

# THE OVERVIEW

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**OTAS - KNOW YOUR PLACE**

ICH BIN EIN BERLINER - IHIF 2015

# Welcome to THE OVERVIEW

Dear members,

Having just come back from the International Hotel Investment Forum in Berlin, a three-day bacchanal in the modern home of the bacchanal, I feel ill-equipped to lecture on the new clean food trends, so I won't.

What I'm told, however, is that the ever-demanding Millennials are driving yet another trend and this time it's going to be more about what goes into their food than whether the food service operative washed their hands.

This isn't a huge leap for the hospitality sector, which has seen the rise of organic, wheatgrass-infused juices, soya milk and not raised an eyebrow. What is driving the new trends goes to the heart of food preparation, with fresh ingredients and minimally processed foods. The availability of organic and natural menu choices is becoming something of a must. And all of this comes at a cost, something the Millennials are unwilling to pay, seeking, as they do, value. They're not rich yet, you see.

Deep at the heart of this is the Millennials need for authenticity in all things. This doesn't always work out - the rise of quinoa on the back of the non-wheat trend is reported to have led to shortages in Peru, where it is a staple of the domestic consumers' diet. For the Millennial, food must be local, bespoke and with a certificate in ethics.

They can spot where lip-service is being paid. One hotel which made much of its procurement policies was caught out offering orange juice at breakfast. Orange juice did not fall under its 'locally sourced' policy, being as it was a significant distance from the nearest orange grove. They were then shamed all over social media - an effective tool in the hands of the Millennial.

Oh and did we mention that the Millennials are notoriously lacking in loyalty? Even if you make the grade they may never come back. And they will require free high-speed Wi-Fi for the duration. The bar just rose again.



*Katherine Doggrell*

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Hospitality Finance, Revenue and IT Professionals

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

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**Chris Denison Smith**  
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## Guests want to ‘live like a local’. Here’s how to leverage the latest traveller trend.

Hotel guests increasingly want to experience destinations ‘like a local’. What this means exactly is highly subjective; but it’s generally agreed that there is a trend for guests to leave the hotel boundaries in search of the ‘real world’ around it. They seek more ‘authentic’, off-the-beaten-path experiences where they can discover the secrets of new cities. How can your hotel help guests see the city through the eyes of a local?

## Everyone on board the authenticity bandwagon!

Lying behind recent hospitality successes such as AirBnB and couch-surfing platforms are travellers' desires for a more 'authentic' stay. People increasingly seek out ways to unlock the secrets of their travel destination. They are looking for genuine revelations - the hidden gems that only a local knows about. This desire to 'act like a local' works in favour of budget hostels where locals tend to come in and use the facilities, share social spaces and so on. But more established and upmarket hotel brands can also adapt their offering in response to this shift in the market.

## But people have always wanted good local knowledge...

Yes, there has always been the more adventurous who sought out more personalised, unusual experiences in the country, city or community in which they travelled. These hardy types were the ones whose trips were arranged with personal holiday planners and who responded to colour ads in the back of the Sunday supplements. The desire for such street-level adventure and bespoke holidays is nothing new; it's simply now more mainstream and accessible.

## Plenty of ways to skip the tourist traps

An avalanche of websites and apps have grown up to help the adventurous skip the tourist traps and hang out with the locals. Guides such as Like A Local work hard to bring genuinely cool information into the palm of one's hand.

### Live 'LIKE A LOCAL' - how one app positions in a crowded market

*"You are now ready to travel Like A Local <http://www.likealocalguide.com/> and discover awesome hidden places in cities around the world. Like A Local Guide will help you keep away from tourist traps and main street places.*

*"The recommendations on our site are written by real people whose knowledge about a city is that of a local not a tourist. They live and breathe their city every day."*

*The plethora of such local online apps and sites includes:*

- My Destination <http://www.mydestination.com/>
- Staying Native <http://stayingnative.com/en/>
- Like A Local <http://www.likealocalguide.com/> times their current expenditures.

## TripAdvisor already does this

While some travellers may have explored some of the above, chances are most won't. They are more likely to know and use TripAdvisor or possibly Yelp. Of course, these platforms are powered by user reviews - so it makes a lot of sense for hotel executives to watch them closely, manage brand and hotel profiles and respond to any issues arising. Typically this means

engaging with guest reviews, good or bad, and updating photos and venue information.

## Google innovates again

But hotel executives must take serious note of Google Reviews, too, which will affect hotels' ranking and search results. With a new initiative, Local Guides, Google is actively reaching out to individuals (citizens, not brands) to become community members of its review teams. Google says its "global community of explorers will earn benefits for writing high-quality local reviews on Google", though exactly what those benefits are is unclear.

Local Guides will ultimately be rated on a kind of Bronze, Silver, Gold system - not unlike TripAdvisor's reviewer badges. The trend towards recruiting teams of local reviewers, so well executed by TripAdvisor, is now part and parcel of the search monolith's strategy.

Reviews already play significantly into a brand's Local Search Listing. Google remains the Goliath of search and we need to monitor and respond to reviews.

## The changing role of the concierge

It's a funny old time in the hotel trade. On the one hand technology is driving efficiencies across the board. Part of its promise is 'personalisation and choice'. It can deliver on both fronts, but at the same time guests will never tire of good old-fashioned customer service. Indeed the personal service that staff give to guests is often quoted as the primary driver of customer loyalty. In response to this, and to leverage the market's swing towards 'a more authentic experience', some hotels are bringing the role of the "concierge" to the fore.

A professional, knowledgeable concierge can make a massive difference to guests' perception of your brand. A concierge answers many, many banal and repetitive questions from guests... but more and more he's expected to be their eyes and ears when it comes to the latest, coolest phenomenon in town. And guests absolutely love hearing from the concierge about the latest, little-known cafe, music venue or gallery opening.

Forward-thinking hotel brands have recognised the way the wind is blowing and are promoting concierges up the hierarchy. Concierges are being given a more forward role in customer liaison, specifically to fulfil the need guests have for information and advice about what to do. The more off-the-beaten-track, in vogue and untainted by the tourist brush the better.

## What makes a good concierge?

The best concierges have encyclopaedic insider knowledge about their city. They need multiple trusted local sources to stay up to date on what's happening: the latest openings, pop-up shops and restaurants. They must be one step ahead of the published guides. And they need the ability to communicate with a very wide range of travellers in order to bring real value to all. Guests will only accept advice about a just-opened cafe, unusual attraction and red-hot nightclub if the concierge has gravitas and - dare I say it - a certain cool.



## Technology and today's hotel guest

Kevin Edwards, Managing Director, Avenue9, looks at new demands on hospitality

Whilst there has been a continued investment into increasing the hotel guest experience, the UK hotel industry's general lack of investment in technology and gaining insights from business' data – as well as in its online marketing to potential and existing guests – could become one of the most significant stumbling blocks to the sector capitalising on the current upturn in the UK economy.

Given this fact, it was very encouraging to learn that 88 per cent of delegates, polled at the recent HOSPACE 2014 Conference and Exhibition, stated that they were investing in hospitality technology in 2015; and 87 per cent thought they would invest in insights from their business' data.

With regard to providing in-room guest technology, the reality is that IT is moving at such a fast pace that it's difficult to stay ahead of the curve, so perhaps hotels need to focus less on being the providers of the service and more on being the facilitators – ensuring that guests can do what they want, when they want and without limitation. This is particularly important, given the ever developing sophistication and increasing use of mobile technology. There is nothing more off-putting to a guest than a hotel that

boasts the latest room technology, and it has already become outdated and worse still, it doesn't work!

So what can the hotel industry do realistically to meet customer demand, whilst avoiding such pitfalls, and encourage repeat business? They could provide, for instance, impressively super-fast WiFi (according to a new report from ebookers, 51 per cent of the UK cited free WiFi as the most important thing in making their holiday rewarding) and the option of self-service check-in for those, particularly business customers, who just want to get to their room as quickly as possible, in addition to possibly offering room service via a tablet. In short, they need to offer reliable, economic and practical IT services that will satisfy their clients and make the hotel stand out from its rivals, whilst never forgetting the customer need for human contact and personal service.

You can't go to a hotel conference these days without the thorny issue of OTAs rearing its head, and the commonly stated conclusion that they are a 'necessary evil'. In truth, the 'data insights revolution' is an area where OTAs, airlines and supermarkets have traditionally led the way in customer relationship management and loyalty schemes; and it's an area

where the hospitality industry has got an awful lot to do to catch up. As a technology provider, we are asked how we can drive revenues to hotels' direct websites. In truth, the hospitality industry is probably around 15 years behind these other service industries in investing in website technology, 'big data' and marketing. If this hadn't been the case, the profession would not now be having to focus on how it can build its online booking community.

Indeed at HOSPACE 2014, 74 per cent of delegates polled believed the hospitality industry wasn't good at obtaining insights from their own data, so very belatedly, the profession can take heart that at long last, 87 cent said they would invest in 2015 in gathering insights from their own business' data. It is going to take a dauntingly large investment to match the huge sums spent by OTAs on marketing, but at least the industry is set to gain a much better understanding of guest buying behaviour, preferences and needs, which in turn will help combat OTA dominance and encourage direct booking from potential clients. It is all about having a robust system for capturing relevant information, astute data analysis, and the provision of a seamless online guest journey.

Here's to an IT filled 2015!

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“Our EVOLUTION Family of hospitality focused above property services brings together a wide range of complimentary fully managed enterprise grade voice and data solutions that can be customised to meet the individual needs of a hotel.” said Neil Tolley, Managing Director at Fourteen IP. Tolley continued “The EVOLUTION Family consists of EVOLUTION WiFi which is a private and public Wi-Fi service, EVOLUTION Gateway which adds guest Wi-Fi landing page, user data capture, analytics and guest marketing and EVOLUTION Voice which is a feature rich hosted voice service with all the hospitality and PMS integration features you would expect from a state of the art VoIP system. EVOLUTION Voice is already installed in over 1,000 guest rooms across 3, 4 and 5 star hotels throughout Europe”. “All of our services can be delivered via EVOLUTION WAN, our fully managed WAN infrastructure and with EVOLUTION Monitoring, Fourteen IP can even monitor all your existing IP enabled end points 24/365, whether they are PC’s, Servers, IPTV systems or even IP enabled fridges, if they are IP enabled and we can see them, then we can monitor them” explained Tolley.

Tolley went on to say that “Fourteen IP only partner with class leading manufacturers such as Broadsoft. As the leading global provider of Unified Communications and Collaboration systems worldwide, Broadsoft was the obvious choice to provide the core platform for our EVOLUTION Voice service”. “Many hotels are also already enjoying the peace of mind that EVOLUTION Monitoring delivers, with many tens of thousands IP end points monitored around the clock and as EVOLUTION Monitoring uses the award winning Paseler system, a hotel’s IT team can download an app free of charge to a PC or mobile device to monitor exactly what’s going on, in real time!” EVOLUTION Family. Designed for Hospitality Availability

The EVOLUTION Family, is the most recent innovation from Fourteen IP and is the latest in a long line of products and services designed specifically to meet the ever evolving needs of the hospitality industry. EVOLUTION Family brochures are available for immediate download at <http://fourteenip.com/hospitality-solutions/evolution-family>.

Fourteen IP are a leader in hospitality solutions and are specialists in providing a wide range of products and services designed to meet the demanding needs of hoteliers both now and in the future.



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## Developing the Hospitality Leaders of Tomorrow

**Managers in the hospitality industry are facing some very real and quite distinctive challenges. The power of the online travel agencies (OTAs) and the impact on revenue management; customers making decisions based on review sites; social media channels being used by customers seeking some form of service recovery; problems of attracting and retaining generation Y employees; rapid technological changes; an uncertain economic and political landscape and customers seeking higher levels of service quality.**

**A**ll of these challenges require strategic thinking rather than just operational management skills from the leading managers in the hospitality industry. Running a hotel is a complex business but often hotel management teams are seen as being good at making operational decisions but are overlooked for further advancement in favour of strategic thinkers being brought in from airlines, car hire and the fast

moving consumer sector. There is a need to change this mindset by nurturing and developing the talent within the industry. This was primarily why Strathclyde University in Glasgow was asked by the industry to develop a leadership qualification tailored to the needs of the hospitality sector. It needed to be a programme with a truly global foundation, so we worked with the school of Hotel Administration at Cornell University in the U.S. and Ecole Hoteliere de Lausanne in Switzerland to develop and deliver a programme that encompassed the best in leadership/strategy development and the full range of hospitality disciplines. It needed to provide a chance for networking and so participants should be drawn from multiple countries representing a mix of independent hotels and branded hotel chains. It needed to get people away from their day to day jobs in order to give them time to reflect on their business and their own personal leadership style. Participants should also be able to learn from each other and get ideas from out with their own organisations.

A two year Executive Masters Hospitality Leadership programme was therefore developed and launched in January 2012 with participants attending a series of short three day modules at Strathclyde in Glasgow, Cornell in the U.S. and Lausanne in

Switzerland. In order to achieve the Masters award, group and individual assignments were incorporated into the programme alongside a final capstone project based on a key hospitality issue affecting the participant's business.

Two cohorts of students have now completed the programme and a third cohort is just over half way through their studies. Participants have come from the UK, USA, Germany, Turkey, Switzerland, the Netherlands and Russia. Many have been promoted to strategic roles during the course or immediately after completing the course. The feedback from the participants has been excellent with comments such as:

"When developing thoughts and ideas, I now find myself looking at a much broader perspective and the potential impact that the idea may have on a number of different levels."

"Stepping back and taking a breath creates clarity within and helps identify processes, policy and development that enhance and add value to what you are currently doing"

"I believe the Executive Masters has encouraged and enabled me to focus much more time on thinking, reflecting and planning rather than doing. It has opened my learning up to the wider hospitality world together with great networking opportunities." Not only have the individuals benefitted from the programme but their organisations have also benefited from new initiatives and

in some cases financial savings that have stemmed from the course content and the networking activity.

"Several new projects have been launched in my organisation as a direct result of applying ideas and insights from the learning on the programme."

In addition to the work benefits, some very close friendships and personal support networks have been built up among the participants. It looks like these will last long after graduation.

We are currently recruiting for a fourth cohort that will start in September 2015. More information can be found at: [www.strath.ac.uk/business/htleadership/courseoverview](http://www.strath.ac.uk/business/htleadership/courseoverview) also some partial scholarships may be available.

The hospitality industry has many very capable, skilled and hard-working managers, we need to nurture, enhance and develop these talented individuals to take on the challenges in this sector. This relevance of further learning is probably best summed up in the quote by Malcolm X: "Education is our passport to the future, for tomorrow belongs to the people who prepare for it today."

**Professor Alan Wilson**  
**Academic Director**  
**Strathclyde University Business School**

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## Using the 11<sup>th</sup> Edition of the Uniform System of Accounts for the Lodging Industry (USALI)

The USALI sets out recommended formats, account headings and cost classifications for the preparation and presentation of financial statements for hotels. The first edition was published in 1926 and since then this has become the industry standard for best practice reporting. Over the years the USALI has been revised numerous times with the 11th edition released in 2014.

The arrival of a new edition of the USALI is a significant event for the hospitality industry and it is important that readers and users understand the significance of the updates.

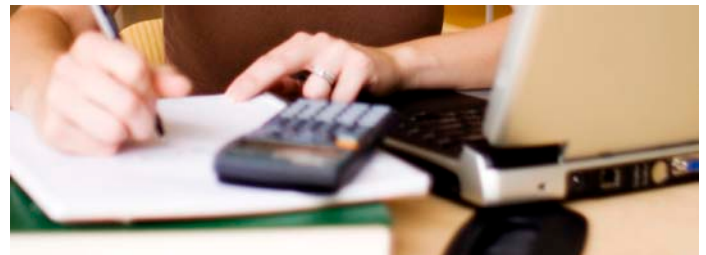
The principal purpose of the USALI remains unchanged; to establish a uniform responsibility accounting system for the lodging industry which enables internal and external users to compare the performance of, for example, a particular hotel or rented apartment to other businesses within the sector. The 11th edition contains a high volume of revisions which is a reflection of the need to update due to changes in industry practice and Generally Accepted Accounting Practice (GAAP) and to address issues that have arisen since the previous edition.

The 11th edition of the USALI, published by the Hotel Association of New York and the Financial Management Committee of the American Hotel & Lodging Association (AH&LA) with funding from Hospitality Financial & Technology Professionals (HFTP), has various material changes from the 10th edition, including changes on the following topics:

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

The publishers of the revised USALI state that to remain in compliance with the latest edition reporting changes should have been in place by January 2015.

In order to assist members and the wider industry in remaining compliant with the Uniform System, HOSPSPA and arena4finance have designed a one-day course with the objective of guiding hospitality finance professionals through the range of revisions.



Taking place on 11th June 2015 in Central London, the training will be delivered by Debra Adams, Head of Professional Development for HOSPSPA and arena4finance, and Diana Mountain, Consultant & Co-Founder at MRMD. The course has been designed for hospitality professionals whose role includes the preparation of internal accounts for control and strategic decision making. On completion of the course, delegates will be equipped with the know-how to be able to:

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

**In addition to the USALI course, we also have a number of other short courses scheduled for 2015:**

**Wednesday 10th June 2015 -**  
Cost Control for F&B Operations

**Friday 12th June 2015 -**  
Finance for Revenue Managers

**Monday 21st September 2015 -**  
Cost Control for F&B Operations

**Tuesday 22nd September 2015 -**  
Hospitality Reporting & the USALI

**Wednesday 23rd September 2015 -**  
Finance for Spa Managers

All the above one-day courses are priced at £250 + VAT per delegate and include lunch and course notes, plus 14 days access to the online classroom. To register your place at any of the above courses, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) or call the Professional Development team on +44 (0)1202 889430. Alternatively, please visit [www.hospa.org/events](http://www.hospa.org/events) for further information.

We would like to congratulate the following students, enrolled on the September 2014 programmes, who have successfully passed the coursework assignments and examinations:

## REVENUE MANAGEMENT, STAGE ONE

Name	Employer/Sponsor
Shuaib Ali	Whitbread Hotels & Restaurants
Fergus Boyd	Yotel
Robert Brodie	Whitbread Hotels & Restaurants
Stephanie Carvell*	Bespoke Hotels
Jennifer Friedman	Whitbread Hotels & Restaurants

## REVENUE MANAGEMENT, STAGE TWO

Name	Employer/Sponsor
Sarah Clayton	Venue Birmingham
Sally Cory	Marriott Hotels
Marisa Palmero*	Hampton by Hilton
Rosalyn Qemalja	Nottingham Gateway Hotel
Barry Shaw	Lancaster London Hotel

## FINANCIAL MANAGEMENT, STAGE ONE

Name	Employer/Sponsor
Janet Benavides Garcia	Morgans Hotel
Simon Frederickx	Red Carnation Hotels
Jan Karafiat	Jury's Inn Prague
Mathias Lenders	Royal Garden Hotel
Stuart Murray	Q Hotels - Westerwood Hotel & Golf Resort
Cecil Pickard	Jurys Inn Heathrow
Sandie Rankine	Jurys Inns (UK) Ltd
Inderjit Singh	Jumeirah International LLC
Paulina Smolen	G&V Royal Mile Hotel
Gethin Varghese Raju	Jumeirah Madinat Dubai
Sam Willetts*	Jurys Inn Birmingham
Gemma Williams	The Grove Hotel

## FINANCIAL MANAGEMENT, STAGE TWO

Name	Employer/Sponsor
Rotimi Timothy Atolagbe	Peniel Apartments Abuja
Ivana Covic	Jumeirah Carlton Tower
Tiffany Fabian	De Vere Village Hotel & Club, Warrington
Ravinder Kumar	Jumeirah Madinat Dubai
Khine Zin Mon	Hilton Manchester Deansgate
Linda Novade	The Duke of Richmond Hotel
Olivier Wentzke*	Mandarin Oriental Hyde Park

## FINANCIAL MANAGEMENT, STAGE THREE

Name	Employer/Sponsor
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Margita Alsina	Radisson Blu Glasgow
Tiffany Fabian	De Vere Village Hotel & Club, Warrington
Nina Fleischle*	Sheraton Zurich Hotel
Meriel Johns	Jurys Inn Brighton
Jackson Lai	Mandarin Oriental Hyde Park
Karan Lalwani	Starwood Hotels & Resorts
Bethany Maxwell	Le Westin Paris-Vendome
Robert McCluskey	De Vere Village Urban Resort, Maidstone
Nataliya Plotkina	Jumeirah International LLC
John Robson	Jurys Inn, Newcastle Gateshead Quays
Benjamin Taylor	Hilton Puckrup Hall
Jose Zhang	Sheraton Stockholm Hotel

\* Students achieved the highest overall grade for their Stage of study and will be presented with an award at our Annual Awards Luncheon in December 2015.

Are you interested in gaining an industry recognised and university accredited hospitality qualification? For further information, please visit [hospa.org/education](http://hospa.org/education) or contact Wayne Gosden by email to [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) or call +44 (0)1202 889430.



## Leadership position

The sector is cautiously optimistic

The eating and drinking out market is primed for growth in 2015 thanks to the popularity of flexible formats, barbecue food and craft drinks. But soaring property costs and the risk of saturation are putting the brakes on out-and-out optimism.

Those are just some of the findings from CGA Peach's exclusive Business Leaders' Survey, which reveals the trends that will define the pub, bar, restaurant and the wider foodservice sectors in 2015.

The fifth annual survey, sponsored by technology specialist Omnic, shows widespread optimism about trade in 2015, with nine in 10 business leaders either very optimistic (25%) or fairly optimistic (66%) about their own business' prospects. Operators with a heavy concentration of sites within the M25 tend to be more optimistic - as do newer companies.

But confidence is tempered by three key concerns: around property, market saturation and staff costs. Nearly three in four leaders are either very concerned (38%) or fairly concerned (34%) by property and rental costs - numbers that are significantly up on last year. Concern is particularly acute in London, where prices have spiraled highest.

Two thirds of leaders are meanwhile either very concerned (22%) or fairly concerned (42%) by saturation and possible over-supply, and similar numbers (18% and 46%) by staffing costs like wages and pensions. But there is better news on other fixed costs, with those expressing concern about energy prices and food costs both down this year.

Top trends identified by the Business Leaders' Survey include:

- **Flexi formats and premium fast food are on the up.** Two in three (66%) business leaders think all-day and flexible formats will thrive in 2015. Premium fast food, of the sort provided by Leon and Tortilla, is tipped by almost as many (61%).
- **Businesses have the tools to grow.** Funding for expanding operators seems to be improving, with two in three saying access has improved significantly (32%) or marginally (35%) over the last year—and crowdfunding is a particularly popular source. That is fuelling expansion plans, and one in three (31%)

leaders plans to open more than ten new sites in 2015.

- **Demand for transport hubs is soaring.** Key UK travel centres like airports and train stations are identified as growth hotspots by more than three in four (78%) leaders. Town centre developments are the next best rated (56%).

- **There's a buzz about barbecue.** More than half (57%) of leaders think barbecue will make a big impact on the market in 2015 - up seven percentage points from last year.

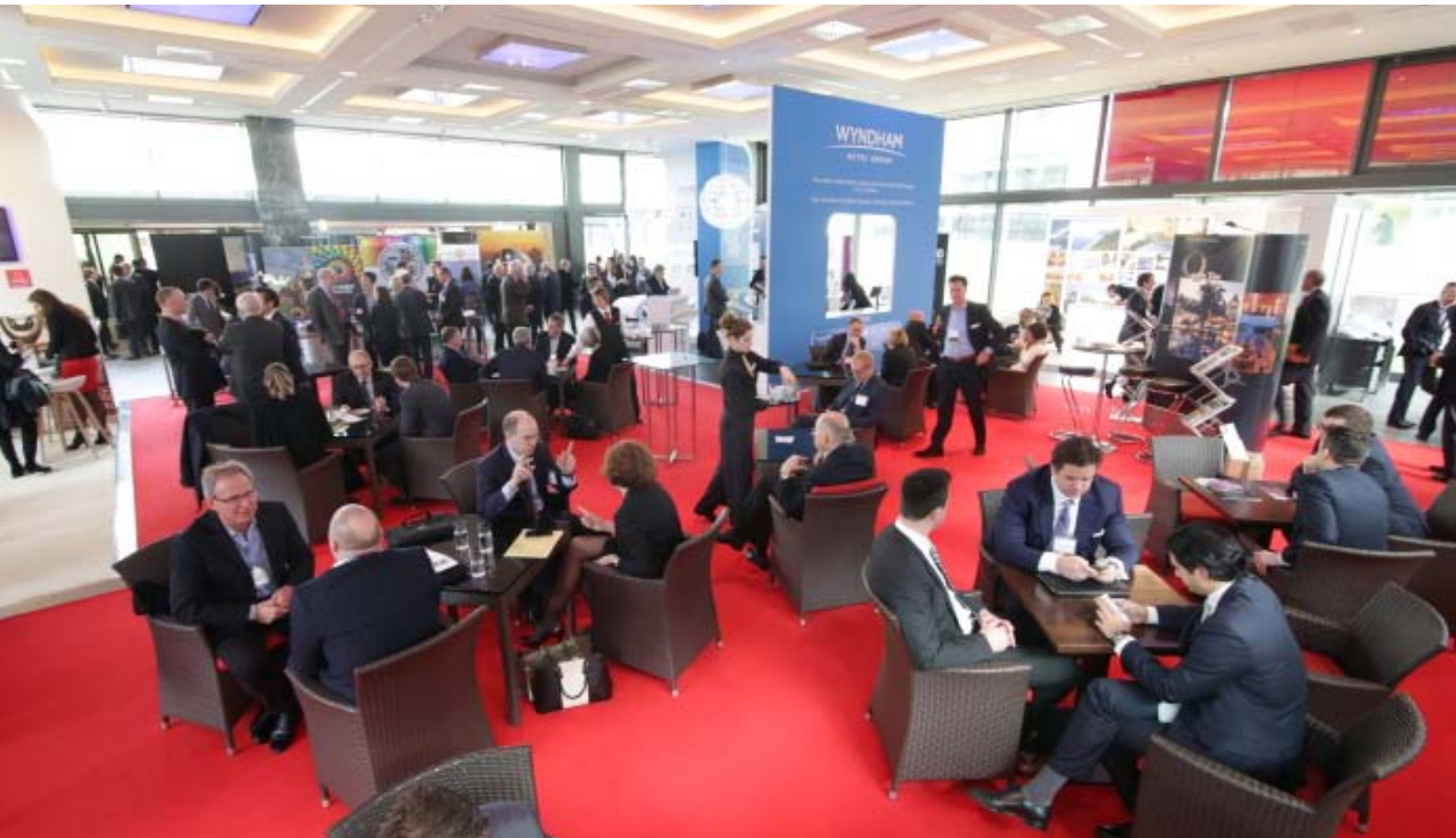
- **Drinks are getting crafty.** Asked about likely trends in drinks, nearly two thirds (64%) think craft beer will make a big impact this year. Next on the list is micro-distillery spirits (43%), which suggests that the interest in craft, niche and premium drinks is spreading to other areas of the market.

- **People are paramount.** More than four in five leaders identify engaged staff (88%) and a high quality customer experience (83%) as very important operational issues. They are acting on it too: a similar proportion (79%) will increase investment in staff training this year, and only slightly fewer (73%) in customer service.

- **Value is about more than price.** Three in five (61%) leaders think value for money is an important driver of consumer choice. But even more think the same of food quality (66%) and service (79%). With a little more money to spend than in recent years, consumers are becoming more discerning.

- **Branding is a challenge.** A strong brand identity is vital in a competitive market, but two in five (40%) leaders think their business lags behind their competition on this front.

CGA Peach's Peter Martin says: "After a relatively quiet few years, our Business Leaders' Survey shows that eating and drinking out brands are firmly back in growth mode this year, building on the success most enjoyed in 2014, when most companies surveyed said they had met or exceeded their own expectations. But with competition fiercer than ever before brands will need to be on top of their game to thrive. Our poll of the UK's brightest and best leaders reveals a wealth of opportunities out there - but a few pitfalls to be wary of too."



## Ich bin ein Berliner

Katherine Doggrell reports from the hotel sector's annual investment bash

This year's International Hotel Investment Forum in Berlin attracted the usual round of brands, hotel owners and attendant advisors, but also came with a side of sharing economy, alternative assets and the online travel agencies, all making their way onto the main stage to have their say alongside the established players.

The mood of the event was largely one of optimism, although there are some concerns that the good times may be starting to peter out and, with asset prices continuing to rocket, thanks to overseas investors, another asset bubble could be forming.

Unlike previous years there was a distinct feeling of 'can't we all just get along' when it came to the OTAs, with the global operators all attesting to ways in which they could work together, instead of constantly sparring.

Cyril Ranque, SVP, global market management, Expedia Group, told delegates: "Our role in the industry is to bring new customers and the job of hotels is to retain them. We all have a role to play. As a customer you come to us if you don't know which hotel to go to."

At Accor, the company's new digital strategy, in which it is investing EUR225m, sees it, in the words of chairman & CEO

Sébastien Bazin try to "be top of mind when the customer starts dreaming about travel...we need to invest more in being with the customer even if he never stays in a hotel".

Accor's deputy CEO, Vivek Badrinath, added that, rather than looking at the total bookings originating with the OTAs "the number of new customers that the OTAs bring you is the real metric, not total share. Getting a new customer is a battle".

Puneet Chhatwal, CEO Steigenberger Hotel Group, told delegates that "if used wisely, OTAs add considerable value to companies of our size", but that it remained "a challenge to get the cost of distribution under control". He added: "We are trying to be international and we cannot afford to have offices in China and we need the reach of the OTAs."

Carl Oldsberg, VP, International Operations, Choice Hotels International, said: "We renegotiated and we're in a better place. I guess we're frenemies and I hope that down the line we'll be friends and have a great relationship in the future."

He acknowledged that "the marketing and technology spend race is over with the OTAs" and added that the company was experimenting with using Airbnb as a distribution channel, citing the sharing platform's 3% commission rate.



The conference also heard that hotels must put mobile technology at the centre of their customer experience, or face being left behind by the sharing economy, according to a study by Grant Thornton.

The report warned that hotels must “master the balance” between using technology to respond to customer preferences and keeping the personal touch, or risk de-humanising stays.

The study, *Hotels 2020: Welcoming Tomorrow’s Guests*, reported that the hotel industry lagged other industries when it came to mobile personalisation. It advised hotels to consider apps that personalised elements of the entire guest experience, going beyond the simple logistical processes of room booking and check-in to allowing guests to tailor their stay through their smartphone.

Gillian Saunders, global leader for hospitality and tourism, Grant Thornton, said: “Hotels need to work to understand their guests’ requirements, making the most of big data to analyse and establish where personalisation through better use of mobile can really add value. It’s all about striking the right balance between apps and technology, as well as human interaction, which is still hugely valued. Get it wrong and you risk alienating your customers. Get it right and you can reap the rewards. “The battle for tech talent with other industries is fierce, and the sector will need to think creatively and work with external strategic partners to get it right. This could include technology providers, app developers and existing services such as Uber, as well as local hosts adopting the home-from-home aspect

of the sharing economy. With millennials and tourists from emerging economies set to dominate future reservations, tomorrow’s guests will expect tailored services that break down language and cultural barriers, whilst still offering an authentic, personal touch that gives travellers the unique experience they value.”

The study warned that hotels must be mindful of how much data was likely to be shared by guests, and work closely with consumers to ensure that personalisation was introduced at a level that is comfortable and achievable for both parties

Saunders said: “With the rise of digital enterprises like AirBnB, TaskRabbit and Lyft demonstrating the power of the sharing economy, it would be tempting for hotels to simply follow the ‘there’s an app for that’ mantra and just push out mobile technology that adds little value to the customer experience or subsumes it. Hotels must take their efforts further. Developed carefully, with a real understanding of what the consumer wants, technology can go a long way to build unique customer experiences that meet today’s demands. From ensuring the minibar is stocked with a guest’s favourite drink to providing details of local restaurants via their smartphone, hotels must retain the personal touch that keeps consumers coming back.”

Increasingly, hotels are finding that they must add ever-more strings to their bows, with service and a comfy bed no longer enough for today’s consumer. Having found a justification for the OTAs, they must now ensure they don’t fall behind on the latest game-changer; mobile.



## Members Meeting at ScotHot - Wednesday 4th March

We were delighted to be hosted at ScotHot by the organisers Fresh Montgomery. Rob Maloney and Jane Pendlebury kicked off the meeting by welcoming the members and the non-members to the meeting, and explaining a little more about HOSPA and the three communities.

Sarah Duignan from STR gave a positive and useful update on the current state of the hospitality industry in the UK, with a particular focus on Scotland, including the impact of last years' commonwealth games in Glasgow.

Following that we listened to some fabulous insights into the value of data and how to 'get your head' around the current Buzz words like Big Data and Meta Search. Heather Hart from Smart Space spoke informatively on managing data to maximise revenues in the meeting space area. Rupert Gutteridge from Guestline shared interesting facts about how to manage the vast amounts of data that hotels collect, and made some

comparisons with clutter in our own homes, which helped clarify the benefit of managing data in an orderly and timely fashion. Lastly David Brett from Avvio discussed the value of encouraging guests to make reservations directly with the hotel rather than via the Online Travel Agents, and explained the value in investing in smart ROI tracking tools to enable commission free or lower commission rate reservations!

Most delegates stayed to enjoy a tasting of 12 year old Chivas Regal (courtesy of Scott at the Liquid Academy) and we understand that the complimentary whiskey proved useful in negotiating extra ice cream from the exhibition stand that was positioned near the spotlight stage!

Earlier in the day, there had been a very lively debate on Social Media and how best to manage and work with all the various options in the hospitality industry. We were proud to see HOSPA's Social Media team at Born Social represented by Ben Gateley - who certainly gave the audience something to think about with his typically fiery and thought provoking approach to managing Social Media.

# → CGA PEACH BRAND TRACKER



## Brands of iron

Byron and Browns are the eating-out brands that leave their customers most satisfied - while hot US import Five Guys gets the best rating for the quality of food.

Those are among a wealth of conclusions from exclusive new satisfaction ratings compiled by CGA Peach's BrandTrack survey to highlight the nation's Top 40 best performing brands. They confirm the huge popularity of both 'better burger' and all-you-can-eat buffet concepts at the moment - but also reveal that keeping customers satisfied is as much about great food and service as it is about competitive pricing.

Mitchells & Butlers-owned Browns and Byron are the joint leaders of BrandTrack's overall satisfaction ratings, leaving exactly half their customers 'very satisfied' with their visit. Buffet brand Cosmo, pan-Asian group Wagamama and Greene King's Loch Fyne complete the top five. Other insights drawn from the research include:

- **Five Guys**, expanding fast across the UK, is the brand with the highest rating on food quality, with 53% of its customers very satisfied with it, leaving more established brands Loch Fyne (49%) and Wagamama (47%) in second and third
- **Crown Carveries** rates highest on value for money with 45% of its customers giving it top marks, ahead of buffet group Cosmo (42%) and fellow carvery concept Toby (40%)

- **Jamie Oliver's Jamie's Italian** tops the list of satisfaction with service, with 43% of its guests strongly agreeing that it was good. Browns (42%) and TGI Friday's (41%) are close behind

- **Patisserie Valerie** is the top rated brand in the café, fast food and bakery sectors, with 39% of guests very satisfied with their experience

CGA Peach's poll also reveals the brands rising fast up the overall customer satisfaction chart in 2015, including TGI Friday's, Bella Italia and Café Rouge.

Peter Martin, vice president of CGA Peach, says: "The UK's eating-out market is more competitive than it has ever been, and all brands have to work incredibly hard to keep their guests satisfied. These fascinating figures reveal which of them do so best, and we salute them all."

All satisfaction ratings are based on CGA Peach's BrandTrack October 2014 survey of 5,000 British adults who eat out. Figures for each brand are expressed as percentages of adults who have eaten there. The full league tables are available from CGA Peach.



## A happy Christmas for UK pubs

**Consumers paid a total of 165 million visits to pubs, bars and clubs over Christmas - 15 million more than in the previous festive season.**

That is one of the headline findings of exclusive new research of Christmas footfall trends from 5,000 consumers, along with sales data from more than 5,000 managed outlets around the UK from the CGA Peach Trading Index. It found that 37.8 million consumers visited the on-trade in the four weeks to 3 January - equating to an average of more than four visits each. Venues sold an average of 569 more drinks over Christmas than in an average month - and over the four weeks, total food and drink sales were up 2.0% on last year.

CGA Strategy's findings chime with positive Christmas trading updates from leading pub operators including JD Wetherspoon, Fuller's, Marston's, Greene King and Mitchells & Butlers. They also tally with data from the Coffer Peach Business Tracker, which revealed that like for like sales for managed pub and bar groups in the longer six-week period to January 3 were also up 2.0% on 2013, though that figure is from a different sample, and includes casual dining restaurants as well as pubs. A host of further insights from the research include:

Festive footfall reached a peak on New Year's Eve, when 11.3 million visits were made to the on-trade - half of them to pubs

- Christmas Eve and 'Black Friday' were also bumper days, with 9.6 million visits paid on each - and the latter marked the on-trade's best day for drinks sales

- Christmas Day, on which more and more consumers are choosing to eat out, was the day attracting the largest total of food and drink sales

- Food is now just as important to pubs as drink, which accounted for 51% of total sales over Christmas - down from 52% last year

- Consumers like to experiment when eating and drinking out at Christmas, with 2.2 million trying a new product or drink.

CGA Strategy client services director Rachel Perryman said: "This research shows that visits to pubs, bars, restaurants and clubs are an integral part of the UK's Christmas - but it also reveals ways in which the on-trade can get an even bigger share of the festive spend. Operators who get their offer spot on and are prepared to experiment with products and promotions will be best placed to take advantage when Christmas comes around again."

CGA Strategy is the leading expert in market dynamics for the UK's drinking and eating out markets. CGA Peach is a division of CGA Strategy. For more information about the Christmas report or other research, call 0161 476 8330, email [rachel.perryman@cgastrategy.co.uk](mailto:rachel.perryman@cgastrategy.co.uk) or visit [www.cgastrategy.co.uk](http://www.cgastrategy.co.uk).



# Economy contributes to strongest January in five years

## Preliminary data for January 2015

### UK Regional hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£55.81	£51.72	7.9%
Average daily room occupancy	59.7%	57.1%	4.5%
Average daily rooms yield per available room	£33.30	£29.54	12.7%
Approximate number of rooms per day	89,177	89,218	

### London hotels

Rooms department	2015	2014	% Change
Average daily room rate per occupied room	£104.86	£99.86	5.0%
Average daily room occupancy	71.5%	69.5%	2.8%
Average daily rooms yield per available room	£74.98	£69.45	8.0%
Approximate number of rooms per day	30,209	30,002	

## Final data for December 2014

### UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£58.35	£54.35	7.4%
Average daily room occupancy	65.8%	62.8%	4.8%
Average daily rooms yield per available room	£38.39	£34.14	12.4%
Approximate number of rooms per day	90,200		

### London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£132.60	£125.43	5.7%
Average daily room occupancy	79.7%	76.5%	4.2%
Average daily rooms yield per available room	£105.68	£95.93	10.2%
Approximate number of rooms per day	36,900		

Consumer optimism has helped hoteliers beat the usual New Year slump in January, resulting in the strongest figures across London and the regions since 2010, according to preliminary figures released today by business advisory and accountancy firm BDO.

Regional hotels saw a 7.9% rise in average room rate to £55.81, while occupancy increased by 4.5% to 59.7%. Rooms yield was up a stellar 12.7% to £33.30, on the same period in 2014.

Hotels in the capital also saw strong growth in rooms yield – up 8% to £74.98. This was the result of a high average room rate (£104.86 – up 5%) on the back of strong demand, as occupancy was up 2.8% to 71.5%.

For the first time in years, lower petrol costs, the supermarket price wars and an increase in wage growth have contributed to more cash in consumer pockets which resulted in a healthy increase in tourism, especially domestic.

Robert Barnard, Partner at BDO, said: “The low inflation rate spells good news for hoteliers as consumers can spend more on non-essentials like travel and tourism. It has resulted in the strongest January since 2010. While it’s likely that low inflation and interest rates will continue to be the trend, certainly for the first part of 2015 at least, hoteliers should take this opportunity to make hay while the sun shines.



“After a record year of about 35m visitors to the UK in 2014, the prospect for the future remains robust. Despite the ongoing woes of the Eurozone, ForwardKeys recently claimed that visits from China and Hong Kong are showing strong growth for the months ahead. In addition, with inflation falling to 0.4% in January and the UK economy forecast to grow at its fastest rate since 2006, hoteliers should make the most of this welcome opportunity.”



## Provinces perform; London lags

**UK Provinces started the year by building on their 2014 performance, with a double-digit increase in gross operating profit per available room (GOPPAR). However, London hotels posted bottom line declines despite positive movements for January in top-line performance metrics, according to the latest data from HotStats.**

East Midlands was one of the leading regions driving the UK Provinces performance in January, with increases recorded in occupancy of 4.6 percentage points to 55.3% and in average room rate (ARR) of 5.8% to £63.97, leading to a rooms revenue per available room (RevPAR) growth of 15.4% to £35.36. A general positive performance was recorded in ancillary departments and as a result, total revenue per available room (TRevPAR) levels surged by 10.1%.

Hoteliers also managed to reduce payroll by 2.2 percentage points to 38.0% to deliver a departmental operating profit per available room (DOPPAR) growth of 18.0% compared to the same period last year. Despite overheads per available room climbing by 7.2%, GOPPAR shot up by 51.3% representing a gross operating conversion of 15.5% for the month.

### Aberdeen profits follow oil price drop

In January, Aberdeen hotels registered negative year-on-year comparisons across all key performance indicators with the exception of ARR (+2.1%), according to the latest data from HotStats. With occupancy levels declining by 3.0 percentage

points, rooms revenue per available room (RevPAR) dropped by 2.7% to £63.74. A closer look into the rooms department shows an 18.3% increase to £7.68 in travel agent commission per occupied room compared to the same period last year.

Mixed performances were recorded in non-rooms revenues leading to a TRevPAR decrease of 1.8% and DOPPAR went down by 6.4% to £53.76. These results coupled with increases in overheads and payroll of 1.6% and 2.2 percentage points respectively, contributed to a GOPPAR decline of 12.0% to £29.80 representing a gross operating conversion of 33.4% for the month.

### Glad all over Liverpool

Liverpool hoteliers on the contrary managed to register more positive movements for the month of January, with TRevPAR and GOPPAR increasing by 4.9% and 20.2% respectively, according to the latest data from HotStats.

Hotels in the city experienced a rise of 4.2 percentage points in occupancy albeit at the expense of ARR, which declined by 3.8%, and still delivered RevPAR growth of 4.4% to £37.02. With ancillary revenues showing substantial improvements, TRevPAR increased by 4.9% to £59.72. DOPPAR also rose by 11.4% thanks to efficient operating cost control and payroll decreasing by 0.6 percentage points. Despite overheads per available room increasing by 8.2%, GOPPAR still shot up by 20.2% to £8.85 representing a gross operating conversion of 14.8% for the month.

## The month of January 2015

	Jan'15	Jan'14	Var b/w	
EAST MIDLANDS	Occ %	55.3	50.7	4.6
	ARR	63.97	60.44	5.8%
	RevPAR	35.36	30.63	15.4%
	TRevPAR	67.64	61.46	10.1%
	Payroll %	38.0	40.2	2.2
	GOP PAR	10.52	6.95	51.3%
ABERDEEN	Occ %	60.6	63.6	-3.0
	ARR	105.25	103.14	2.1%
	RevPAR	63.74	65.54	-2.7%
	TRevPAR	89.10	90.74	-1.8%
	Payroll %	29.6	27.4	-2.2
	GOP PAR	29.80	33.85	-12.0%
LIVERPOOL	Occ %	53.7	49.5	4.2
	ARR	68.99	71.68	-3.8%
	RevPAR	37.02	35.45	4.4%
	TRevPAR	59.72	56.93	4.9%
	Payroll %	36.0	36.7	0.6
	GOP PAR	8.85	7.36	20.2%

## The Calendar year to January 2015

	YTD'15	YTD'14	Var b/w	
EAST MIDLANDS	Occ %	55.3	50.7	4.6
	ARR	63.97	60.44	5.8%
	RevPAR	35.36	30.63	15.4%
	TRevPAR	67.64	61.46	10.1%
	Payroll %	38.0	40.2	2.2
	GOP PAR	10.52	6.95	51.3%
ABERDEEN	Occ %	60.6	63.6	-3.0
	ARR	105.25	103.14	2.1%
	RevPAR	63.74	65.54	-2.7%
	TRevPAR	89.10	90.74	-1.8%
	Payroll %	29.6	27.4	-2.2
	GOP PAR	29.80	33.85	-12.0%
LIVERPOOL	Occ %	53.7	49.5	4.2
	ARR	68.99	71.68	-3.8%
	RevPAR	37.02	35.45	4.4%
	TRevPAR	59.72	56.93	4.9%
	Payroll %	36.0	36.7	0.6
	GOP PAR	8.85	7.36	20.2%

## The twelve months to January 2015

	Rolling'15	Rolling'14	Var b/w	
EAST MIDLANDS	Occ %	68.7	65.6	3.0
	ARR	62.29	59.38	4.9%
	RevPAR	42.79	38.98	9.8%
	TRevPAR	84.29	79.30	6.3%
	Payroll %	32.3	33.0	0.7
	GOP PAR	22.05	19.78	11.5%
ABERDEEN	Occ %	74.5	76.2	-1.7
	ARR	109.27	99.96	9.3%
	RevPAR	81.38	76.18	6.8%
	TRevPAR	116.38	110.76	5.1%
	Payroll %	23.7	24.4	0.7
	GOP PAR	51.96	47.80	8.7%
LIVERPOOL	Occ %	72.7	71.0	1.7
	ARR	76.65	70.33	9.0%
	RevPAR	55.75	49.96	11.6%
	TRevPAR	87.08	80.39	8.3%
	Payroll %	27.6	28.5	0.9
	GOP PAR	29.43	26.09	12.8%

**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:**

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

# Members' Events **Forthcoming events**

**26 March**

**Hotel Operating Agreements**  
*Radisson Blu Portman Hotel*  
*London W1*

***Making Agreements Work – the challenge in good times and bad.***

Practical guidance with case studies, keynote presentations and panel discussions

Part partners and part adversaries, and part participants in a ménage à trois with a bank or longer term funder, operators and owners must strive for a productive, profitable relationship. In other words: they have to make their operating agreements work whatever the challenge they face.

This is the annual briefing on all matters related to Hotel Operating Agreements and the values of operator managed hotels. This year we cover:

- Hotel Values Across the United Kingdom
- Pressure Points in Owner-Brand Relationships
- Bank-Owner Interactions in the Current Market
- Changing Terms of New Operating Agreements and at Renewal
- Current Franchising Terms in the Current Market – when better, when not to be preferred to an operating agreement
- How Operating Agreements are coping in a difficult European Market
- Brands' Policies Briefing
- Current Thinking on Performance Measurement and Benchmarking
- What Constitutes State of the Art/Best Practice Marketing Now
- Agreeing the Annual Budget in the Current Market
- A Practical Guide to Formulating an Exit Strategy
- Negotiating Operating Agreements in China – just the same but totally different

For all hotel owners, operators, financiers, investors, franchisors, lawyers, agents, consultants and advisors.

For further details please visit:  
<http://www.henrystewartconferences.com/hoteloperatingagreements2015/>

**10 June**

**Cost Control for F&B Operations**

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

**What is this course about?**

This one day course has the purpose of assisting businesses with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability. Taking a practical approach, the course is highly interactive and uses a series of worked examples, case studies and discussions.

Divided into seven key topic areas, the course covers:

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

**What does it cost?**

This one-day course is priced at £250 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom.

**How do I register?**

To register your place at this event, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) or call the Professional Development team on +44 (0)1202 889430.

**11 June**

**Hospitality Reporting & the Uniform System of Accounts**

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

### What is the course about?

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

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

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

### What will participants gain?

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

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

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### How do I register?

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**12 June**

### Finance for Revenue Managers

This course is designed for those working in revenue management roles who need to improve their understanding of management accounting reports in the hospitality industry.

### What is this course about?

This course is suitable for newly appointed Revenue Managers in hotels seeking to improve their understanding of the business Profit and Loss account and the impact of revenue management strategies on profitability. The course provides the opportunity to learn more about hotel finance and the impact of pricing decisions on the bottom line.

The learning outcomes for delegates from this course include:

- Understand the P & L account and the Uniform System
- Improve understanding of the nature of business costs

- Calculation and interpretation of a range of hospitality business profitability measures
- Understand the relationship between cost and price

Course Content:

- Departmental and unit profit and loss accounts (based on the Uniform System of Accounts)
- Cost structures for accommodation, food and beverage etc
- Cost structures including fixed and variable costs and break-even point
- Pricing strategies and drivers of profitability
- KPI's for the hospitality industry

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**21 September**

### Cost Control for F&B Operations

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### What is this course about?

This one day course has the purpose of assisting businesses with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability. Taking a practical approach, the course is highly interactive and uses a series of worked examples, case studies and discussions.

Divided into seven key topic areas, the course covers:

- Best practice in purchasing and stock control
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- KPI's for food and beverage control
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## 22 September

### Hospitality Reporting & the Uniform System of Accounts The Principles and Practices of Hospitality Reporting & the Uniform System of Accounts

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

#### What is the course about?

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## How do I register?

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## 26 November HOSPACE

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

HOSPACE 2015 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

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

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

For further information, please visit [www.hospace.net](http://www.hospace.net).

## HOSPA Members Meeting

### 13 April

#### April Regional Meeting

Location: **Birmingham**

For more information on this event please contact Jenny Rose; [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)

### 11 May

#### May Regional Meeting

Location: **Manchester**

For more information on this event please contact Jenny Rose; [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)

### 17 September

#### HOSPA Regional Quiz Night in Glasgow

Location: **Radisson Blu - Glasgow**

For more information on this event or to book early please contact Jenny Rose; [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)

# HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

**We are currently enrolling for the September 2015 intake on the Financial Management and Revenue Management programmes.**

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