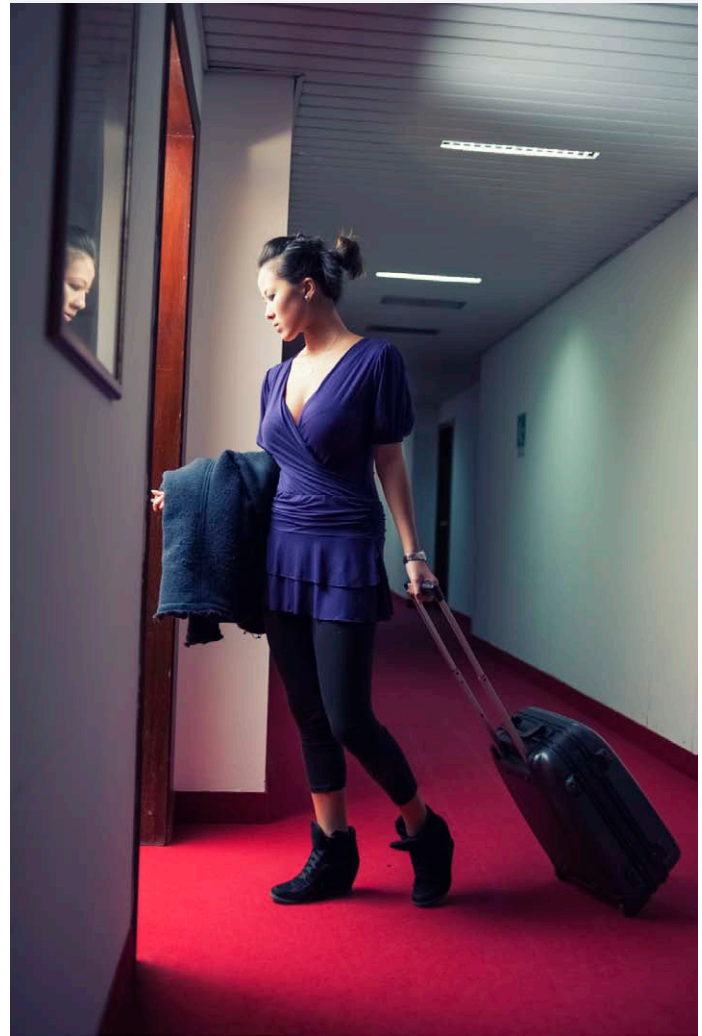
“Escalating costs are the greatest factor limiting bottom-line performance for many properties around the country,” Stuart-Hill said. “Hotels and resorts are facing enough demand today that they should be able to turn some impressive profits if they are able to take creative action to improve profitability.”

“While the industry is now seeing revenue and occupancy growth outpace pre-recession levels, net income has stayed flat, dragged down by increasing costs,” said Robert A. Gilbert, CHME, CHBA, president and CEO of HSMAI. “This white paper suggests a number of ways hotel managers can find new ways to generate increased revenue and profit.”

Stuart-Hill's strategies outline steps hotel managers can employ to increase net revenue in this current cost climate:

- 1. Focus on forecast performance:** It's important to bring a view of the future to managers at all levels throughout your organisation. Ensure everyone understands operational and financial forecasts and the implications of each.
- 2. Engage your associates:** Guest satisfaction is often dependent upon your guests' experience with numerous associates. Empowering each person in your organisation via relational communications versus a hierarchical approach will improve overall employee morale and enable more associates to contribute to the bottom line.
- 3. Optimise market segmentation:** Find your most-profitable customers versus profiling them in a broad category. Understanding guest behavior in terms of booking windows, channel preference and spend propensity, among others, are all factors to take into account.
- 4. Match staffing levels to demand:** As demand can fluctuate at the last minute, hoteliers need to be more adept at dynamically adjusting staffing to match their business levels.
- 5. Think of inventory as a precious asset versus a perishable commodity:** Know the value of certain services on which you could make revenue. For example, allowing an early check-in or late check-out for a nominal fee. Having an idea of what customer you're serving will guide you in what added services might be of value to them.
- 6. Truly understand ROI of marketing spend:** Assign ROI to someone who understands your business holistically and who can assess performance of initiatives throughout a period of time so that you can recourse as necessary.
- 7. Enhance guest experience while generating additional profit:** Take stock of opportunities throughout the travel continuum (e.g., dreaming, planning, booking, anticipating, experiencing and sharing). Use platforms such as social media to engage guests in the dreaming and planning stages or illustrate benefits in the booking phase to permit potential guests to easily upgrade or add supplemental services.
- 8. Review charges to ensure they do not make it to the guest folio:** Carefully review arrival reports days in advance to verify pricing and package components to a guest's folio. Upon checkout, confirm all charges are accounted for to avoid surprise charging a guest on a later date for a consumed service that was not added in initially at checkout.
- 9. Proactively manage assets to minimise both downtime and guest satisfaction issues:** Closely track energy and efficiency costs against occupancy and seasonality to maximise cost savings. Provide tools to front desk, maintenance and housekeeping staff to allow them to communicate statuses of rooms so that issues such as emergency repairs are conveyed accordingly.

"If you don't already see this happening in your organisation, now is the time to take the action needed to capitalise on the full profit potential of the recovery," Stuart-Hill added. "Look beyond the



things you have done in the past, and think differently about what opportunities lay ahead."

The Bottom Line

Several authoritative sources agree that RevPAR growth of roughly 6% is anticipated for both 2013 and 2014 with the majority of that growth coming from ADR versus Occupancy. This should mean that you will get more money without having to serve more people, and that almost all of this revenue will drop right to your bottom line. If you don't already see this happening in your organization, then now is the time to take the action needed to capitalize on the full profit potential of the recovery. Look beyond the things you have done in the past and think differently about what opportunities lay ahead.

To read the full HSMAI Infor white paper please go to <http://go.infor.com/UK/hosp-9-ways-to-pull-more-rev> or if you would prefer to have a copy emailed to you contact Amanda Brown amanda.brown@infor.com

Enhancing profits may seem at odds with pleasing guests. Yet more than 14,000 hotels, resorts and gaming properties worldwide are able to manage their reputation, build customer loyalty, streamline operations, deliver exceptional guest experience and maximise revenue potential—with Infor Hospitality, the only hotel software that touches every area of the business from one common platform. www.infor.com/hospitality



Flat February fails to dampen growth

Pub and restaurant groups had a flat February with collective like-for-like sales up just 0.2% on the same month last year. The London market performed best, with a like-for-like increase of 1.3%. Total sales, including the impact of new openings, were ahead 2.7% on this time last year.

The latest figures from the Coffer Peach Business Tracker, the sector's leading sales barometer, come on the back of a strong Christmas trading period and a 7.2% leap in like-for-like sales in January for the nation's pub, bar and restaurant groups.

"Again the winter weather was a factor, if a more benign one this last month," said Peter Martin of CGA Peach, the business insight consultancy that produces the Tracker for the out-of-home market in partnership with Coffer Group, Baker Tilly and UBS. "February last year was a relatively good trading month, with LFL sales up 3.3% on 2012, wedged as it was between the two snow-hit months of January and March. So to record similar figures this year, especially on the back of a bullish January, will still be good news for the sector."

Operators inside the M25 together had the best monthly results with a 1.3% like-for-like sales increase, driven mainly by the performance of London pubs. This compared to a collective 0.3% fall for the rest of the country. Restaurant groups were the best performers outside of the capital in February.

"However, underlying growth in the managed pub, bar and restaurant sector remains solid," added Martin. "Year-on-year, like-for-like sales for the combined 27 companies in the Tracker sample were running 2.0% up for the 12 months to the end of February, with total sales running 4.6% ahead. The London market continues to outperform the rest of the country, although out-side of the M25 is also in long-term positive growth.

"The beginning of every year is always a relatively quiet trading period, but there is a growing optimism among operators, reflected in the results of CGA Peach's own annual Business Leaders' Survey of 170 top executives, which showed 61% fairly optimistic and a further 29% very optimistic about the prospects for their businesses this coming year."

Paul Newman, head of leisure and hospitality at Baker Tilly, said: "After sparkling like-for-likes in January on the back of a strong festive trading period, further growth however small is viewed as extremely positive in a month hit by atrocious weather in many parts of the country. With the British Retail Consortium recently reporting that year on year sales in the retail sector have fallen 1% in the same trading period, these results offer further evidence that the consumer continues to favour eating and drinking out over shopping. The robust characteristics the sector is exhibiting align well with the positive M&A and IPO interest we are seeing from a number of corporate operators."

Trevor Watson, director at Davis Coffe Lyons, added: "The recovery to normalised growth is now complete and we expect sales to further accelerate throughout the UK over the next 12 months. Demand from operators for sites in our core markets is increasingly strong, which is putting upward pressure on rents, premiums and property values. This, in turn, is leading to unprecedented prices being paid for a wide range of leisure properties – particularly in central London. The ongoing debate about whether an increase in national minimum wage will strengthen the recovery is an interesting one which operators and investors will need to keep a close eye on."

Jarrold Castle, leisure analyst at UBS Investment Research, observed: "While these figures appear disappointing following on from strong LFL growth in January, February was not able to benefit from weather effects. Within the M25, pubs and restaurants saw 1.3% LFL growth compared to the regions -0.3% LFL decline. This is inline with a longer-term trend of better growth in the capital. However, site growth is higher in the regions given total sales growth reached 2.8% outside London compared to 2.0% within the M25. The 12 months rolling average declined from 1.7% last month to 1.4% in February. Whilst this is still ahead of the historical average of 1.1%, this is a reversal of the improving trend we have seen since November 2013."

The Coffe Peach Tracker* industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 27 operating groups, and is recognised as the established industry benchmark.

Pub and restaurant group sales performance for months of 2013

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

Source: Coffe Peach Business Tracker. Coffe Peach Business Tracker is powered by Demographix

For more information please contact

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

AMERICAS

9.1

GOPPAR USD
% CHG 2012

TREVPAR 6.4

DEPT EXP 5.1

UNDIST. EXP 4.5

EUROPE

1.2

GOPPAR EUR
% CHG 2012

TREVPAR 3.8

DEPT EXP 3.7

UNDIST. EXP 7.5

MEA

10.7

GOPPAR USD
% CHG 2012

TREVPAR 10.2

DEPT EXP 10.9

UNDIST. EXP 8.6

APAC

6.8

GOPPAR USD
% CHG 2012

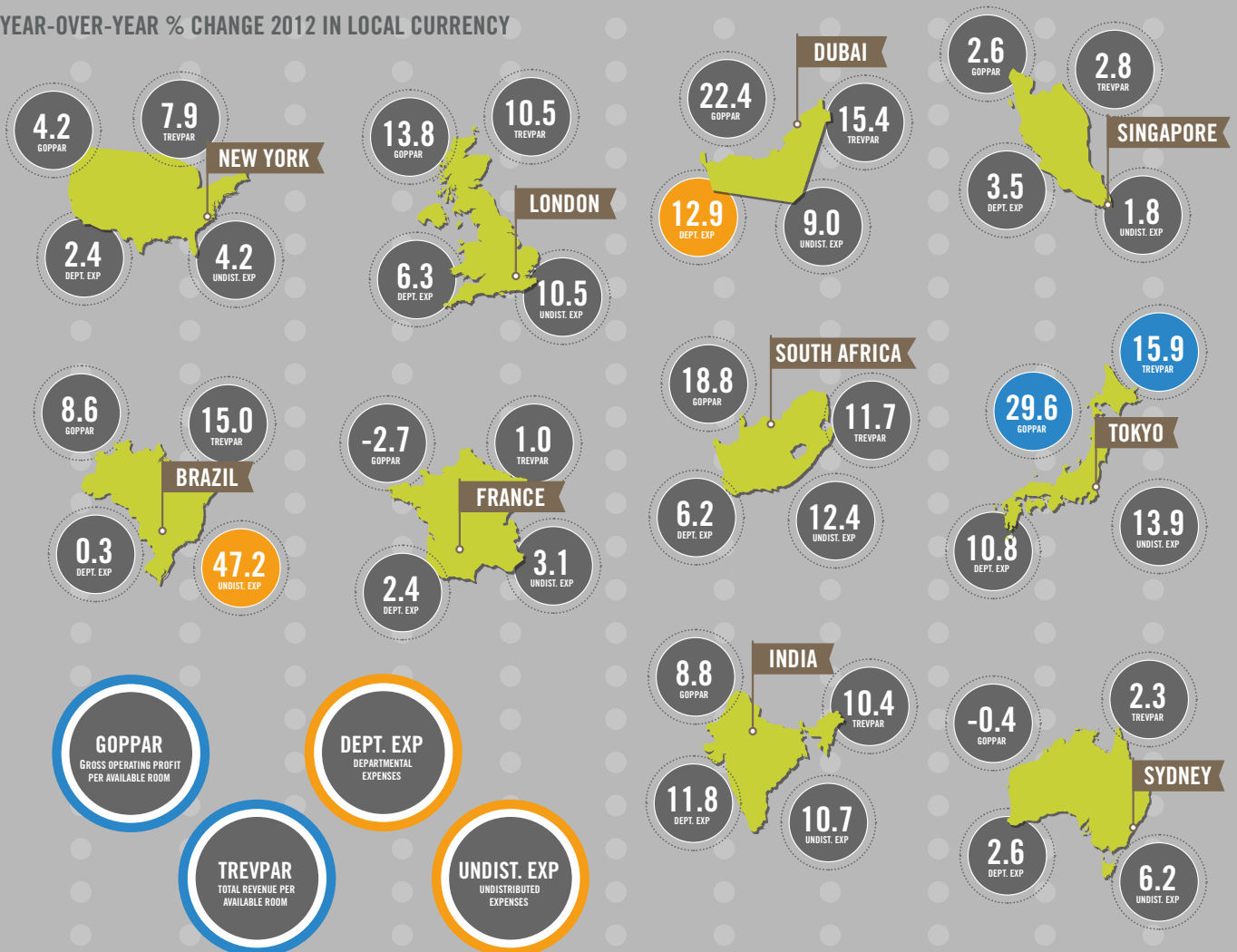
TREVPAR 6.1

DEPT EXP 5.4

UNDIST. EXP 6.2

GLOBAL HOTEL PROFITABILITY OVERVIEW

YEAR-OVER-YEAR % CHANGE 2012 IN LOCAL CURRENCY



GOPPAR
GROSS OPERATING PROFIT
PER AVAILABLE ROOM

DEPT. EXP
DEPARTMENTAL
EXPENSES

TREVPAR
TOTAL REVENUE PER
AVAILABLE ROOM

UNDIST. EXP
UNDISTRIBUTED
EXPENSES



GLOBAL HOTEL PROFITABILITY PERFORMANCE 2012

SOURCE: STR GLOBAL HOTEL PROFITABILITY SURVEY 2012 - WWW.STRGLOBAL.COM - PROFITABILITY@STRGLOBAL.COM



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Regions see growth continue

A flying start to 2014 for Yorkshire & Humberside hoteliers

With every UK region enjoying an unusually positive start to the year, Yorkshire and Humberside hoteliers recorded year-on-year increases in total revenue per available room (TRevPAR) and gross operating profit per available room (GOPPAR) of 6.9% and a stunning 25.0% respectively in January, according to the latest HotStats.

Hotels in the region increased average room rate (ARR) by 7.1% to £63.39 mainly underpinned by rate rises in residential conference and best available rate segments. Alongside the rate increase, occupancy improved by 1.2 percentage points to 53.8% and as a result RevPAR posted impressive growth of 9.6% to £34.09. Moreover, TRevPAR levels also benefited from increases in non-rooms-revenues to achieve a 6.9% growth to £63.41.

Well controlled operating costs and payroll combined with overheads as a percentage of total revenue reducing to 35.7% from 36.5%, boosted GOPPAR by 25% to £6.74, in stark contrast to the 26.0% decline recorded in this metric in the same month last year.

Manchester grows revenues but not profit

In January, hotels in Manchester registered growth in revenue with RevPAR and TRevPAR increasing by 1.9% and 2.6% respectively. But these positive movements were not enough to offset rising costs, with GOPPAR declining by 1.2%, according to the latest HotStats.

Although occupancy dropped by 1.0 percentage point to 66.3%, a 3.5% rise in ARR to £72.17 contributed to a 1.9% uplift in RevPAR to £47.87. Increasing rooms revenue was further supported by growth in food (+4.8%) and beverage (+6.7%) revenues per available room leading to a 2.6% TRevPAR rise to £83.69. However with an escalation in operating costs, most notably a 15.0% surge in travel agent commissions to £6.51 per room let, revenue gains were cancelled out. With increases in payroll (+0.9 percentage points) and overheads per available room (+1.1%), profitability conversion deteriorated to 19.1% from 19.9%, equivalent to a 1.2% decline in GOPPAR to £16.00.

Dramatic Performance by Stratford-Upon-Avon hotels

Hoteliers in the city of Shakespeare experienced a very positive first month of the year with TRevPAR and GOPPAR surging by 12.3% and 30.0% respectively, according to the latest HotStats.

Positive year-on-year increases were recorded across all key performance indicators in the month, with ARR being the only exception declining by 0.7% to £66.34. Nevertheless, hoteliers saw occupancy rising by 3.5 percentage points to 45.4% and consequently RevPAR grew by 7.6% to £30.13. With ancillary revenues showing substantial improvement, TRevPAR rose by 12.3% to £60.88.

Efficient cost control helped to enhance departmental operating profit per available room (DOPPAR) by 10.6% to £28.38 and GOPPAR by a staggering 30.0% to £7.57 despite a 4.8% increase in overheads per available room.



The month of January 2014

	Jan'14	Jan'13	Var b/w		
YORKSHIRE & HUMBERSIDE	Occ %	53.8	52.5	1.2	▲
	ARR	63.39	59.21	7.1%	▲
	RevPAR	34.09	31.11	9.6%	▲
	TRevPAR	63.41	59.34	6.9%	▲
	Payroll %	40.5	40.9	0.4	▲
	GOP PAR	6.74	5.39	25.0%	▲

	Jan'14	Jan'13	Var b/w		
MANCHESTER	Occ %	66.3	67.4	-1.0	▼
	ARR	72.17	69.73	3.5%	▲
	RevPAR	47.87	46.98	1.9%	▲
	TRevPAR	83.69	81.55	2.6%	▲
	Payroll %	34.6	33.7	-0.9	▼
	GOP PAR	16.00	16.19	-1.2%	▼

	Jan'14	Jan'13	Var b/w		
STRATFORD UPON AVON	Occ %	45.4	41.9	3.5	▲
	ARR	66.34	66.83	-0.7%	▼
	RevPAR	30.13	28.00	7.6%	▲
	TRevPAR	60.88	54.21	12.3%	▲
	Payroll %	40.6	42.8	2.2	▲
	GOP PAR	7.57	5.82	30.0%	▲

The Calendar year to January 2014

	YTD'14	YTD'13	Var b/w		
YORKSHIRE & HUMBERSIDE	Occ %	53.8	52.5	1.2	▲
	ARR	63.39	59.21	7.1%	▲
	RevPAR	34.09	31.11	9.6%	▲
	TRevPAR	63.41	59.34	6.9%	▲
	Payroll %	40.5	40.9	0.4	▲
	GOP PAR	6.74	5.39	25.0%	▲

	YTD'14	YTD'13	Var b/w		
MANCHESTER	Occ %	66.3	67.4	-1.0	▼
	ARR	72.17	69.73	3.5%	▲
	RevPAR	47.87	46.98	1.9%	▲
	TRevPAR	83.69	81.55	2.6%	▲
	Payroll %	34.6	33.7	-0.9	▼
	GOP PAR	16.00	16.19	-1.2%	▼

	YTD'14	YTD'13	Var b/w		
STRATFORD UPON AVON	Occ %	45.4	41.9	3.5	▲
	ARR	66.34	66.83	-0.7%	▼
	RevPAR	30.13	28.00	7.6%	▲
	TRevPAR	60.88	54.21	12.3%	▲
	Payroll %	40.6	42.8	2.2	▲
	GOP PAR	7.57	5.82	30.0%	▲

The twelve months to January 2014

	Rolling'14	Rolling'13	Var b/w		
YORKSHIRE & HUMBERSIDE	Occ %	71.0	67.8	3.2	▲
	ARR	61.86	60.22	2.7%	▲
	RevPAR	43.92	40.82	7.6%	▲
	TRevPAR	84.07	80.22	4.8%	▲
	Payroll %	32.6	32.9	0.3	▲
	GOP PAR	21.13	19.46	8.6%	▲

	Rolling'14	Rolling'13	Var b/w		
MANCHESTER	Occ %	78.7	77.5	1.2	▲
	ARR	77.66	74.49	4.2%	▲
	RevPAR	61.11	57.73	5.9%	▲
	TRevPAR	106.13	101.64	4.4%	▲
	Payroll %	28.2	28.5	0.3	▲
	GOP PAR	33.78	32.40	4.2%	▲

	Rolling'14	Rolling'13	Var b/w		
STRATFORD UPON AVON	Occ %	68.7	66.9	1.7	▲
	ARR	68.84	67.89	1.4%	▲
	RevPAR	47.26	45.43	4.0%	▲
	TRevPAR	82.75	80.81	2.4%	▲
	Payroll %	31.9	31.6	-0.2	▼
	GOP PAR	25.78	25.99	-0.8%	▼

Members' Events Forthcoming events

March 25

The Dos and Don'ts of the Recruitment Process

Location: WFW London office

Time: 8.30am for breakfast, 8.45am briefing begins

Watson, Farley & Williams are kindly providing limited spaces for HOSPA members at their second briefing of the year 'The Dos and Don'ts of the Recruitment Process'. Employment law does not just apply to a company's employees, it protects those applying for jobs and can impact particularly on the employees who carry out the interviews. In this briefing, Anna and Rhodri will be looking at all aspects of the recruitment process, with a focus on how claims of discrimination can arise, and will give practical tips on how to avoid pitfalls.

Limited places are available for this event so please RSVP early to Jesse Hubbard at events@wfw.com.

April 7

HOSPA Regional Meeting

Location: Manchester

Time: 6.00pm for a 6.30pm start

Venue: The Midland, Manchester

The following speakers have been confirmed for this event:

- Neil Corr, Senior Consultant EMEA, IDeaS
- Joe Stather, Business Development Manager – UK & Ireland, Benelux, Scandinavia, STR Global - Industry Update with a focus on Manchester

Registration is necessary to attend. To register your place at this event, please email jenny.rose@hospa.org with your details.

April 11

Revenue Management: Turning Insight into Performance Stage 2

Venue: tbc.

Location: London

Price: £75 + VAT per HOSPA Member attendee
£89 + VAT per Non-Member Attendee

Price includes 2 x coffee breaks & lunch at the event. All training material included.

This activity-based workshop is ideal for both current Revenue Managers and those looking to make a move into this dynamic discipline. (Note: Attending Stage 1 is recommended, but is not required for Stage 2).

This one day workshop will provide insight into the "soft skills" required to be successful in this rapidly evolving area of hospitality, and is ideal for those new to the role or those in need of a lively refresher! Delegates will emerge brimming with newfound confidence, motivation and new ideas. The relaxed environment will inspire creativity and the ability to visualise how you can make a real difference to your team and your business.

The stimulating blend of activity and discussion will touch on the following topics:

- Assess how you add value to your business
- Building a Revenue Culture: Encourage creative thought amongst your teams to grow new opportunities
- The evolution of Revenue Management and Managers
- The core concepts of Change Management
- Change Management practical session
- Data Review and Actions / Case Study

The workshop will be facilitated by two Revenue Management professionals,

with combined experience of over 40 years, gained in UK, Europe, North America, Middle East & Africa and Asia Pacific. Jennifer Keen, Director, Total Revenue Solutions Michael Heyward, Director, Hotel Performance Support, IHG.

To register for this event, please contact lisa.barnard@hospa.org

April 28

Hotelympia 2014

Location: Excel London

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

A new Hotelympia for 2014

A number of new and exciting changes are planned for 2014, which will make this edition of Hotelympia more vibrant:

- A new layout
- A new spring dateline: 28 April – 1 May 2014
- New floorplan

Reasons to Visit

Hotelympia is the UK's largest exhibition for foodservice and hospitality and the perfect environment to:

- Experience new, innovative products
- Network with contacts and meet new ones
- Source new ideas
- Improve your business performance

The HOSPA Hub

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

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

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

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

May 12

HOSPA IT Members' Meeting - The Next Technology Challenge - What's happening in other sectors

Location: London

Time: 6:00pm to 8:30pm Venue TBC

Registration is necessary to attend. To register your place at this event, please email jenny.rose@hospa.org with your details.

May 15

HOSPA Regional Quiz Night 2014

Location: Glasgow

Come and join us at for the first ever regional HOSPA Quiz Night in Glasgow!

The event starts from 6.00pm on Thursday 15th May for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Further details and booking will be released in due course. Please save the date in your diary!

June 4

Proficiency in Distribution and Digital Marketing

Location: London

June 4th - 6th 2014

Cost: £550 ex VAT - HOSPA member offer £449 ex VAT

This workshop uncovers the impact of social media, metasearch and mobile. We introduce the principal social media platforms and how they are being used within the hotel industry, and the impact of mobile on booking behavior and revenue strategies. The workshop offers a practical approach to creating a distribution strategy covering the key stages of situation analysis, goal setting, planning and implementing a strategy, how to choose a technology supplier, and measuring and monitoring success. All elements of the course are then consolidated into work on a one-day case study completed on day three of this workshop series.

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

June 5

The British Hospitality & Tourism Summit 2014

The event will be hosted by Accor at the Novotel London West. The Summit has already established itself as the premier agenda-setting diary date for senior Hospitality & Tourism professionals. The summit in 2013 was the biggest

yet and strengthened our industry's call to government and partners – to unite British Hospitality & Tourism leaders, across the entire UK.

The Summit unites the British Hospitality & Tourism industry bringing together senior leaders from all leading organisations including airlines, hotels, restaurants, entertainments, sports, energy, tourism and hospitality. Summit 2014 will build upon the progress already made and demonstrate that Hospitality & Tourism touches upon every UK industry. Register now to secure your place at the Summit www.bha.org.uk/events/summit

June 12

HOSPA Revenue Management Annual Debate

Venue TBC

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

If you would like to register early for this event, please contact jenny.rose@hospa.org with your details or call 01202 889430.

Sept 22

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

Location: London

Time: 6:00pm to 8.30pm

Venue TBC

Registration is necessary to attend. To register your place at this event, please email jenny.rose@hospa.org with your details.

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