

THE OVERVIEW

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Leading the way: mentoring



HOSPACE moves home
Hiring in the cloud

Welcome to THE OVERVIEW

Dear members,

And so it's almost time to vote again - it must be a Tuesday - and a general election is imminent. Early signs indicate that this will essentially run as a second Brexit and so the same concerns remain for the market, which does at least keep things simple.

As we have said before in these pages, the primary points of concern for the hospitality sector will be staffing and rising supply costs. Bars, restaurants and hotels are staffed by a myriad of foreigners, many of them originating in the EU outside the UK.

Staffing issues are not new. The country's ever-rising house prices have meant that those who would take on lower paid work, such as that typically seen at the coalface of hospitality, are priced out of the local area and cannot afford high commuter charges. Cities such as Bath, where property prices are significantly above the national average and rising, are riddled with 'staff wanted' signs in the windows of bars and restaurants which make it hard for nascent businesses to expand beyond entrepreneur-powered shifts and means that existing operations run on the minimum staff. And an ageing population is unwilling or unable to work long hours bussing tables.

There are fears that, long term, this will change the face of the hospitality sector in the UK. The last decade has seen a boom in the high street, with eating-out in particular taking on a vibrancy which has transformed the market. Food from around the globe, posh burgers, craft beers, flat whites, cold-pressed coffee, even self-service coffee which doesn't make the consumer want to peel their own skin off, it's all luring the consumer off their sofas.

Then consider France. A restaurant sector which hasn't changed for decades. As this is French cuisine there's not too much suffering involved, but 'moribund' doesn't come close enough. The presidential election may bring in a leader who will kick-start the economy and change this. Or it may not.

Here at HOSPA we offer training which turns hospitality jobs into careers which can help attract UK-based staff. The sector must work to maintain both their, and the consumers' interest.



Katherine Doggrell

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Back at the ballot box



The short run-up to the snap General Election in June is bound to have its affect on hotel occupancy across the country. Let's hope that it is followed by a period of calm and stability. Somehow, I doubt it. Never, in my lifetime, has there been so much interest in world politics from different walks of society.

Those of us, who live and breathe the hospitality industry, are acutely aware of the impact of Brexit and the slightest change in customer confidence. We are probably one of the most sensitive industries to outside influences, which can be anything from international exchange rates to terrorism. This was reinforced by one of HOSPA's long-term members, who said to me: hospitality has the most and perhaps extreme excuses for changes in business levels - from the weather to Brexit, from war to bird flu or SARS!

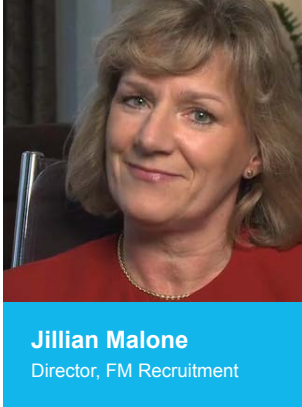
Whilst our political and economic futures are uncertain, one thing is for sure: advances in hospitality technology show no sign of abating. HOSPA attended HITEC in Amsterdam at the end of March, and it was a great opportunity to catch up with our many industry friends and colleagues. Following the exhibition, I was honoured to be invited to attend HFTP's strategy meeting. It was interesting to hear their key members' and officers' impressions of the global hospitality market. Each UK hotel is different and most have something special to offer their target guests, regardless of whether they offer ultimate luxury or affordable limited service. Across the world, these differences are magnified - with local pressures often jaw-droppingly diverse.

Back to politics, no matter what we believe about 'Brexit', we cannot ignore it! With the triggering of Article 50 and the start of the process to leave the European Union, the need to reduce the UK hospitality industry's reliance on EU workers has become a priority concern. It is more important than ever that we encourage home-grown talent to our exciting industry - with its many and varied career paths. In this respect, we are delighted to be able to help and support The Hospitality Undergraduate Mentoring Scheme - in association with The Savoy Society and The Springboard Charity (see p.14). As ambassadors for the industry, we must all do our bit to

encourage both the attraction and retention of good employees. Being proud of what we do and demonstrating that hospitality is a rewarding career is invaluable. We must do all we can to show those considering entering the industry - at any age - that we work hard, but the rewards (if not always financial) and opportunities are great.

With HOSPACE2017 six months away at The Lancaster London (see p.13) the exhibitors already are responding well to our ever growing Annual Conference and Exhibition, as well as its new central London home. We are pleased with the uptake so far and we look forward to working closely with all our sponsors and exhibitors to produce an excellent showcase of the best hospitality solutions out there. We are thrilled that by popular demand Peter Hancock, Chief Executive of Pride of Britain Hotels, once again will be hosting the Conference. His renowned wit and skill as a compere - matching his immense industry knowledge - make him a must for a major Conference such as ours. Outstanding speakers, all experts in their own fields, are being lined-up for the main event - with a well-known figure presenting the 'Hospitality Professional of The Year Awards' at the HOSPACE2017 Gala Dinner. Following positive feedback from HOSPACE2016, we are excited to confirm that we have the same expert panel discussing Brexit as last year. They will be examining what has changed in the last 12 months. Certainly, there will be no shortage of material in this respect!

I hope you enjoy reading The Overview. Please pay special attention to the Events Diary at the back of the magazine. I look forward very much to welcoming you to these invaluable gatherings; and please don't hesitate to let me know if there is a specific topic or issue - within hospitality finance, revenue management, marketing and IT - that you would like to see discussed at a future date.



The bigger impact of hospitality

Hospitality people love to help others. Our industry serves millions of people every day, but how can we make an impact that goes beyond our guests? The United Nations has declared 2017 to be the International Year of Sustainable Tourism for Development¹. This will be a year to promote all the ways Tourism can make a positive difference to society. In business we talk a lot about progress and growth; more customers, more properties, more deals. While we are working to keep our edge we must think about the wider effects our actions have, and how long lasting our strategies really are.

UNWTO say that tourism has an important role in building sustainable economic growth. It also says the tourism industry is in a fantastic position to make an impact in promoting peace, cultural diversity and mutual understanding. We must be respectful and cooperative when working in new places and help our guests appreciate different cultures. Tourism is also a wonderful creator of jobs and can aid social inclusiveness, employment and poverty reduction. It is vital that our industry, which allows so many people to visit exciting destinations and natural wonders, is also protecting these environments and working to fight climate change.

Celebrating Ethics

UNWTO is not the only organisation making the case for business to do good. For eleven years, The Ethisphere^{®2} Institute has been assessing, naming and celebrating the 'World's most Ethical Companies.' In 2017, there were three hospitality companies among the 124 named. These were Marriott International Inc, The Rezidor Hotel Group, and Wyndham Worldwide. The criteria for companies to receive Ethisphere's honour is strongly focussed on ethics, compliance and training, but also covers sustainable practice, philanthropy, ethical culture, governance and reputation.

Hyatt

One hospitality company that has made a long-term commitment to sustainability is Hyatt. In 2014 it set out its environmental goals, known as the Hyatt 2020 Vision. This included aims to use resources thoughtfully and reduce water use and energy consumption, to build in a sustainable way, and to inspire others to innovate and advance sustainability.

One of Hyatts goals is to reduce water per guest night in each region by 25% in 2020 compared to 2006. By 2015 the company had achieved a reduction of 10% in America, 20% in Asia Pacific and 14% in EAME/SW Asia. Innovation aided progress when Hyatt Regency Greenwich in Connecticut became the first hotel to operate a Bloom Energy fuel cell, which could reduce carbon emissions by 40%³.

Hyatt's future goals include choosing more sustainable

alternatives for at least eight purchasing categories and sourcing more than 50% of global seafood responsibly by 2018⁴.

Royal Caribbean Cruises

Another, very different, hospitality company which is taking sustainability seriously is Royal Caribbean Cruises. The company's efforts in sustainability began with a companywide recycling program in 1992 and continued, in the 10 years up to 2015, working towards more robust 'Save the Waves' goals. During this time, Royal Caribbean built its most efficient cruise ships and reduced its greenhouse gas emissions by nearly 25%. It regularly updates the hull designs of the ships to help them perform more efficiently. After meeting its goals the Royal Caribbean team might have patted themselves on the back and left it at that, but thankfully they are conscious enough to have set new goals leading up to 2020. These were made with input from the company's global conservation partner, World Wildlife Fund.

Making a change

If you want to follow in the footsteps of these companies and make ethics, sustainability and social responsibility a real part of your business you need to strategize.

- Find your big impact

Royal Caribbean's 'Save the Waves' name, emphasises the need to protect the ocean that it sails on. It is a clear message that everyone in the organisation can understand and champion. What is the one thing that makes your business possible? What is a big issue that can help unite your employees to get behind a sustainability strategy?

You may have a focus on protecting your beach environment or park environment. You may be working in a developing economy and focus on helping the community around you. You may be inner city or cover a range of locations and take more of a focus on energy efficiency that can be pushed out to all properties. There may be many small ways in which you can make a difference, but promoting one big idea to start will encourage enthusiasm.

¹ <http://www.tourism4development2017.org/>

² <http://worldsmostethicalcompanies.ethisphere.com/honorees/>

³ <http://newsroom.hyatt.com/102015-Hyatt-Joins-Forces-With-Bloom-Energy-Emphasizing-Strong-Commitment-To-Sustainability-And-Innovation>

⁴ <https://thrive.hyatt.com/content/dam/Minisites/hyattthrive/2016-Images/29-2020-Vision-Graphic.pdf>

- Rethink your processes

Any successful business trusts processes that it relies upon to keep things moving on a daily basis. Small changes to these processes are a great way to create a huge long term impact. Sustainable choices in these processes do not have to mean any change in service. The Hyatt switching from wax-lined produce delivery boxes to recyclable and reusable options is a great example of a change that helps the environment while still getting the job done. The kitchen is a great place to start to look for these opportunities in a hospitality business. Whether changing how you source your food or what you do with waste products, the effect will quickly become meaningful.

- Track your progress

As with any new goal or resolution, it can be hard to maintain movement after the initial good intentions wear off. It is important that you make a strategy with actionable and achievable tasks, and keep yourself accountable. Make your progress known by reporting it back to someone - your guests or stakeholders. Calculating and seeing the real impact you have made will drive everyone to keep making positive choices.

- Recruit thoughtfully

One simple but life changing way to make a difference is to give someone a job. Particularly in developing countries, giving people a chance and offering good training can be transformative. Marriott made a real impact when it partnered with the Akilah Institute for Women to recruit and train Rwandan women for supervisory positions at its Kigali location. But no matter where your business is set up, your impact can start

close to home when you create an ethical working culture and looking after your employees.

- Build sustainably

The design of your properties will depend on who you are, where you are, and what you do. Any good designer you work with in 2017 should also be fully aware of how to build sustainably and make the property energy efficient. Again, this is not one size fits all, there will be very different possibilities for a cruise ship than a ski resort. Make sure whenever you are building or renovating that you are looking for what you can improve, whether it is LED lighting or the shape of your roof.

Make the right choice - Be the right choice

If you are still wondering whether it is worth making these changes, look to your customers. Sustainability and corporate social responsibility are valued in consumer decision making today. When bad practice is made known it can really turn people against organisations. But if you can offer people the peace of mind that their holiday has been brought to them in a responsible, conscious way, they will be pleased to have an association with you.

Jillian Malone is a regular contributor to HOSPA, and a Director at FM Recruitment, a business which has focussed for over 30 years exclusively on accounting and financial management in the hospitality sector. Serving clients and candidates throughout the UK and International markets, we source talented people for Finance, IT, Procurement, Asset Management, Professional Consultancy and Analysts. www.fmrecruitment.co.uk



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Professional Development

Learn about Revenue Management with HOSPA

This modular programme is delivered online and provides an opportunity to study in-depth the revenue management strategies and techniques applicable to the hospitality sector. You will benefit from:

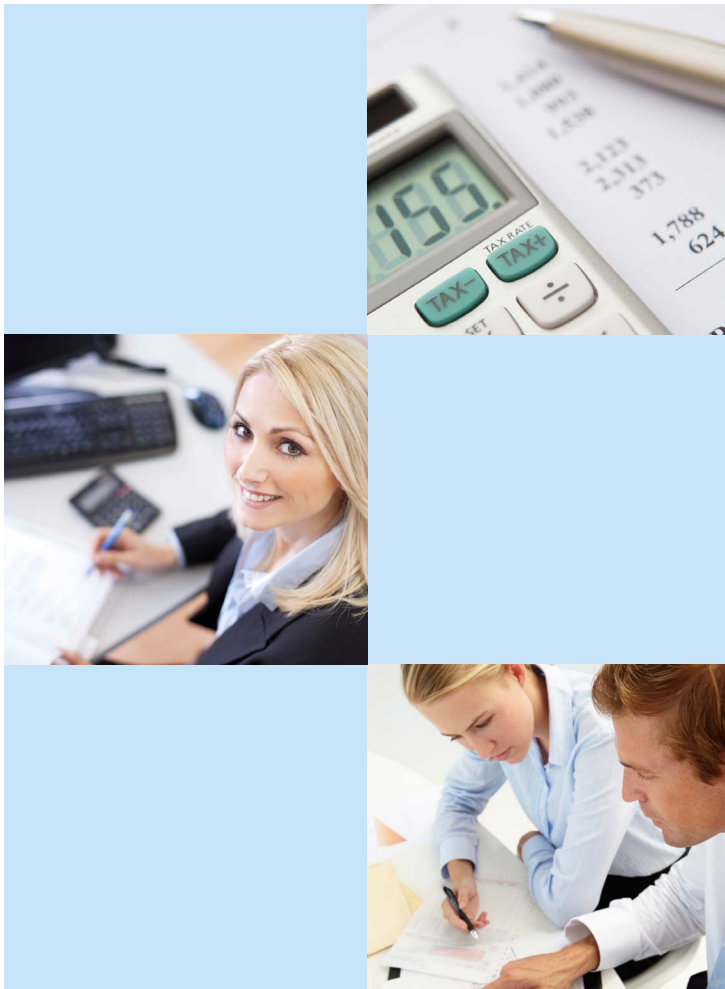
- Expert tuition and guidance from leading practitioners
- Up-to-date course materials and access to industry journals
- A convenient modular approach
- Relevant and practical learning
- HOSPA Associate (Cert Revenue Management) membership of HOSPA on completion of the full programme

Introductory modules are available for those new to Revenue Management leading to modules designed specifically to enable learners to apply the techniques to every day practice.

Enrolling now for September 2017, to learn more contact us:

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HOSPA

Hospitality Finance, Revenue and IT Professionals
Professional Development

Study with us on our flexible online programmes in Hospitality Finance

The HOSPA Financial Management and Accounting programme is the only course of its kind providing future finance managers in hotels, restaurants and leisure with an industry specific in-depth programme of study.

The course is focused on the requirements of the sector combining best practice from the Uniform System of Accounts for the Lodging Industry with statutory accounting. Studying with us:

- Provides the first step towards a professional accounting qualification
- Develops the skills and knowledge to manage a hospitality finance department
- Graduates receive exemption from two components of the CIMA Certificate in Business Accounting (2017 syllabus)
- Leads to HOSPA Associate (Cert Finance) membership of HOSPA on completion
- Is convenient and relevant to your career in hospitality finance

Enrolling now for September 2017, to learn more contact us:

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Begoña Manzanero, Accounts Payable Supervisor at the London Hilton Park Lane

Begoña commenced the Financial Management programme in March 2015 and became the prize winner for Stage Two on the September 2015 programme, for achieving the highest combined course work and examination grades. She has now completed the programme and became an Associate member of HOSPA in December.

Prior to her career in the hospitality industry, Begona studied for a Bachelor's Degree in Business and Administration Management. It was her decision to move to the UK in search of opportunities to develop her career, which led her to join the hospitality industry.

Begona started as a waitress at the London Hilton on Park Lane, where she gained knowledge and experience of the operational aspects of the industry, and after just a few months was given the opportunity to work in the Accounts Department as a Finance Assistant.

Since this transition, she has gradually been promoted to the different areas of Finance, from Accounts Receivable Clerk, Accounts Payable Assistant to her current role as Accounts Payable Supervisor.

When asked how the HOSPA Financial Management course has helped her, she told us:

“The completion of HOSPA has reinforced my professional development in many different ways. Apart from refreshing the technical knowledge acquired from the degree I previously studied, I have also learned new key aspects of the Hospitality Industry which have helped not only on my day to day duties at work but also to develop my strategic and decision-making skills.

My aspirations are to continue studying and developing my professional career in Financial Accountancy in order to consolidate my experience and advance to a higher management level position in the Hospitality Industry.”

Studied in three Stages, the HOSPA programmes cost £820 + VAT per Stage and enrolments are being accepted now for the September 2017 programmes. Contact education@hospa.org or visit the website at www.hospa.org/education

Welcome to our new Associate Certified Members, January to April 2017

Congratulations to the following learners who have successfully completed their studies and who are now awarded Associate (Certified) membership of HOSPA:

Financial Management Programme

Matthew Bennett	Principal Hotel Company - Derbyshire Hotel
Eva Dadikova	Q Hotels - Mottram Hall
Pranav Dave	Shangri La at the Shard
Anita Feher	Principal Hotel Company - Beaumont House
Rupinder Kachala	Jurys Inns - Shared Services Centre
Sylvia Kuhmayer	HQC Consulting/Alpin Rentals
Jaroslav Kwiatkowski	Q Hotels - Mottram Hall
Jude Thomson	Sheraton Grand Hotel

Revenue Management Programme

Jo Fox	ETC Venues
Diane Little	Principal Hotel Company
Florence Tercier	Nido
Angelo Zito	Relocabroad

Building bridges, not walls: Acentic - A global technology solution without borders

With Donald Trump looking to make good on his promise to build a physical wall and Theresa May's triggering of Article 50 potentially creating political ones, now more than ever, is the time for technology to build bridges.

Global hotel chains demand consistent quality across their estate, regardless of the continent. They appreciate that guests eat, drink and live brands. Great brands convey a uniform quality, credibility and experience that a satisfied guest will return to and communicate to others. Increasingly, industry leading hotel groups are looking to approve vendors that understand the importance of brand consistency and are able to deliver the same quality, the world over.

So how does an organisation go about delivering a globally consistent, brand compliant technology platform in an ever-changing global landscape?

At Acentic, we have long understood the necessity to build bridges and not walls. With a UK based head office, R&D departments in both the UK and Germany, satellite offices spread across Europe, the US and most recently the opening of our Middle East operation, we actively endeavour to deliver a global technology solution without borders.

Having premises and staff physically located in the territories that we are installing systems allows us to guarantee the best price for the client. We are able to utilise native expertise and source equipment locally, meaning we can avoid passing on expensive import costs whilst directly fueling the immediate economy. When operating at a global level, the detail can sometimes be missed. The value of genuine 'on the ground' knowledge adds a valuable personal touch for individual property staff, which in turn can speak volumes to the client.

In a further effort to future proof our offering, both technically and geopolitically; we worked to create a business capable of delivering a single-network, cloud-based solution. Optimal performance is key to operational productivity, guest satisfaction and revenue generation. With a multi-vendor network it is difficult to precisely pinpoint issues and responsibility.

Utilising a single-network solution to deliver both in-room entertainment (IRE) and high-speed internet access (HSIA) services enables us to access the entire network infrastructure, to identify and rectify any potential faults quickly. Remote access combined with our cloud-based solutions allows access at any time, from anywhere.

This flexibility coupled with 'feet on the ground' provides a support and reliability structure that is reassuring to a client. Our unified approach simplifies a traditionally complex IT landscape and removes the complications associated with multiple vendor agreements.

For our clients the major benefits of having a single point of contact for all their technology needs allows them to "control

costs, drive service excellence & mitigate risks" - Gartner, IT Glossary, Vendor Management, 2017.

A remote, cloud-based approach not only alleviates any location restrictions by allowing users access from anywhere at any time, it can also significantly reduce costs for your client, both financially and temporally. Additional hardware costs are minimised or eliminated, as clients are able to utilise their existing Internet enabled technology. By taking responsibility for infrastructure, server operations and maintenance, security, scalability and deployment, you are able to greatly reduce the burden on internal IT teams, allowing them to focus their time on adding value elsewhere.

It is the development of this resourcefulness and willingness to add value elsewhere that will best equip you to deal with change. A single-network solution empowers you to accept change positively by creating a more malleable product than your competitors, which can be adapted to the ever-changing requirements of the client. Proven return on investment through resourcefulness and maximisation of the allocated budget will see a reciprocal investment in you.

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."
- Charles Darwin

Change is constant and uncertain times test both resilience and relevance. Taking complete ownership of your product allows you to be far more reactive when new opportunities present themselves. In uncertain times, we all look to reduce risk, reverting to trusted and reliable sources. Long-term success is based on the building and maintaining client relationships. Continually demonstrating a willingness to collaborate and the enterprise to find a solution means your customers will see you as best placed to deal with any eventuality.

In the UK, there was a definite threat of market uncertainty following the initial Brexit vote and there is a danger of that uncertainty raising its head again with Article 50 having recently been triggered and the announcement of a snap general election. However, driven by the confidence of our shareholder's backing, the Acentic ethos continues unabated with the belief that maintaining a global approach leaves us best equipped to continue offering our clients a competitive, best-in-class solution, regardless of location:

"As one internationally-based team, our focus does not change: delivering leading-edge tech applications that connect, entertain and inform and on delivering a first-class customer service experience to all Acentic-equipped properties whether in the UK, US, Middle East, mainland Europe or beyond." - Richard Robinson, Chief Executive, Acentic

The party house: Eynsham Hall Hotel and Infor Hospitality technology



Investment and growth: something to celebrate

A Grade II listed mansion, set in the heart of a 3,000-acre estate, Eynsham Hall has over 130 bedrooms split across four buildings on site. In 2005 the property was acquired by the Cathedral Hotels, who instigated a £2.5 million investment programme for the refurbishment of the Hall and its facilities.

Following the growth that resulted from this investment, the property developed a diverse portfolio of guests. Approximately 30% of business is conference based, making use of the 43 meeting rooms on site, 40% via online travel agents and the remainder constituted by weddings and private events.

As this growth increased business, it soon became apparent that the legacy systems in place were beginning to restrict the ability of the team at Eynsham Hall to exploit opportunities. Shaun Bowles, general manager, Eynsham Hall explains: “We had a legacy system with only basic reservation and check in and out functionality. The lack of visibility, revenue data and automated property management processes meant that we were effectively running the business blind. We lacked the ability to make strategic decisions. We knew that business was increasing but we were in the frustrating position of not knowing how best to handle the growth opportunity in front of us.”

Furthermore, the legacy system was facing support issues and could not integrate with third party booking sites. As a result, Eynsham Hall began a thorough review of the market to source and implement an integrated hotel management and revenue management system.

An invitation for Infor

Infor was selected on the basis of the clear, keen integration of the Infor EzRMS revenue management system with Infor HMS

hotel property management system. Furthermore, the Infor focus on the guest experience aligned with the renewed focus for Eynsham Hall.

During the selection process, broadband capability at the hotel was improved dramatically, opening up the option to deploy the solution via the cloud. Bowles continues: “We expected that the revenue and hotel management sides of the solution would integrate as well as they do because they are both Infor applications. However, the responsiveness of the Infor team, and overall, the Infor focus on the guest experience were also strong reasons to choose Infor. The option to deploy via the cloud and transfer costs into operating expenditure rather than a big capital investment was also a big attraction. For us, cloud deployment with Infor ticked all of the boxes for functionality and future proofing as well, so there really was only one choice in the end.”

Guest of honour - revenue management

Deploying Infor EzRMS has led to a substantial improvement in the visibility of revenue for Eynsham Hall. Reservations, regardless of source, are fed directly into the revenue management system so the team now focus on managing the reservation instead of simply making it.

These reservations arrive via a variety of sources. The vast majority of channel management is now automated and direct business via the Eynsham Hall website has increased by approximately 300%. As a result, the distribution of room stock is a key capability.

As part of the reinvigorated offering at Eynsham Hall and these improved processes, overall revenues have increased by 32%. Bowles attributes about half of this to the improved revenue

management technology and processes: "We always know that we could increase revenue. We had high occupancy, driven by a good conference trade resurgence and strong group business at weekend. The missing piece of the puzzle was better reporting and the strategic changes that can be based on the analysis of that information. We now have revenue management capabilities that rival most major London hotels."

A VIP experience - Infor HMS

The development within operations around the property has been no less dramatic. With 136 bedrooms across four buildings on site, the implementation of the Infor HMS mobile Housekeeping app is one example of the profound impact technology has had.

Rather than time-consuming calls or physically running between buildings to update on housekeeping and room preparation progress, housekeeping staff now simply use the mobile app via mobile phones to notify management and reception when rooms are ready for inspection or to be occupied. At the start of the day, the app assigns rooms to be cleaned and notifies the housekeeping staff of any special requirements.

Bowles explains that part of the success of this technology is that it remains hidden from the guest: "When you come up the drive and see Downton Abbey, you don't expect to have James Bond technology on the inside. It is important that the technology we use remains in keeping with the property and those expectations."

Toasting to the future

Looking to the future, Eynsham plans to expand this respectful use of technology by deploying mobile capabilities at the front desk. For the conference trade this may extend to in-room check-in, but the first stage will be the deployment of iPads for registration details.

However, it remains the Integration of these systems, leading to better, more strategic decision-making, that has been the primary benefit for Eynsham Hall. Bowles concludes: "Eynsham Hall was built as a party house. It has always been about the experience of the guests and that has guided our investment in the property and the technology. We don't just sell bedrooms, we deliver experiences. That takes a clear focus on the guest and everything must support that. Our decision-making is no exception and this is what our investment in Infor has realized - better decision-making to create a better experience."

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or contact: amanda.brown@infor.com

→ EHOTELIER

The shift away from mass produced brands in the F&B sector

Globalisation is a reality in the world we live in today. We now see most of our household products owned by ten or so multinational companies. Such companies have marketing budgets that would rival the total annual revenue of many publically listed companies.

However, over the last five years there has been a shift away from popular mass produced household brands, to more boutique and locally produced niche products that are often of higher quality. A recent study by the Australian Financial Review on food and health highlighted that the origins of food and beverages (domestic versus imported) and locally sourced produce were the two top issues for consumers after minimisation of food wastage.

Here are a few key reasons why the market is rapidly shifting:

Buying local - supporting local business

Consumers are now, more than ever, looking to purchase products they perceive as being 'local'. Supporting the 'local guy' has become a main driver for consumers in today's economic climate. In addition, consumers take more care and consideration in the production process when purchasing niche products. And while the subconscious to support local has always been there, in today's tough competitive environment

where jobs are constantly being replaced by technology, there has never been a better time to support the 'local guy'. The by-product of buying local is supporting the local community, as well as keeping the money onshore, away from multinationals.

Quality

Like the wine industry in the 1990s, the coffee sector is one such example where consumers are increasingly educated and particularly sensitive to quality. The global increase in coffee bean production has led some manufacturers to produce lower quality products to be sold in response to the desire for cheaper coffee. On the flip side, consumers have developed a sophisticated coffee palate and rightly perceive quality to come from the boutique roasters in our metropolitan cities. A very visible example of the move towards demanding quality, is the emergence of boutique burger bars offering variety in their menu. This has forced McDonalds to introduce a make your own menu with various trending options such as angus beef burgers and brioche buns. If you're not meeting consumer

needs when it comes to quality, the potential to lose market share is high.

The emergence of 'white label' products

Many businesses in the hospitality industry traditionally integrate household brands into their business. This is due to the belief that consumers are more familiar with household brands and therefore more confident in what they will receive. A white label solution permits a business to place their brand on a product or service that is produced externally for a fee. Many businesses, particularly in the Hospitality sector, have seen the benefit in white label solutions for their various operational divisions.

Below are some of the advantages white label solutions provide your business:

- Brand visibility

Brand visibility is an important part of any business in today's competitive environment and there are many ways to achieve it. One option is to offer products that are utilised in your business that can be transported into the homes of your clients. An example of this can be highlighted by the hotel amenities, toiletries for example, that guests take with them for use in their own homes. This acting as a positive and constant reminder of their stay at the hotel.

- Provides choice

White labelling provides businesses with choice of product and levels of quality attached to that product. To promote loyalty with clients, businesses have the opportunity to connect their brand to a boutique experience rather than providing an off the shelf 'one size fits all' solution. By spending the time addressing such factors you are increasing brand loyalty and improving the overall brand experience. This consideration cannot be ignored when your brand is referenced over the many social media platforms at the fingertips of your clients today.

White label solutions allow you to leverage off the expertise of those that spend their careers developing and understanding their given products. Most products of a white label nature can be retailed as opposed to giveaways adding to your bottom line.

- Loyalty

White label products add value to your business by promoting loyalty - providing you invest in quality branding, your clients will associate that experience every time they see or use the product. Just make sure what you are offering is also quality!

- Attention to detail

Like many industries today, the fight for market share and the need to stand out from the competition has never been more evident. Hospitality is an industry that is experiencing the entry of more hotel brands, along with the biggest ever industry disrupter that is Airbnb. Hotel brands need to look for a point of difference in offering something that adds a little bit extra to attract guests. Airbnb's success has traditionally relied on the premise that guests are receiving a more intimate personalised experience that you would expect when staying with a host. With the big hotel brands such as Starwood and Hilton opening boutique properties, we will see an increased effort to break away from the cookie cutter mould of yesterday, where the guest expects and identifies the same experience from brand to brand, city to city. Adopting white label products designed and packaged specifically for hotel brands is a step in the right direction and one that demonstrates attention to detail and going that extra mile for your valued guests.

By Cameron Rudolph

Cameron Rudolph is the founder and Director of Melbourne based 'The Branded Coffee Company' (TBCC). Formally educated at the Blue Mountains International Hotel Management School, Cameron has extensive FMCG experience having previously been a founding partner of a Greenfields bottled water project in the South Pacific. Cameron has since combined his love of coffee, hospitality and sport to create TBCC.

Cameron and the team at TBCC have a unique ability to identify new markets and successfully connect coffee lovers to existing market brands. Cameron and his team at TBCC were awarded the licenses for the AFL, NRL and A-League and now produce, market and distribute their products via the ecommerce websites of www.coffee.afl and www.myteamcoffee.com. Cameron's understanding of the hospitality industry and changing consumer trends is delivering ongoing success for TBCC and its bespoke hospitality division.

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What Do Consumers Want from a Hotel Loyalty Programme?



Hotel loyalty programmes may seem ubiquitous today, but nearly 60% of guests still don't belong to one - meaning hoteliers are missing a key opportunity to generate repeat business and nurture relationships, according to a just-released Oracle Hospitality study.

Oracle Hospitality conducted the global consumer survey to help hoteliers develop more successful loyalty programmes and better understand their value. Loyalty programmes strengthen ties with guests and engender guest loyalty by providing recognition, rewards, and options to redeem rewards. What is even more critical today is the deep understanding of guests that hoteliers need to deliver individualised service that consumers demand today. Loyalty programmes offer a structured framework for hotels to develop rich guest profiles based on input from guests and transaction data from their hotel stays and loyalty program interactions.

Several major findings in the research study underscore loyalty's underutilisation and its effectiveness as a marketing tool:

- Ample opportunity remains to recruit consumers to loyalty programs: 58.7% of survey participants said they do not belong to any hotel programme. By comparison, a mere 3.2% reported that they are members of five or more.
- Loyalty initiatives are "sticky" - once customers enroll in a programme, they demonstrate loyalty to the host brand: Repeat business was evident among members, ranging from 33.6% of Australians to 53.8% of Mexicans who said they often stay in hotels that offer their loyalty programmes.

The survey - which polled 8000 consumers from Australia, Brazil, Mexico, France, Germany, Japan, United Kingdom, and United States - also identifies key attributes of successful programs and benefits that members most value. The importance of individualisation clearly was evident in consumers' preferences for rewards: 61.2% said they are "interested or very interested" in being able to choose their rewards. Likewise, 56.5% want to be able to customise their hotel experience - for

example, select a newspaper or set their own check-out time - and 54.3% want to be able to upgrade their room.

But no matter how attractive rewards might be, if a loyalty programme is confusing to navigate or requires complex registration it's almost certain to fail. To help lower the barriers to participation, the report's findings highlight the importance of loyalty's three "Rs" - Be relevant, redeemable and reliable. Nearly one-third (29%) of survey participants said they don't join programmes because it takes too long to earn rewards. One of the most important takeaways: Hoteliers need to clearly and simply explain the path to earning rewards and dispense them early, often, and in a variety of ways. Guests could gain additional reward eligibility, for example, for expenditures on hotel services such as spa treatments or dining at on-property restaurants.

The study also touches upon loyalty's potential influence on other major trends affecting the hotel industry. Considering the rising share of travel attributable to millennials (and their fascination with social media), hoteliers could consider rewarding them for sharing their guest experience on digital platforms. Indeed, 43.2% of millennials worldwide expressed interest in such an option, and it was received with even greater popularity in Mexico, Brazil and U.S.

More than a majority of respondents (52%) also reported that they have not used an Airbnb-type service. The emergence of such industry disrupters has caused much trepidation in the industry, but also has given rise to a solution: Loyalty is the best defence. By delivering first-rate loyalty programmes that expand and enhance the definition of exceptional guest experiences, hoteliers can defend against further inroads by new competitors.

New London venue for HOSPACE



HOSPACE2017 is set to be the first major hospitality conference and exhibition to be held at the new-look Lancaster London - following the September 2017 completion of the hotel's £80 million renovation and 50th anniversary reinstatement of its original name, Royal Lancaster London

HOSPSPA is delighted to announce that its prestigious HOSPSPACE2017 Conference and Exhibition, together with its Gala 'Hospitality Professionals of the Year Awards' Dinner, will be held on Thursday 2 November at a newly refurbished central London venue - the by then renamed and fully renovated Royal Lancaster London, one of the largest and most luxurious hotels and meeting venues in Europe.

HOSPSPACE is one of the most eagerly awaited events on the hospitality industry calendar. It has enjoyed nine successful years at the Sofitel, London Heathrow at Terminal 5. Commenting on the move to central London, Jane Pendlebury, Chief Executive of HOSPSPA said: "The five-star Sofitel at London's Heathrow has worked extremely well for us over the years and we are extremely grateful to them for all their first-rate support and excellent hospitality. However, following the year-on-year growth in popularity of HOSPSPACE and feedback from our regular delegates and sponsors, the HOSPSPA team believed it was time for a change to an easily accessible, top quality central London meetings venue.

"We are very excited, therefore, that HOSPSPACE2017 will be the first major hospitality industry event to be held at the new-look and renamed Royal Lancaster London, following the September 2017 completion of the hotel's current major refurbishment programme. We are thrilled that HOSPSPACE 2017 delegates and HOSPSPA Gala Awards Dinner diners will be treated on 2 November to a superbly enhanced, world-class conference, banqueting and events venue."

Sally Beck, General Manager of Royal Lancaster London, said: "We are delighted to be welcoming HOSPSPACE to our stunning, newly renovated hotel. Every detail of the design has been meticulously considered and the result is the creation of one of the very best hotels in the world. With our superb location opposite Hyde Park, truly beautiful decor, excellent food offering, and a dedicated happy team who will do everything in their power to ensure that guests have a fantastic experience within the hotel, we are now a market leader for conference, banqueting and events."

The Lancaster London has entered the final stages of its highly-anticipated £80 million renovation led by Studio Proof. Set to complete by September 2017, the mid-century icon will reinstate the original name of 'Royal Lancaster London' in time for the hotel's 50th anniversary.

Works include a dramatic new entrance façade and reception lobby, a new reception area for the hotel's expansive Nine King's banqueting suite and the redesign of all 411 guestrooms and suites in the 18-storey tower - one of central London's best-known landmarks.

As one of the largest meeting venues in Europe, the hotel is renowned for its grand banqueting spaces. Prior to the current renovations, an additional £15 million was invested in the Nine Kings Suite, the Westbourne Suite and the state-of-the-art kitchens.

With a total of 16 meeting spaces, catering for up to 3,000 guests at any one time, events range from boardroom meetings, to conferences, to exhibitions and gala dinners. Lancaster London can also host over 800 guests in-house, as the 411 guestrooms and suites all feature zip-and-link beds.

To give some additional flavour, the entire external entrance is being restructured with a curved 2.5-metre deep glass and bronze canopy, running the full length of the frontage. This will help to achieve a 60% increase in public areas on the ground level, enabling a complete remodel inside. Interior re-planning will create a series of individual spaces: a food & beverage lounge, reception lounge and 'Living' lounge.

The new guestroom design emphasises the premium views over Hyde Park and offers luxurious details including tactile fabrics, beautiful bronze and glass elements, and bespoke light fittings. In a nod to the hotel's roots in the 1960s, the design of the new suites blends mid-century nuances and the quirkiness of the English character from that era, with a contemporary edge - an approach that chimes with the hotel's vision of 'creating the future with the treasures of our past'.

Your chance to volunteer your experience and expertise to nurture the next generation of hospitality professionals

HOSPA Fellows and Members, here is your chance to become a Mentor for the Hospitality Undergraduate Mentoring Scheme - conducted by The Springboard Charity - and guide the next generation of hospitality professionals, whilst promoting the sector and business - as a good place to work - to universities, their staff and hospitality students.

HOSPA Chief Executive Jane Pendlebury says “With the triggering of Article 50 and the start of the process to leave the European Union, the need to reduce the UK hospitality industry’s reliance on EU workers has become a priority concern. It is, therefore, more important than ever that we attract and encourage home-grown, talented undergraduates into pursuing long and successful careers within the hospitality industry - with its many exciting and varied career paths. And what better way to do this than by becoming a Hospitality Undergraduate Mentor?”

The Scheme, previously known as the Savoy Society Mentoring Scheme, was an initiative established in 2009 by the Scheme’s Chairman Stuart Johnson, General Manager of Rocco Forte Shanghai, China. It was done at a time when it was becoming clear that it was important to provide support to university students when entering the hospitality industry.

In response to research showing that, on completion of hospitality placements during their studies, 40 per cent of students did not ultimately pursue a career in the industry, The Savoy Society and Springboard decided to utilise industry experience to establish mentoring support for those studying Hospitality Management.

“At HOSPA, we are proud to continue our invaluable partnership with The Springboard Charity in this respect,” states Jane Pendlebury. “Our financial sponsorship of the excellent Hospitality Undergraduate Mentoring Scheme enables the Springboard team to develop and grow their relationships with universities and their hospitality students.

“As part of the programme, our sponsorship can help match students to Mentors which is where you, our HOSPA Fellows and Members, have a major role to play. Mentors will receive thorough training and guidance; and undergraduates will be provided with a solid support structure, over a three-year period, throughout their studies and into their first steps of employment.”

Dr Anne Pierce MBE, Chief Executive of The Springboard Charity, adds: “Our Hospitality Undergraduate Monitoring Scheme was created to attract young, talented graduates to become the next generation of hospitality managers. It looks to bring a hospitality professional together with a mentee and in doing so, the mentee can learn first-hand about the vast range of opportunities offered by hospitality. The enthusiasm and support of mentees is vital to this scheme and we value the partnership with HOSPA to engage more professionals in supporting future talent into our industry.”

What qualities and commitment do mentors need to possess and make?

- Hold a senior position in the hospitality industry. Springboard welcomes all mentors in specialist sectors like those pertinent to HOSPA: Finance, Revenue Management, Marketing and IT
- Commit to three years to support a mentee; meeting face-to-face with a student four times per year; and being available via ‘phone, email and Skype for the periods in between
- Volunteer: the role of the mentor is as a volunteer so expenses are self-funded
- Attendance of a half-day regional training and briefing session provided by Springboard
- Attend a half-day matching day, enabling Springboard to match effectively mentors and mentees from its interview and application process
- Have the enthusiasm and desire to support the Hospitality Industry and its future
- Possess the confidence to adopt the role of ‘Mentor’ and work with the mentee, providing advice and coaching support through a process of learning, rather than directional education, using appropriate teaching styles and methods
- Enable and support two-way communication channels, which may require prompting the students on occasion!

Benefits to being a Mentor include:

- An enriching experience, ensuring there is a legacy to the hospitality industry
- Fulfilling Corporate Social Responsibility commitments
- Identifying future talent for the industry
- Opportunities to raise your brand profile through PR events
- Developing key links with universities

If you are interested in becoming a Mentor for The Hospitality Undergraduate Mentoring Scheme - in association with The Savoy Society and The Springboard Charity - please contact:

HOSPA Chief Executive Jane Pendlebury on
Email: Jane.Pendlebury@hospa.org
Telephone: 020 3418 8196

How the cloud can speed up the recruitment process



Known for its “revolving door” employee culture, recruitment and retention is one of the biggest challenges facing the hospitality industry. In fact, according to research from People 1st, approximately 993,000 new employees will be needed by 2020, 87% of which will be replacing existing employees.

So, it's no wonder I've been asked by a number of hospitality professionals about what the cloud can do to help achieve this.

Well, using cloud technologies and collaboration tools not only ensures a smoother recruitment process, it speeds up the entire recruiting journey; from comparing applications, and sourcing employer references, all the way through to the signing of employment contracts. So, whether you're responsible for recruiting full timers, juggling a contingent workforce on a project by project basis, or managing contractor relationships - the cloud has a role to play. If you're unsure of the benefits, or have a way to go persuading the board of the return on investment, here's the top three business reasons to move your recruitment process to the cloud.

It offers managed, accessible information

Cover letters, application forms, interview assignments, references and questionnaires are just some of the documents associated with sourcing and recruiting talent. Add to that numerous candidates being interviewed for a single role, and that's a lot of personal data to manage. Then there's the need to control access to all these documents, so only the relevant departments and managers have access - it's not an easy process for the HR team to juggle.

But with cloud collaboration tools, HR professionals and recruiters can easily drag and drop files into folders and manage who has access to them. Meaning departments heads and the management team have access to the documents relevant to them from any device, at any time, from any location.

It speeds up the processing of paperwork

From contract signing to identification documents, there is a lot of paperwork to process when interviewing and on-

boarding new talent. By using cloud solutions to create, edit, share and receive signatures, recruiters can drastically cut down admin time.

Tools like DocuSign which integrate with cloud services like Dropbox make the process even easier. Contracts can be signed with electronic signatures in real time and sent back almost immediately, meaning less time is spent waiting for hard copies of references and contracts to be signed and returned in the post.

It allows you to customise your recruitment process

As the challenge to attract and retain top talent in the hospitality industry continues, employers need to ensure they stand out. This is where we have seen an increase in new recruitment initiatives that can make a company appeal to digitally savvy candidates.

Tactics like video submissions, responding to practical briefs and digital projects are becoming popular protocol. With them though, comes a lot of data!

Using the cloud, the file size, format and platform content is created on poses no barrier. Whether submitting videos, PowerPoint presentations, Word docs, animations or hi-res image portfolios, candidates can sync their files from any device, and the content can be accessed and reviewed easily by the interviewer.

Whether you're based in London, New York, Sydney or Abu Dhabi, the cloud, paired with real time collaboration tools, can help you manage and streamline your companies worldwide recruitment process.

Author: Tal Pelta, Hospitality lead at Dropbox

Hotels resilient after turbulent year



BDO's 2017 edition of Hotel Britain evaluates the performance and prospects of the industry across the country.

Robert Barnard, partner, said: "In the wake of an unusually turbulent year which saw the United Kingdom vote to leave the European Union, the election of Donald Trump as President of the United States and most recently the proposed decision of a second Scottish independence referendum uncertainty seems to have taken hold as the new status quo. Resisting the effects of the Brexit referendum, however, British hotels proved resilient to the political and economic storms of 2016.

Despite relatively flat performance figures, London continued leading the European hotel transaction market, while the regions experienced another year of steady growth and visitor numbers saw new record breaking figures. The country as a whole has witnessed a booming hotel industry over the past couple of years - particularly in the regions - but such growth rates are unlikely to be seen again anytime soon. In 2016, London hotels were affected by the continuous influx of new

supply, which knocked occupancy rates down by 1.4% over the course of the year.

On March 29 2017 the UK government triggered Article 50, kick-starting the United Kingdom's official exit from the European Union. It is still unclear what sort of deal will emerge as the country enters a two-year negotiation period with its neighbours.

While sterling remains low, inbound numbers are expected to reach record highs. The industry will also benefit from those 'staycationers' choosing to holiday in the UK. The European Union remains the principal source of visitors for the United Kingdom and hotels are particularly dependent on an EU labour force. The sliding pound could also prompt an increase in food and beverage prices and as customs charges are renegotiated, the cost of imports is likely to rise."

Top Five Predictions

1. Hotels outperform the wider leisure market

- As overseas visitors flock to the UK following the fall in sterling, we predict that numbers will reach 38m in 2017, the highest number ever.
- Foreign spending hit an all time high in the UK in 2015 and amounted to £22.1bn into the UK's economy and we expect to see a new record set this year.
- As those residing in the UK experience weaker exchange rates, we also envisage an increase in the number of 'staycationers'.

2. Labour crisis necessitates change

- It was recently estimated by the BHA that it will take up to 10 years for the hospitality industry to replace their EU staff with home grown workers in the wake of Brexit.
- In the short term, the focus will be on where efficiencies can be made in labour scheduling and outsourcing. In the medium term, we will see the rise of the recruitment agency to assist operators in finding staff and guiding operators and potential employees through visa/work permit requirements.
- In the long term, this will increase the use of technology and reduce the reliance on physical labour where possible.

3. Change of menu for F&B

- With profit margins being under increased pressure across the hospitality industry, hotel operators will look at innovative ways to reduce costs.
- We predict an increase in menu engineering, which focuses on the profitability and popularity of menu items and undertaken successfully could increase margin by 10-15%.
- This comes at a time where a number of hotel operators have been investigating opportunities to pair up with well-known restaurant chains to replace their own brand restaurants in house.

4. Crack down on the sharing economy

- The industry has been calling for a crack down on the less regulated sharing economy for some time to ensure a level playing field.
- As well as providing increased competition in the sector, Airbnb (and others) have been criticised for being unregulated and the industry calls for the government to impose sanctions in relation to health and safety, unlawful short term letting and tax considerations.

- The 'google of guest rooms' has already met opposition from some of our European neighbours as well as the US and we predict that the UK Government will introduce increased regulation this year.

5. Tensions at fever pitch between owners and operators

- In line with the rise in popularity of the OTAs, and continual cost pressures on hotel owners, we are predicting the beginning of a shift away from traditional HMAs rewarding operators on total revenue to a greater weight to incentive payments and the exclusion of OTA generated revenue from calculation of fees payable based on revenues
- While the brands will continue to dominate new openings and technological development, owners will be looking at smarter ways to maximise and protect their own returns.

The Road Ahead

Despite the initial post-Brexit recession forecasts, the UK economy is expected to keep growing in 2017, with GDP projected to rise by 1.1%.

The negotiations between the United Kingdom and the European Union following the triggering of Article 50 - not to mention the outcome of these negotiations - will have a significant impact on (among other things) currency, business activity and border control, all of which play a pivotal role in the hotel industry.

A weak sterling against other major currencies is expected to lead to a substantial increase in 'staycations' as the cost of European holidays soar for the UK travellers. This is likely to have a positive effect on hotels across the United Kingdom, further supporting growing occupancy levels.

However, the healthy performance of British hotels is also threatened from an operating point of view with the implications of the rising cost of imports, directly affecting food and beverages.

Hoteliers will also need to address the consequences to the business of possible staffing shortages as the negotiations develop. Staff shortages have the potential to become critical if immigration tightens after the implementation of Article 50.

All in all, we expect average daily rate to maintain its upward momentum, pushing hotels' performance up whilst occupancy remains reasonably robust. Regional hotels are poised to continue outperforming their London counterparts.

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Late Easter dampens March sales



Britain’s restaurant and pub groups saw collective like-for-like sales fall back 0.5% in March, according to latest figures from the Coffe Peach Business Tracker - with the late Easter holiday break being the chief culprit.

Restaurant chains recorded collective like-for-like sales down 1.4% in March, with trading in managed pubs flat compared with the same month last year.

“Easter can usually be relied on to provide a significant boost to the eating and drinking out market, but with it falling in April this year, a month later than last time, it has skewed March trading figures. But with only a 0.5% decrease overall, operators will be hoping for an extra uplift when April numbers appear,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffe Group and RSM.

“With or without Easter, London saw strong trading during the month, with a 2.9% like-for-like increase across the market, driven in particular by robust sales in pubs and bars. The capital showed no immediate or obvious reaction to the Westminster terror attack either. However, outside the M25 like-for-likes dropped 1.7% in March.

“With growing cost pressures on the sector from business rates, food price inflation and wage increases, the fact that consumer spending on out-of-home food and drink appears at least to be holding up will be some relief for operators,” Martin added.

The March numbers follow a 1.7% like-for-like market increase in February, a 1.9% rise in January and 2.2% growth over the Christmas and New Year period.

However, the underlying annual sales trend shows sector like-for-likes running at just 0.8% ahead for the 12 months to the end of March.

Total sales growth in March among the 34 companies in the Tracker cohort was up 2.1%, reflecting the continuing impact of new openings over the year.

Trevor Watson, executive director at Davis Coffe Lyons, said: “The strength of the London market shows that the capital is much more resistant to terror attacks, in commercial terms, than in previous years. Consumer spending in the UK remains firm, with London benefitting most from the weaker exchange rate which is under-pinning overseas visitor and staycation spending. The slight dip in sales at the national level should be recovered in April with the benefit of the late Easter.”

“For operators, Easter is now a close second to Christmas as a benchmark period,” said Paul Newman, head of leisure and hospitality at RSM. “An early Easter last year makes these figures tricky to assess although a 0.5% like-for-like decrease will be seen positively by many.

This is especially good news when compared to the larger fall in overall retail sales for the same period. The trend towards experiences continues, with consumers increasing spend on eating and drinking-out over ownership of shop-bought products.”

Pub and restaurant group sales performance for last 12 months

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
LFLs	-0.8%	-1.4%	1.8%	0.3%	0.6%	1.8%	-1.0%	1.1%	1.1%	1.9%	1.7%	-0.5%
Total	3.1%	2.2%	5.7%	4.0%	4.2%	5.0%	1.9%	4.1%	4.4%	4.4%	4.7%	2.1%

Source: Coffe Peach Business Tracker



Record Occupancies in West Midlands

Growth in profit per room at hotels in the West Midlands has been fuelled by record top line performance as the region continues to grow occupancy beyond previous levels, even during historic low periods, according to the latest data from HotStats.

However, the ability of West Midlands hoteliers to drive occupancy beyond the previous high of 71.9 per cent in February 2015 has been at the expense of a 10.4 per cent increase in Rooms Costs of Sales (ie HotStats measure of Travel Agent's Commissions, Reservation Fees, GDS Fees, Third Party Fees and Internet Booking Fees) to £6.03, or 10.5 per cent of Rooms revenue.

Additionally, a 5.1 per cent increase in Rooms Payroll per available room resulted in Rooms profit conversion at hotels in the West Midlands falling by 0.6 percentage points to 67.7 per cent of Rooms revenue, which was in spite of a 3.9 per cent increase in RevPAR (Revenue per Available Room) for the month.

That said, the increase in Rooms Revenue at West Midlands hotels this month was supplemented by growth in non-rooms revenue, including Food and Beverage (+2.8 per cent), Conference and Banqueting (+4.8 per cent) and Leisure (+5.3 per cent), which contributed to the 3.3 per cent increase in TrevPAR (Total Revenue per Available Room) and a 4.8 per cent year-on-year increase in gross operating profit per room.

Glasgow Hotels Bouncing Back Towards Commonwealth Profit Performance

Following two years of profit decline in 2015 (-6.2 per cent) and 2016 (-1.3 per cent), hotels in Glasgow have recorded two consecutive months of strong profit growth in 2017 and are bouncing back towards the premium performance achieved in 2014 when the city hosted the Commonwealth Games.

The hotel market in Glasgow has struggled to absorb the 880 bedrooms of supply which have entered the market since 2014. And with 73 per cent of additions operating in the budget segment, there has been significant downward pressure on rate, illustrated by the achieved average room rate in the 12

months to February 2017, which at £81.20, remains behind the rate recorded in 2014, at £81.25.

However, the 7.7 per cent increase in RevPAR in February is further to a 6.9 per cent uplift in January 2017, which has been led by growth in both price and volume.

Despite an increase in both Payroll (+4.7 per cent) and Overheads (+3.8 per cent), a 6.2 per cent increase in profit per room was recorded at Glasgow hotels for year-to-date 2017, to £20.83.

Profit Drops at Heathrow Hotels Despite Record Airport Passenger Numbers

Despite Heathrow Airport recording its best ever February, with a 5.5 per cent increase in passenger numbers, profit per room at nearby hotels fell by 4.3 per cent as a result of falling RevPAR and rising costs.

Heathrow Airport accommodated a record 5.27 million passengers in February. However, a 2.0 percentage point increase in achieved average room rate was not sufficient to offset a 1.7 percentage point decline in room occupancy, and RevPAR at hotels at Heathrow Airport fell by 0.2 per cent to £57.21.

Whilst hotels at Heathrow achieved rate growth in both the individual leisure (+3.1 per cent) and group leisure (+10.0 per cent) sectors, volume dropped in both of these key segments.

In spite of the 0.2 per cent decline in Rooms Revenue, as well as a 2.6 per cent drop in Conference and Banqueting Revenue, hotels at Heathrow were able to record a 0.3 per cent increase in total revenue this month, which was primarily thanks to the 2.1 per cent year-on-year increase in Food and Beverage Revenue.

However, this revenue increase was wiped out by a 5.5 per cent year-on-year increase in payroll. As a result, profit levels at hotels at Heathrow Airport fell by 4.3 per cent this month, to £25.57 per available room, equivalent to 30.1 per cent of total revenue.

The month of February 2017

WEST MIDLANDS

	Feb'17	Feb'16	Var b/w
Occ %	74.3	71.7	2.6
ARR	77.62	77.39	0.3%
RevPAR	57.64	55.49	3.9%
TrevPAR	103.19	99.87	3.3%
Payroll %	31.5	31.5	0.0
GOP PAR	32.13	30.66	4.8%

GLASGOW

	Feb'17	Feb'16	Var b/w
Occ %	76.9	73.3	3.7
ARR	75.52	73.61	2.6%
RevPAR	58.10	53.94	7.7%
TrevPAR	101.59	94.88	7.1%
Payroll %	31.6	32.8	1.3
GOP PAR	27.99	24.85	12.6%

HEATHROW

	Feb'17	Feb'16	Var b/w
Occ %	76.2	77.9	-1.7
ARR	75.06	73.60	2.0%
RevPAR	57.21	57.35	-0.2%
TrevPAR	84.21	83.95	0.3%
Payroll %	31.5	29.9	-1.6
GOP PAR	25.57	26.71	-4.3%

The calendar year to February 2017

WEST MIDLANDS

	YTD'17	YTD'16	Var b/w
Occ %	67.9	66.0	1.8
ARR	75.28	74.36	1.2%
RevPAR	51.10	49.11	4.1%
TrevPAR	92.57	90.60	2.2%
Payroll %	33.4	33.5	0.1
GOP PAR	26.02	24.75	5.1%

GLASGOW

	YTD'17	YTD'16	Var b/w
Occ %	72.5	69.2	3.3
ARR	72.02	70.36	2.4%
RevPAR	52.21	48.71	7.2%
TrevPAR	91.58	86.45	5.9%
Payroll %	34.5	35.0	0.4
GOP PAR	20.83	19.61	6.2%

HEATHROW

	YTD'17	YTD'16	Var b/w
Occ %	74.6	74.9	-0.3
ARR	74.16	71.92	3.1%
RevPAR	55.32	53.84	2.8%
TrevPAR	82.51	78.59	5.0%
Payroll %	31.4	30.4	-1.1
GOP PAR	25.25	24.22	4.3%

The twelve months to February 2017

WEST MIDLANDS

	Rolling'17	Rolling'16	Var b/w
Occ %	73.8	72.4	1.4
ARR	77.17	73.94	4.4%
RevPAR	56.95	53.55	6.4%
TrevPAR	105.56	102.38	3.1%
Payroll %	29.8	29.9	0.0
GOP PAR	36.23	34.24	5.8%

GLASGOW

	Rolling'17	Rolling'16	Var b/w
Occ %	82.0	81.9	0.1
ARR	81.20	79.48	2.2%
RevPAR	66.61	65.13	2.3%
TrevPAR	111.15	109.38	1.6%
Payroll %	28.6	28.4	-0.1
GOP PAR	37.87	37.83	0.1%

HEATHROW

	Rolling'17	Rolling'16	Var b/w
Occ %	82.1	84.7	-2.5
ARR	75.13	74.72	0.5%
RevPAR	61.70	63.26	-2.5%
TrevPAR	90.95	92.46	-1.6%
Payroll %	28.6	27.3	-1.3
GOP PAR	31.83	34.16	-6.8%

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:

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 email enquiries@hotstats.com
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Members' Events

4 May

All you need to know about General Data Protection Regulation

Event Details

Data Protection - all you need to know about GDPR (General Data Protection Regulation)

Location

Beauchamp Suite in the Grange City Hotel.

Timings

6.00pm: Networking Drinks

6.30pm: Start

8.30pm: Finish

Speakers

- Chris Beveridge, Associate Director, Governance, Risk & Assurance, Moore Stephens LLP
- Geoff Milton, S Sales Director, Interfax Communications Ltd (Interfax, ShieldQ and PCI Booking)

Topics Being Covered

- Slow engagement progress from hospitality sector
- Self Assessment questions relating to data ownership, data transparency, data partnerships, data stewardship and regulatory compliance
- Website challenges for hotels
- Personnel challenges for hotels
- Data Management challenges for hotels
- Data Discovery tools (for PCI and GDPR)
- Document Management tools (for PCI and GDPR)
- Cloud based solutions for guest Opting in and out and data management by guests
- Front and desk security (PCI and GDPR) relating to telephony, email, fax, passport security, concierge operations)
- PMS compliance with PCI (since 90% of PMS systems available are not compliant)

FREE for all HOSPA Members & only £10 for any non-members, please register in advance. To Reserve Your Space, Please Email Us at: hospa@hospa.org with the below information, with HOSPA Members Meeting - 17th May in the subject line.

Full Name:

Job Title:

Company Name:

Membership Number:

Invoice Details (If Non-Member):

Sponsored by

- Moore Stephens
- Interfax

16 May

Hotel Revenue Management: Pricing, Marketing and Distribution

Event Details

A 2 day SnapShot in hotel revenue management, introducing a more collaborative approach to understanding and controlling demand taking place on the 16 & 17th May, timings listed below:

Day 1: 9.00 – 18.30

Day 2: 9.00 – 17.00

Summary

The two-day course aims to broaden an understanding of

Revenue Management, promising some hard work, fun interactive exercises, along with opportunities to network. Attendees will apply their learning by taking part in a competitive web based simulation, responding to business situations, and using market intelligence to make decisions throughout a year of trading. The course will wrap up with an analysis of 'big data' together with discussions on future trends in Revenue Management.

The course is designed and delivered by the University of Surrey in partnership with SnapShot, a Berlin-based startup which provides analytics for hotel data, stored in the cloud, and presented on an intuitive, actionable dashboard. The School's Centre for Research and Enterprise offers open and bespoke executive education programmes to meet the increasing demand for industry-specific learning and development. The partnership between the University of Surrey and Snapshot ensures the course provides attendees with access to the latest in both academic research and industry real time developments in the area of Revenue Management. You will find yourself in a friendly and mutually supportive atmosphere of interactive discussions, and practical workshops.

Programme Goals

The programme will provide attendees with an in-depth understanding of:

- The pillars of Revenue Management: Pricing, Marketing and Distribution
- The key areas that revenue management tackles
- The breadth and types of data available to revenue managers
- The importance of consistent data structure and analysis
- The Key Performance Indicators used in benchmarking and why they are important
- Pricing strategies relative to demand and value and their impact on hotel performance
- The importance of adopting a collaborative approach to managing demand through distribution channels
- Developments in the area of revenue management and current trends

As Revenue Management evolves, it is important for knowledge of the revenue function to be extended across departments. This program will allow you to contribute more effectively to the revenue decisions being made in your hotel and understand how to answer those difficult queries from your customers around pricing.

Participants

The course has been developed to suit those who have had little exposure to Revenue Management previously, but have an interest in understanding the role of a revenue manager in a hotel. It is meant as a foundation course, perhaps for those who are looking for a move into Revenue Management, or to be able to contribute more to this function in an existing role.

For more information and to book: www.surrey.ac.uk/school-hospitality-tourism-management/news/two-day-course-in-hotel-revenue-management

Please contact: cre@surrey.ac.uk/+44 (0)1483 683780 University of Surrey, Guildford, Surrey, GU2 7XH, UK

17 May

HOSPA Members Meeting

Event Details

12 noon: Light buffet lunch

1pm: First session

2pm: Second session

3pm: Coffee break

3:30pm: Third session
4:30pm: Fourth session
5:30pm: Networking drinks

Speakers

- George Titlow, Business Development Manager UK & Ireland
- STR: Market Update - Results & Forecasts in the Midlands
- Panel discussion around ROI/The True Cost of Selling a Room
- The Benefits of Outsourcing Key Tasks such as IT
- Spa and the management/benefits

Location

Holiday Inn Express Birmingham Snowhill; a short taxi drive from Birmingham New Street or short walk from Birmingham Snowhill trains stations.

To Reserve Your Space, Please Email Us at: hospa@hospa.org with the below information, with HOSPA Members Meeting - 17th May in the subject line.

Full Name:
Job Title:
Company Name:
Membership Number:
Invoice Details (If Non-Member):

14th June

The Guest of 2050: How Platform Businesses will Enable the Future

Event Details

This event will cover future of revenue management, property management, service staff and how technology will aid us.

Hear from Chief Story Teller Jason Nash about Travelport's vision of the future and why you don't need to wait for the future to prepare for it followed by some short presentations from some of the current, key suppliers to the industry.

Timings

17:30 -18:30: Networking Drinks
18:30 - 20:00: Talk
20:00: Finish

Location

Strand Palace Hotel

FREE for all HOSPA Members & Only £10 for Non-Members

To Reserve Your Space, Please Email Us at: hospa@hospa.org with the below information, with HOSPA Members Meeting - 14th June in the subject line.

Full Name:
Job Title:
Company Name:
Membership Number:
Invoice Details (If Non-Member):

28 June

Breakfast seminar with BDO

Location

BDO, 55 Baker Street, London, W1U 7EU

Time

8:30 - 10:30

Event Details

Join the HOSPA finance community for a breakfast seminar with BDO at their offices at 55 Baker Street on Wednesday 28th June 2017. We will be covering the latest developments in tax including corporate taxes, VAT and the recent employment tax issues.

OPEN TO ALL - FREE for all HOSPA Members & Only £10 for any Non-Members.

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Hotel Marketing Association

Hotel Technology Next Generation

ICAEW Tourism and Hospitality Special Interest Group

The IOH

Smart Report

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Application For Membership



Hospitality Finance, Revenue and IT Professionals

Title (Please tick)	Mr <input type="radio"/>	Ms <input type="radio"/>	Mrs <input type="radio"/>	Miss <input type="radio"/>	Other (Please specify)
Forenames					
Surname					
Date of Birth				Nationality	
Job Title					
Company Name					
Parent Company					
Work Address					
Postcode					
Work Email					
Work Telephone					
Work Mobile					
Home Address					
Postcode					
Home Telephone					
Mobile					
Home Email					
Correspondence Address (Please tick)	Home <input type="radio"/>	Work <input type="radio"/>			

Which grade of membership are you applying for?

You would normally be granted Ordinary status, but if you wish to be considered for a higher grade then please indicate which and ensure you submit a CV to support your application. Corporate membership is available for 5 or more colleagues. Please call +44 (0)203 4188196 to discuss or email hospa@hospa.org.

Status (Please tick)	Ordinary <input type="radio"/>	Ordinary Student <input type="radio"/>	Associate <input type="radio"/>	Fellow <input type="radio"/>
Your Signature				Date



HOSPACE

Conference & Exhibition  2017

Thursday 2nd November
Royal Lancaster London

www.lancasterlondon.com | www.hospace.net

“The major UK hospitality networking and educational hospitality event”

“HOSPACE is the best networking event of the year”

Hospitality Conference & Technology Exhibition

HOSPA is a Community of Professionals - Promoting the highest professional standards in Financial, Revenue Marketing 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.

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



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