

THE OVERVIEW

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Leader of the pack - catering to group travel



Ich bin ein Berliner - IHIF
Remembering Paul Dukes

Welcome to THE OVERVIEW

Restaurants are used to the idea that, as humans, we travel in packs. As anyone who enjoys eating alone will tell you, that enjoyment can wear off pretty quickly unless you like eating shoved into a corner next to a toilet. And meanwhile, the group which is taking up half the restaurant is having a whale of a time in the prime spot.

The hotel sector is more confused over its appreciation of groups and prefers to think of the lone traveller, happily eating their room service Club sandwich on their bed before sleeping quietly and skipping off to their meeting the next day in the correct fashion. It goes a long way to explaining why hotel restaurants aren't the kickin', vibrant hangouts which might perk up the road warrior. And why some hotels are starting to try and draw the local community into their F&B and bring some atmosphere into their offering.

While there is a shift at ground level, as for the rooms themselves, the idea of group travel remains foreign. We travel alone or in pairs or confusion reigns for the hotel sector. The arrival of the sharing economy into the hospitality market gave it something of a spook, as suddenly it was apparent that there was a big group market out there which was going unserved. Hoteliers have started to respond, most-recently at Hilton, which launched Motto, a brand featuring flexible rooms with sliding walls, bunk beds and moveable living spaces.

But while hotels are now looking at the group leisure market, what will be the next segment to be disrupted? The OTAs and peer-to-peer lodging have captured the imagination and wallet of the leisure traveller, but what will happen when something comes along which wants to go after that corporate traveller, so happy eating their cooling Club sandwich alone in their room?



Katherine Doggrell

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Power to the people



HOSPA CEO Jane Pendlebury looks at the sector's options for cutting energy usage

You will see my interview with Benedetta from the Considerate Group on page 19. My column this month focusses on energy consumption one of the most important issues of the age, in terms of saving ever-rising costs and, of course, the planet.

We have recently renewed HOSPA's relationship with Considerate and also with BEIS - the government department for Business, Energy and Industrial Strategy. It has been truly fascinating to learn more about the forward thinking of our Government. Our specific involvement with them has been centred around energy management and climate change. It appears not every government department is totally focused on Brexit after all!

One of BEIS's programmes is smart metering implementation, a key task of which is to promote the roll out of smart meters to non-domestic sites. Indeed, the Energy supply licence conditions require energy suppliers to offer smart meters to non-domestic sites where the annual consumption of gas is below 732,000 KWh per year and all electricity sites in profile classes 1-4 (the majority of non-domestic electricity consumers are in profile classes 3 and 4).

However, energy suppliers can offer some larger non-domestic consumers a choice between a smart meter and an advanced meter. This means that any consumer with an annual electricity consumption of >100,000 KWh and/or annual gas consumption of >293,000 KWh can be offered a choice between an advanced meter or a smart meter.

Suppliers are already required to supply larger non-domestic consumers through advanced gas and electricity meters. That is gas non-domestic premises with an annual consumption of greater than 732,000 KWh, and electricity non-domestic premises where the metering point falls within profile classes 5 to 8.

Plainly speaking, that means smaller hotels are ideal candidates for smart metering. Smart meters help to make better sense of the energy you use so you can lower your consumption and your bills. When you get a smart meter, you'll start to see your energy differently. They enable you to monitor exactly what you are using – and wasting – in near real time. You can identify the gadgets that guzzle power! Switching all your appliances on would move the dial to red, moving back into amber as some are switched off, through to green when everything is off.

A smart meter should encourage everyone in your business to adopt good energy habits. Energy saving goals and budgets are more easily set and achieved because you can see what is being used in pounds and pence. A smart meter also means you pay for what you have actually used, not what has been estimated.

In busy boutique hotels, the energy bills can soon rack up, so keeping a close eye on your energy consumption can provide a boost to the bottom line, and not to mention your green credentials – something that's increasingly important to the younger demographic.

Paul Dukes

It is with great sadness that we announce the passing of Paul Dukes, former chairman of HOSPA and a great friend and inspiration to many in hospitality.

Paul was a consummate hotelier, but also had a talent for being at the forefront of trends in the sector, be that the rise of online distribution through his involvement with Active Hotels and the growth of third-party management as chairman of Kew Green Hotels, both of which have changed the face of the hotel market as we know it.

Jane Pendlebury, HOSPA CEO, said: "I first met Paul at a BAHA Sponsor's lunch many years ago. We immediately clicked and he became a good friend. Paul was a constant inspiration, a gentleman and a great support. He wanted the best for everyone and was generous in every sense. I know I speak for the HOSPA membership when I say his friendly, happy, charming face will be sorely missed, especially during the social parts of our annual conference! I believe he knew how valued he was."

Paul had an extensive career of some more than 40 years in the international hospitality and leisure industry in a broad range of senior positions across the sector, including seven years in the City with two leading investment banks.

He graduated in 1969 from Sheffield University with a B.A. Hons. Degree in Economics and subsequently qualified as a Chartered Accountant in 1972 with Price Waterhouse & Co. in London, later spent a year in their Paris office.

With Trusthouse Forte from 1974 to 1985, Paul gained his initial and formative experience in the hotel industry, in both financial and line management assignments, including Financial Controller of the Forte Hotel Village, Sardinia, Italy and later as Directeur, Hotel George V, Paris, France.

After a one year, Forte-sponsored, development programme at the London Business School, Cornell University, USA, and the 'Ecole Hoteliere', Lausanne, Paul moved to a line management position as the Directeur of the renowned Hotel George V, Paris from 1983 - 1985. This hotel was later sold to Prince Al Waleed for over £100million and is now operated by Four Seasons.

Paul joined Grand Metropolitan plc in 1985 as Finance and Corporate Planning Director of their Retailing Division, which then comprised the leading brands of Chef & Brewer, Host Group's 2400 public houses, Berni Inns, Holsten Brewers, and Mecca Bookmakers. Paul was also a Director of each of these subsidiary companies.

Paul became Managing Director of La Manga Club Ltd in 1986, having overall responsibility for the Property Sales & Marketing, and Travel functions of this renowned golf, leisure and property resort in Spain, owned by P&O. He was subsequently involved in the development of golf complexes in Woodbury (Devon) and in Deauville (France) in 1990-1991.

From 1992, Paul headed the finance function of Ciga Hotels SpA in Milan, Italy. The main focus was to achieve a financial restructuring, of this heavily indebted, and publicly-quoted, Group of 36 luxury hotels in which HH the Aga Khan was the major shareholder. This was achieved in 1994, and the Ciga Group was subsequently acquired in 1995 by ITT-Sheraton.

Paul then changed his career path, after 20 years as an executive involved directly in the hotel sector, and joined



James Capel (now HSBC Investment Bank plc) from 1995-1997 as their Director of Hotels & Leisure for the global banking group.

Paul later consolidated his City experience when he was appointed a Director of Close Brothers Corporate Finance Ltd from 1997-2001, as a part-time member of their dedicated Hospitality & Leisure sector team, specialising in mid-market corporate finance transactions.

Paul held executive roles at a number of leisure companies, including:

Active Hotels, which was sold in September 2004 for £90m to Priceline. He was also Non-Executive Chairman of TRI Hospitality Consulting, a leading international consultancy practice for the hotels, tourism and leisure sector, with offices in London, Dubai, Istanbul and Madrid. In addition, Paul was

Chairman of Golden Tulip (UK), a hotel development and franchise company which held the master franchise for Golden Tulip for the UK and Ireland.

Further development -funding of up to £100m for this roll -out was negotiated with Morley Estates and Farnsworth in 2003. Golden Tulip (UK) and Pilot Hotels were sold to Whitbread plc on 26 September 2007, for £44m.

But what about the person?

We have heard many 'war stories' over the past few years. In fact he gave a talk at the BAHA Conference in 2008 called "Life before EBITDA" in which he talked about times – "back in the day".

Stories of sending P&Ls back to the UK HQ with the next guest travelling back after a stay at Forte Holiday Village and the wife of the Sultan saying thank you at the George V with a golf putter of solid gold.

Another one of his company MDs - Jonathan Langston at TRI - commented: "Paul was always up for a good lunch and/or a pint. Always a rock of stability. I think his mid-life crisis comprised buying one of the new generation Minis when they were first released."

Former HOSPA CEO Carl Weldon said: "Paul's wife Sue told me that he liked nice five star hotels and likes to embrace their lifestyle. Even when he went camping. So when being asked to go camping with son-in-law and grandchild on Polzeath Beach he immediately acquired the very best five star camping gear.

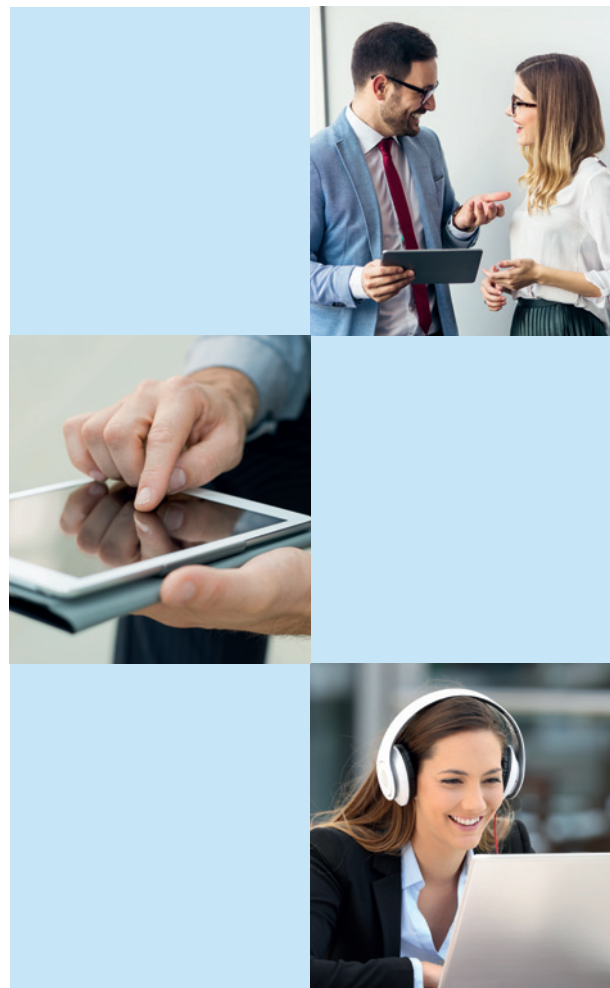
Unfortunately as it turns out the five star bed on wheels was too high for the five star specialist low-lying tent that had been acquired and so he spent a couple of nights on a Lilo that was the only bedding that would fit in the afore-mentioned tent.

"Paul had a love of sport. I know he queued for hours from 7am to get a seat in the members' enclosure at Lord's – and waved at us as we casually wandered in to our 'normal' seats at about 10.30.

"As a young executive at THF he was invited to a Pro-Am at Wentworth. He immediately applied the five star rule and went and acquired the best clubs he could find and turned up proudly at his tee-time with his shiny new clubs – so new in fact that he was still unwrapping the plastic bags off the clubs at the tee itself. After letting him play a few holes one of his foursome finally had to ask him 'Paul – why are you playing with ladies clubs?' I can only imagine the smile on their faces for the rest of the round."

Paul was named BAHA chair in 2008, ahead of the organisation's name change to HOSPA in 2011. Under his guidance the organisation grew its membership from 730 to over 1,000, expanded the conference every year, helped to develop the corporate membership scheme and developed a brand new Revenue Management Qualification.

Donations, if desired, to British Heart Foundation, cheques made payable to British Heart Foundation. Alternatively online at www.bhf.org.uk



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Yan Zhang Assistant Finance Manager, Jumeirah Restaurants Group

Winner: Financial Management, Stage Two, completed February 2018

Yan commenced the Financial Management programme in September 2017 and became the prize winner for Stage Two for achieving the highest combined course work and examination grades. She is currently studying Stage Three of the programme.

Having graduated with a qualification in tourism management from college in China, Yan secured a job with Jumeirah Group in Dubai, working in F&B for a year before transferring to the finance department as a finance assistant. After 3 years in post, Yan was promoted to assistant finance manager.

Not having previously focused on finance during her studies, Yan welcomed the chance to join HOSPA's programme, which would help to supplement her natural ability with numbers and spread sheets, and managing different accounting systems.

Of her time as a HOSPA learner, Yan said:

"The financial management courses provided by HOSPA are very well designed for accountants working in the hospitality industry. They not only provide the most up to date accounting knowledge and techniques, they also give various practically relevant examples, which enhance the understanding and improve the ability to apply those theories to day-to-day work."

Yan plans to continue her study in finance and accounting to try and gain further professional qualifications, with her long-term aim to become director of finance one day.

Studied in three Stages, the HOSPA programmes in Financial Management or Revenue Management cost £820 + VAT per Stage and enrolments are being accepted now for the September 2019 programmes. Contact education@hospa.org or visit the website at www.hospa.org/education

Meet the Professional Development Team

Calling all heads of Financial and Revenue Management divisions - the Professional Development Team are available to meet with you and your team members, cluster controllers and revenue executives to provide information about the HOSPA professional development programmes. Enrolment for September start date begins now! We can visit you and present at your next team meeting. Please email education@hospa.org

Welcome to our new Associate Certified Members

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

Financial Management Programme:

- James Kieran - Jurys Inn Birmingham
- Boudewijn Kok - Hilton Amsterdam

Revenue Management Programme:

- Iris Ambuhl - Headland Hotel
- Neil Baker - Hoseasons
- James Bryan - Eventa Group
- Andrew Bunting - Amaris Hospitality
- Kris Franklin - Amaris Hospitality
- Cameron Henderson - Dakota Deluxe
- Bruno Le Coze - Clarion Hotel
- Alina Minut - The Landmark London
- Joanna Monteith - Danesfield House Hotel
- Rhys Mulligan - Apex City of London
- Kannan Nair - Cairn Hotel
- Christina Ray - Hotel Rembrandt
- Lorna Saunders - Moor Hall Hotels Group
- Balazs Toth - Mount Murray Golf Club & Spa

UK managed restaurant numbers drop



Britain's supply of casual dining restaurants dipped for the first time in nine years in 2018 as a sustained decline in the wider licensed sector continued, reveals the new edition of the Market Growth Monitor from CGA and AlixPartners.

The new research shows that Britain had 5,780 managed restaurants in December 2018 - 27.3% or 1,241 more than just five years ago. But casual dining brands now appear to have peaked, with numbers slipping by 0.1% from December 2017. The news follows rising concerns about over-capacity in the restaurant sector, as well as mounting pressures on property, people and food costs and Brexit-related dents to business confidence.

The Market Growth Monitor reveals important nuances in the fortunes of managed restaurants around Britain. Outside the M25, there was a 0.9% drop in the total in the year to December 2018 - but inside it there was a 1.5% rise. High streets, where over-supply has been most notable, saw managed restaurant numbers dip 1.1% year on year, while suburban areas recorded 2.2% growth.

CGA vice president Peter Martin said: "The boom in managed restaurants has been one of the British economy's great success stories of the past decade. But after a string of closures and CVAs in the casual dining sector in the last 12 months, the sector is now in net decline - albeit a very modest one. We can expect to see further contraction in numbers over the course of 2019.

He added: "Many casual dining brands continue to thrive, and we are seeing continued strong growth for small and medium sized groups in particular. Operators that have a distinctive offer, execute it brilliantly and select the right sites have a lot to look forward to - but for bigger brands that fail to keep pace with changing consumer habits and demands, the next few years may be a lot more challenging."

There is better news in the Market Growth Monitor for pubs and bars - especially those generating the majority of sales from drinks. Closures of drink-led pubs and bars averaged 3.6 a day in the last five years, but in the last 12 months the pace has slowed substantially, to 2.2 a day. It follows a strong 2018 for many pub operators, on the back of hot summer weather, the football World Cup and the rising popularity of drinks including craft beer, cocktails and artisan spirits.

Peter Martin said: "The last decade has seen a relentless decline in Britain's number of pubs and bars, but there are welcome signs that the clear-out of unsustainable sites is starting to ease. With consumers' drinking trends working in the sector's favour, and food-led pub operators facing the same challenges as managed restaurants, the outlook for drinkers' pubs is better than it has been for a long time."

AlixPartners managing director Graeme Smith said: "The more positive outlook for pubs and bars is reflective of the buoyant M&A activity in the sector. Trade and private equity buyers are turning their gaze to pub and bar assets. This reflects not only the saturation of certain parts of the restaurant market, but also the combination of reduced supply and the continued rise of quality wet-led pub and bar operators. These factors have been driving strong performance in a challenging environment."

The quarterly Market Growth Monitor from CGA and AlixPartners provides many more insights into restaurant, pub, and bar openings and closures. All data from the Monitor is drawn from CGA's Outlet Index, a comprehensive and continually updated database of all licensed premises in Britain.

HITEC Europe



The third annual HITEC Europe is where business and leisure will collide in the best possible way for hospitality finance and technology professionals. Attend this world-class conference taking place 9-11 April 2019 in the stunning destination of Palma, Mallorca, Spain.

Produced by Hospitality Financial and Technology Professionals (HFTP), HITEC Europe is the European extension to the world's largest hospitality technology event and offers a unique combination of superior education and industry exhibition - bringing together the brightest minds and latest technologies from across the globe to one place. Gain access to top hospitality technology industry experts, best practices and training to improve company bottom lines.

HITEC's comprehensive educational programme addresses crucial and trending topics of interest to the hospitality technology community. Programme topics include information security, data analytics, systems integration, IoT integration in hotel design and development, solution case studies, customer loyalty, employee technology and more.



Rohit Talwar

A highly anticipated highlight of the programme is the opening keynote presentation Destination Unknowable - The Next Five Years of Business and Technology Disruptions by Rohit Talwar. Talwar is an award-winning futurist, entrepreneur and specialist advisor on business transformation, disruptive strategies and radical innovation.

Between sessions, venture into the HITEC exhibit hall for exclusive hours that allow attendees to explore the latest in hospitality technology from industry-leading solution providers. Exhibiting products include property management systems,

cloud computing, guestroom controls, business intelligence, network security and mobile apps.

HFTP's popular Entrepreneur 20X (E20X) program makes its return to HITEC Europe, where today's enterprising hospitality startups will present their breakthrough business ideas to a roomful of HITEC attendees and an expert panel of judges that include hospitality CIOs, angel investors and serial entrepreneurs.

Qualified hoteliers and hospitality industry professionals may be eligible to receive a complimentary VIP Buyer's Show Pass to HITEC Europe. Qualified VIP buyers include professionals employed in hotels, resorts, casinos, restaurants, clubs, etc. The pass includes access to the exhibit hall, the HITEC welcome reception, keynote session, general session and E20X. This pass is valid for qualified buyers only. Find the application and additional details on the HITEC Europe website.

When your time networking and learning at HITEC Europe is complete, plan to spend some time enjoying the unforgettable Mediterranean island of Mallorca - a travel hot spot resplendent in both history and natural beauty. Explore cultural landmarks and ancient villages, recline on one of its many pristine beaches, or take a drive along its impressive mountain ranges.

Learn more about HITEC Europe by visiting www.hitec.org/europe and register to attend today.

How hoteliers can better cater to group travellers



For many hotels, business travellers make up a significant percentage of their guests and are considered valued customers. Most hoteliers have a firm understanding of how to cater to their business travel guests, anticipate their needs and ensure they have everything to guarantee a comfortable stay.

But what happens when you have a large group of business travellers staying at your hotel?

Perhaps there's a popular industry event or conference in your area, bringing in large groups of employees. Or maybe a business is treating its employees to something special, like an incentive trip which your hotel is hosting. Trips of this nature, in particular, can be quite the undertaking for a hotel. There is a great deal to plan for these large groups, from meals to events, activities, transportation and more.

Whatever the case, you've probably found your hotel and staff welcoming very large groups of professionals somewhere along the way. But how can you make sure that your hotel is ready to cater for group travel?

Set clear agendas

This point is particularly important if you're hosting a company event or incentive trip at your hotel. Outlining every aspect of the group's stay with you and communicating it to each guest is vital for maintaining organisation and ensuring that all guests feel included and understand what's going on.

Each guest should have a detailed agenda covering the duration of their stay, including meal times and locations, details and times of all events and activities, information about transportation options or that it has been arranged.

Other important information that might need to be included in an agenda includes dress codes, details of local attractions, key contacts for the duration of their stay (room service, gym, event organisers, etc),

A strong agenda should realistically leave guests with very few questions about their stay. This will not only help guests better understand what is happening for every step of their stay but can also help minimise repetitive questions that can be a drain on your staff's time.

Have a designated point of contact for the group

Appointing an event manager or someone responsible for a large group is a must for hotels who want to ensure a smooth and positive experience for groups. While we maintain that it's important to try and leave guests with as few questions as

possible, realistically, people will always have questions, and when they do, it's best to have a main point of contact for group guests to speak to.

Ensuring that each group has someone who oversees the coordination and activities, acting as a point of contact for every aspect of their stay, can leave guests feeling more at ease than having to speak to someone at reception with no knowledge of their trip.

This also allows guests to build up a positive rapport with a staff member who can anticipate a group or individual's needs and make sure they are met throughout the course of their stay. The overall effect of having someone in charge is that it ensures a smooth and enjoyable experience for all group guests.

Security

Attendee security should be at the forefront of everything when it comes to your group. A hotel must ensure that everyone in attendance is who they should be and that badges are checked on arrival. Some large groups may be attending events with high level and sensitive information and it is therefore imperative to ensure that there is no opportunity for an imposter to steal intelligence. Some hotels will hire in additional security to sweep rooms ahead of closed sessions.

Offer alternative options

While your hotel most likely already caters to the different needs and requirements of your guests, it's even more important to bear this in mind for large travel groups. Large groups of guests can present even more dietary requirements, allergies, disabilities or access requirements which you must be able to properly cater for.

Planning ahead for offering your alternative options is a must for hotels hosting travel groups. During the initial booking process, the issue of special requirements must be raised so that the hotel has adequate time to prepare.

For instance, if on any given day your hotel offers one vegan and one vegetarian option, this must be taken into consideration

when providing catering for groups. Buffets are a popular option for large groups at hotels, but in many instances, individuals who are not vegetarians end up eating vegetarian food options. Because of this, it's vital that hotels offer multiple substitutions and always have extra on hand.

Food is not the only area in which hoteliers must be prepared to provide alternative options. If any physical activities are planned for the duration of the visit, the ability level and age of all guests must be taken into consideration. For those guests who are not able to participate in rigorous or even mildly active undertakings, an alternative activity should be offered. This may be a panic room scenario or even a pamper session in the spa. By ensuring that every guest is catered to, group travel clients will be left with a wholly positive experience.

Check your inventory

Meeting the needs of a large group can put a strain on a hotel's inventory quite easily. Once a booking has been secured and all information has been gathered, hoteliers should begin checking their inventory. One major rule of thumb for the industry is to always make sure everything is well stocked - be it linens, toiletries, food items or tableware - it's always better to have far too much than even one too few.

A higher number of guests isn't the only reason hoteliers should have extra inventory to hand. Travel groups can often mean big celebrations - whether it's a company anniversary, award event or lavish treat for hardworking employees. This can result in lively parties, broken tableware and damaged items, requiring replacements

Travel groups are an excellent opportunity for hoteliers to break into a new market and gain exposure. As such, ensuring that you cater to this market properly can set you up for brilliant success.

Jacqui Wylde - www.ctgrouptravel.co.uk

Jacqui Wylde is Business Development Manager and Incentive Travel Expert at CT Group Travel, specialists in incentive and group travel.

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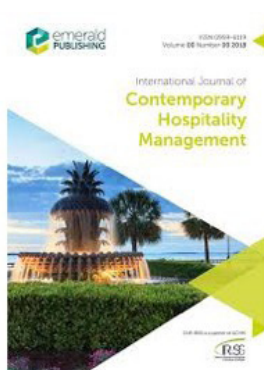
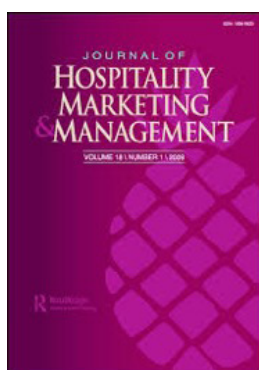


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Ich bin ein Berliner



The 22nd International Hotel Investment Forum saw over 2,500 delegates to the gather in Berlin to debate the issues facing the sector.

The Economic Overview was delivered by Thanos Papasavvas, Founder and CIO, ABP Invest Ltd who opened his presentation with the statement, in reference to the global economic crisis, "we have just survived a hurricane". He noted that one tool that drove the economy was Federal Reserve Fund rates and looking at the economies of China and the US said "neither were a concern" and would maintain economic growth with Trump likely to stay in power until 2025. On the other hand, "Europe is my biggest concern". Papasavvas said that Merkel "has been keeping the EuropeZone and Germany together and she is about to depart with no one ready to replace her leadership."

Looking at UK and specifically Brexit, Papasavvas said in his view, "May will deliver Brexit" and the weaker EU economy will have significant impact in the UK. There will be opportunities for non-Sterling investors to invest in the UK and for medium to longer term investors, the UK represents a good opportunity. Providing the central banks maintain an ample level of liquidity, Papasavvas is positive about the economic outlook but warns of social and political unrest if the global economy, specifically the European economy, weakens.

Robin Rossmann, Managing Director, STR took to the stage to look at the markets, Past, Present and Future in A Global Hotel Market Overview. Rossmann opened by looking at the rise of brands and said "owners are choosing more branded hotels than they are independent hotels. In the last 10 years there has been a massive shift towards branded hotels." He cited Oyo as a brand to watch as in contrast to other franchise hotels, all their hotels are required to give 100% of their pricing control to Oyo, thereby giving them total control.

Rossmann mentioned Germany as one to watch as it should be stable in 2019 but with 100,000 hotel rooms in the pipeline, the supply growth could negatively impact the market. Unfortunately, a World Cup hangover for Russia is unavoidable and many feared Spanish resorts hit a peak in pricing capacity in 2018. The later is largely due to the huge capacity in Istanbul and the Red Sea (Sharm El Sheikh) and Marrakesh all offering a compelling alternative to Spanish resorts at better value now the safety concerns have abated.

Rossman concluded by stating the “drivers to travel remain strong and whilst 2018 was amazing, 2019 is still expected to be strong.”

Chris Day, Global Managing Director, Christie & Co delivered the next presentation on Buyers and Sellers: The Global Picture on Hotel Transaction Trends. Day opened by saying “less than 20 years ago it was almost impossible to convince institutional investors to consider hotels as an investment opportunity. How times have changed.” He stated yields are continuing to sharpen with increased activity being seen in the Middle East and buoyant hotel investment in Spain. Regarding the UK market Day said “some overseas buyers, particularly from Asia have withdrawn from the market until the uncertainty around Brexit has reduced”. Statistics support this with Asian investment 46% down compared to 2017. Institutional investors represented nearly 50% of the 2018 capital mix demonstrating hotel assets are now seen as a serious asset class by this group. Day cited risks to the market as new supply, geo-political risks and cost pressures and predicted that asset management will become increasingly important in our markets. He noted that banks have a better understanding of the asset class, with specialists deployed within their teams. He said that “we will continue to see low yields in prime locations with increased demand for opco/propco structures” and “investors will seek leaner and more cost effective models and hostels and serviced apartments provide these.” Day concluded by saying “savvy investors already see the hotel market as mainstream. Demand for quality assets in our market continues to grow. The hotel market has come of age.”

The IHIF Lifetime Achievement Award was presented to Sol Kerzner (KCMG) - Founder, Kerzner International and collected by his daughter on his behalf. Michael Hirst OBE, Consultant, CBRE Hotels presented the award to Chantal Kerzner. Hirst said during his meeting with Kerzner in London he confirmed his life lessons were; keep going, good enough never is and we can do even better. Kerzner was credited as an innovator and perfectionist and we all wish him a safe and speedy recovery to full health.

The highly anticipated Investors' Panel: Money Makes the World Go Around: Identifying the Key Trends in Global Money Movement followed moderated by Michael Fishbin, Global Hospitality Leader, EY in conversation with Mai-Lan de Marcilly, Director and Head of Hotels Europe, KKR, Cody Bradshaw, Managing Director and Head of International Hotels, Starwood Capital Group, Abhishek Agarwal, Managing Director, The Blackstone Group, Khaled Bichara, Chief Executive Officer, Orascom Development Holding and Christophe Vielle, CEO & Co-Founder, GCP Hospitality (Gaw Capital Group)

Bradshaw said, “the majority of hotel deals done over the last few years have been done by investors who invest across all asset classes, so they don't have to invest in hotels if they don't want to” with which de Marcilly agreed by saying “we don't need to invest in hotels if we don't believe the dynamics are good.”

Vielle believes “Some of the investors will be a little bit more careful. They believe there will be better deals to come at the end of this year.”

Looking at the investment options across real estate, de Marcilly said: “retail is challenging, office is very expensive which leaves beds and sheds. We are investing a lot in beds - hospitality, student accommodation and hostels.”

Bradshaw confirmed Starwood Capital Group were looking for properties that they can fix and in looking at Europe said that “Europe is a city level strategy, not a country level strategy.” Discussing Airbnb, Bradshaw said “we were supposed to be dying because of Airbnb but Airbnb are achieving staggering growth rates and the hotel sector is achieving fantastic occupancy and it's retail which is suffering. So have survived the mother of all disruption.”

Agarwal said Blackstone were looking at innovation cities for investment opportunities. These were typically where the technology is and where the Millennials want to work. He said “global travel grew by 7% last year and. European airlines order books are set to grow by 7% until 2020 so there is a healthy appetite to serve.”

The panel discussed the recent sale of Belmond to LVMH and their response to the transaction. De Marcilly said the transaction represented a long term trend for luxury whilst Bradshaw said “this acquisition was a marketing manager's dream, a real opportunity to own the customer”.

A final note on sources of future capital from Bradshaw, “Israeli capital buys in the U.K. In 2018 this equalled £2bn and a lot of people do not know that as only a few press releases come out. Israeli Investors and Israeli Money is becoming a major player in the European Lodging industry.”

The presentation of the HAMA Award was then made by the The Hospitality Asset Managers' Association Europe. The winner of both the overall award as well as the and re-positioning strategy category was Starwood Capital Group and the creation of The Principal Hotel Company. Goldman Sachs won the HAMA Value-Add Strategy category for their work completed with the Tifco Hotel Group.

An asset management panel session followed in the penultimate session of the day, Improving Performance: The Rise of the Asset Manager. The session was moderated by Ben Godon, Head of Hospitality Asset Management, Colliers in conversation with, John Brennan, CEO, Amaris Hospitality, Gaél Le Lay, Deputy Chief Executive Officer, Covivio Hotels and Ömer Müftüler - Partner, Odien Group. Brennan opened the discussion by stating “asset management is not really a role or a function, it's a mindset of a business.”

The panel discussed asset management within the life cycle of an asset and where can an asset manager can create most value? It was widely agreed that sometimes some of the most critical executions could be during crisis situations. Godon concluded the discussion by saying “the brands are so busy growing brands that, at a local level, the asset manager can focus more energy.”

The final session of the opening day was an interview with Chris Nassetta, President and CEO, Hilton with broadcaster and presenter, Nick Ross. Hilton was celebrating 100 years of operation in the hospitality industry this year and Nassetta praised the noble promise that Conrad Hilton founded the group on. Nassetta and his team aim to work out the next great thing that customers want and deliver it with a customer centricity and a spirit of innovation. He concluded by saying that “leaders should be responsible for ensuring there is a great culture and great strategy, the rest runs itself.”

The second day started with Tim Arthur, Creative Director of the Need To Know Club and former Creative Director of Virgin Money and CEO of Time Out who shared his view from outside the hospitality industry. Arthur encouraged us all to make our brands loveable.

The first panel of the day was an unmoderated conversation between Sébastien Bazin, Chairman and CEO, AccorHotels and Mark Okerstrom, President and Chief Executive Officer, Expedia Group. The CEOs discussed leading performance through innovation and opening up to models outside of traditional hospitality.

Bazin began by saying that the transformation of Accor is complete in terms of fundamentals like segment, geography and business model and what is left to be done is a culture shift. But that, Bazin said “is going to take me another 5 years.”

Okerstrom said that “any time that someone stands on a higher or broader mountain than you do, you have to be careful”. He

announced that Expedia have reached the 1 million property milestone this year.

Sharing their concerns, Okerstrom said “I worry about Google. They have everyone in the world telling them what they like and don’t like.”

Referring to the new Accor loyalty programme ALL (Accor Live Limitless), Bazin said he had purposely hired 90% of the team from outside the hospitality background to provide insight, experience and a different way of thinking.

In a light-hearted exchange, Okerstrom said his job was to bring Bazin customers. Bazin agreed that he was, “its costing me a fortune, but you are. It then becomes vital to convert them to an Accor customer.”

On the relationship between Accor and Expedia, Bazin said “five-years ago, everyone wanted to admit that we were in a fight. We’re not fighting with anyone. Our relationship with Expedia is very adult and sophisticated.”

Concluding points from this conversation from Bazin included the positive attributes of the industry being that it is profitable, scalable and predictable and the understanding that “you have to be daring, you have to be audacious, you have to learn from other industries.” Okerstrom agreed and said “it’s up to us to make sure this eco-system remains.”

The first panel of the second day was hosted by Russell Kett, Chairman, HVS - London Office in conversation with Marloes Knippenberg, CEO, Kerten Hospitality, Rainer Nonnengässer, Chief Executive Officer, International Campus GmbH, Kike Sarasola, President and Founder Room Mate Group and Oliver Winter, CEO and co-founder, a&o Hostels. The panel discussed the opportunities in alternative models.

Looking at the development of the alternative model structure, Knippenberg predicted that “retail will meet hospitality on the ground floor” and at the moment they have no issues with raising cash or investment.

Turning to sustainability and how much it a hallmark of their brands, Knippenberg said; “we take being local and part of the community very seriously. If we can source a product locally, then we will. We have made a big impact in countries and communities where we can support local.

Sarasola, to applause from the audience, announced how all Room Mate employees have clothes made from recycled material and how he strongly felt that the sector had a very long way to go in terms of sustainability. “If all we are going to do is stop using plastic straws, that’s pathetic. We don’t have a planet B”.

When asked about OTAs, Sarasola (whose company Room Mate works on a 35% direct booking structure) said “OTAs understand that I want to steal their client. They will come once and they will be mine, but we are all working together.”

Looking to other models like glamping, etc, Sarasola said “there is always going to be something new. Anything new that comes up, we’re going to be there.”

The final comment on technology in the industry garnered different views. Sarasola firmly believes that “we still have an industry where we can see our client, touch them and I don’t want to lose that physical interaction” whilst Knippenberg was slightly scathing of conversations around automated check-in saying “the world is going to voice (activated technology) and AI... “we’re so behind”.

The International Hotel Investment Forum (IHIF) and The International Society of Hospitality Consultants (ISHC) Young Leader Award 2019 award was presented to Brian Kaufman, Managing Partner at The Kaufman Companies. Kaufman

commented that he was “lucky to be part of global industry which is widely dynamic and continues to innovate. Innovation will continue to drive change”.

The final panel of the morning was the Global CEO Panel - Adapting to Survive & Thrive: Hear from the CEOs Leading the Change. The panel was moderated by Kevin Mallory, Global Head, Senior Managing Director, CBRE Hotels who was joined by Keith Barr, CEO, IHG, Sonia Cheng, Chief Executive Officer, Rosewood Hotel Group, Federico J González, President & CEO, Radisson Hotel Group, David Kong, Chief Executive Officer, Best Western International and Thomas Willms, Chief Executive Officer, Deutsche Hospitality.

Barr opened by saying that 1 in 10 jobs globally were being created in the hospitality sector yet “governments globally fail to understand the importance of the industry in terms of job creation. We are seeing more populist governments which will continue to put pressure on the industry. We need to continue to communicate to governments as an industry.”

Willms said “keeping people in the industry is important, keeping people in our hotels is better.”

When discussing automation and how it fits into the future, Barr explained IHG was adopting machine learning for their workforce and that “there are a lot of functions of the industry that are very manual/back office pieces where it can be used to be more efficient. I’m not convinced about using to enhance the customer experience. It won’t ever replace the human interactions.”

Willms made the point that without automation, airlines would have gone out of business.

Turning to the sharing economy Cheng believed “Rosewood are not traditional or mainstream so the sharing economy will not have an impact on us. Consumers are looking for authenticity, variety and a sense of place whilst being immersed in a city.” She believed Rosewood are “delivering with quality and consistency” and that “in an economic downturn, consumers will go to reliable and trustworthy brands, like Rosewood.”

Kong from Best Western said “Airbnb have significant reduced occupancy and affected our profitability.” But he says, “The Airbnb experience is inconsistent, if something goes wrong there is no one to put it right. Our industry should wise up to how we market our industry and promote what we offer over Airbnb. We are a different product.”

The panel then discussed consumer behaviour in particular that Millennials were largely brand agnostic and turn first to social media, friends, OTAs and review sites for opinions and recommendations.

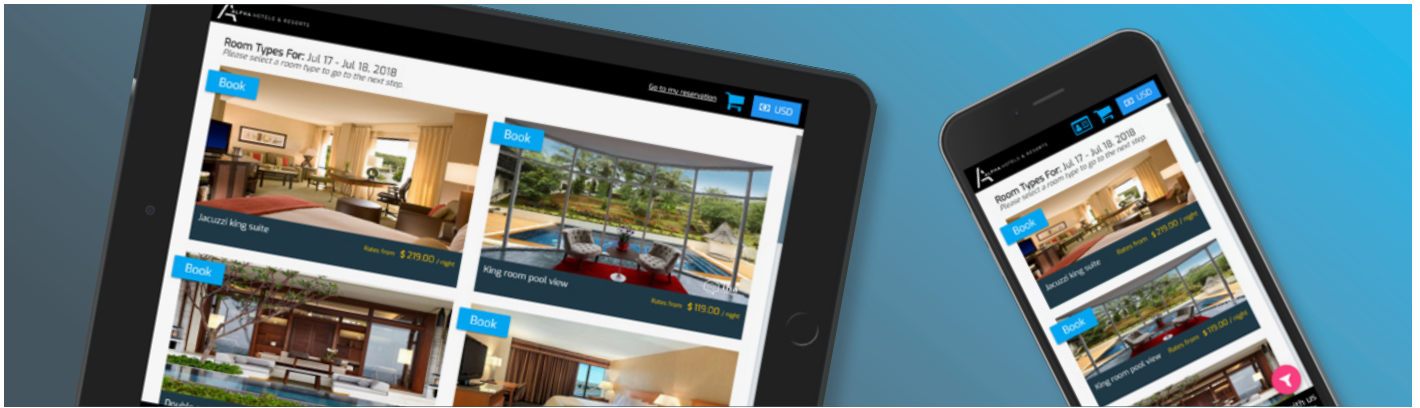
González believes Radisson remain relevant due to the importance of marketing. “In many other industries involving consumer goods, they pay a lot of attention to how the brands resonate with consumers. The moment a consumer sees you think about them, their thoughts and experience, you have their loyalty.”

Barr understood that marketing needed to become more data driven and more personalised but admitted that he worries when “people say they are building something for Millennials as people change over time.”

Cheng was working on marketing partnerships across Rosewood as well as how the product is packaged. Unique experiences remain the focus point in the knowledge that “with Millennials, everything is about social.”

Barr was eager to reflect the dynamism of how airlines use data to drive their prices and feels “the hospitality industry hasn’t raised their game as much as the airlines have.”

Reducing Costs & Driving Revenue



The Importance of a PMS System by James Slatter, Managing Director, Agilysys EMEA

For many years, hotel Property Management Systems (PMS) tended to be regarded as a front desk support function and little else. Now they're able to contribute to an incredibly broad mix within the day-to-day workings of a hotel. They are considered an integral part of any hotel that has designs on reducing costs and driving revenue while delivering a seamless guest experience.

As guest expectations have evolved, so too have PMS capabilities. Providers have been quick to embrace technological developments that enhance their offerings, and this is something that hoteliers are eager to take advantage of. Technology has progressed to such an extent that PMS systems are now seen as the command centre of hotel and resort operations; pulling together all departments and workflows, from back office functions, to guest room interactions, room cleaning and concierge services.

Today, PMS helps automate daily operations and administrative tasks. With it, guest information and activities are logged, and advanced reporting enables senior staff to oversee daily business requirements. This central viewpoint afforded by a PMS helps improve operational efficiency, thus reducing overall costs.

An essential aspect of the latest in a PMS is that it allows hoteliers to enhance and expand on their amenities and other offerings to more guests without disrupting either staff workflow or the guest experience. This can be applied during booking, at check-in and during the guest's stay. Taking the reservation stage as an example, many systems integrate with booking engines, which gives hotel operators the power to reduce their reliance on OTAs. Looking at some of the very latest in online reservations, hotels are moving toward commission-free alternatives that enable guests to view options and availability before selecting their exact room without having to call the hotel directly. The benefits of which are manifold.

Firstly, it allows the hotel to bypass OTA commissions, as guests booking directly removes any associated fees. Secondly, direct reservations improve overall booking rates - a more than threefold increase in some instances - as prospective guests are more inclined to book right online, instantly. Finally, guest data is added directly to the hotel's PMS system from the online reservations so that when the guest arrives on property, their profile data is already at hand. Indeed, this information can be utilised in advance for any pre-arrival information or for potential marketing opportunities after the guest departs. Not only does it reduce OTA commission fees, it also increases booking rates and drives revenue while adding to an overall seamless guest experience.

By transferring guest data automatically, the PMS can minimise the need for laborious input by hotel staff, which improves staff productivity. This in turn prevents the guest from waiting for the front desk staff and speeds up the arrival and check-in procedure. What's more is that the automated data processing reduces the risk of manual entry errors. This also translates to fewer misspelt surnames negatively impacting a guest's impression of the hotel and increases the likelihood of creating that personal touch.

Personalisation is an ever-increasing expectation from guests and a PMS is a great help in delivering such customised service. The seamless integration of guest information and preference at every point of their stay. From a personal welcome greeting, to recognition of a repeat visit, the opportunity to flag up that a guest is not only remembered but valued is of significant importance and supported by the PMS technology. There's no need to rely on staff to remember all of these things - the system takes care of it.

It's not just for personalisation and data purposes either. The integration capabilities afforded by a PMS means hoteliers can improve their service levels, perhaps with the introduction of mobile check-in and mobile room keys - technologies that speed up the arrival process, with guests no longer having to queue up to be waited on by reception staff. They simply check themselves in, with their details already on their mobile, and a guest room already allocated.

Cloud-based PMS solutions can further aid productivity; another key area for reducing costs. Without the IT hardware and related costs, the cloud enables remote access to the PMS and its database, meaning a hotel owner or GM can manage rates or arrange housekeeping schedules from anywhere on property or off premises. This remote access also allows operators the flexibility of managing reports and maintaining business operations without missing a beat.

The benefits of a PMS system are many - indeed, too many to list here. Hoteliers should be taking full advantage of what their PMS brings to the business and to the guest experience or run the risk of falling behind competitors. Those who embrace a central PMS technology in the ways outlined here will undoubtedly be able to offer seamless guest service while enjoying reduced costs and driving additional revenue opportunities.

Getting a grip on staff



Staffing has become a pressing issue facing hoteliers in the current climate, with the number of people viewing hotels as the source of a career failing to keep pace with the rapid expansion of the sector. Add in rising labour costs and finding an efficient solution has left even the most strategic of executives scratching their heads.

M&T Hotel Management first started working with Eproductive in December 2014 when it added three hotels to its current portfolio which were already working with the company. M&T now has 19 hotels using the EPS hotel staff scheduling system, which gives managers at all levels access to real-time information, enabling them to make decisions to improve productivity and control costs.

Peter Hales, Managing Director, M&T Hotel Management, said: "There are different systems available on the market and we have looked at all of them. One of the great aspects of Eproductive are the team behind it, who are incredibly responsive to any changes or suggestions or developments as well as the trainers, who are very good."

Chris Cowls MBE, Chief Executive, Eproductive, said that M&T came to the group "looking for support in helping them make a smooth transition of employees in their new hotels. M&T have really embraced the system to increase their hotel's performance in all aspects of people management. In particular Peter Hales is passionate about productivity and has been instrumental in helping us at Eproductive develop the advanced EPS Productivity Module into the market leader."

For Eproductive, part of the system's success could be attributed to the team's hotel background. Cowls said: "We only work with that sector in hospitality and therefore developed an expertise that is second to none. We listen to our clients and make sure that EPS fits their ongoing needs."

The EPS system, which is based in the cloud, can be configured to client requirements while remaining scalable and cost effective.

Hales said: "We have some bespoke elements of the system which we have developed with them."

The system allows us to forecast payroll efficiency and productivity - by day by hour by department, so that we've got flexibility and we can ensure that people are in the right place

at the right time. It's not just cost cutting, it's also providing a revenue opportunity, because if we have more people working in that area - be that a bar or a restaurant - then we can collect more revenue because we will have the right people in the right place at the right time

"It also efficient in terms of the team themselves: they can use their palm to scan in and it takes away human error as well as paperwork."

Cowls added that recently Eproductive had been working closely with M&T's payroll provider Dataplan to implement a seamless interface between the two systems, giving an accurate and timely solution for the M&T properties. The pair were planning to further enhance the solution for M&T by linking EPS with their training provider Flow and Cowls said that the relationship worked so well because of participation on both sides, adding: "The value that a system such as EPS can bring to the increased performance of a business is enhanced considerably when there is such engagement by senior management as shown by Peter Hales. Alice Humphris, Head of HR, is also extremely hands-on and fully utilises the HR functionality of the system."

Hales looked forward to continuing the partnership, commenting: "We started with three hotels with them and we anticipate carrying on growing with them as we continue to feel the benefit." For M&T, further growth was likely to be accelerated after the Freo Group, the European real estate investment and asset management business, acquired a 25% stake.

Hales said: "It's a strategic partnership, so it's very much business as usual. Freo invested into M&T because they liked what they saw, but hopefully it will give us a chance to accelerate growth and add more hotels into our portfolio." And as M&T grows, so too can its Eproductive solution.

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February sales boost for pubs, but restaurants still struggling



Britain's managed pub and restaurant groups saw collective like-for-like sales increase just 0.3% in February against the same month last year, according to latest figures from the Coffey Peach Business Tracker - with pubs trading strongly, but restaurants moving backwards.

While managed pub groups enjoyed a 1.4% increase in collective like-for-like sales, restaurant groups found themselves in negative territory collectively recording a 1.7% decline in like-for-likes against February last year.

Drink-led pubs were the strongest performers, with London also outperforming the rest of Britain, the monthly Tracker figures show.

"The mini heatwave towards the end of the month certainly boosted pub trading, and also helped restaurant sales, as people enjoyed the unseasonal sunshine, but unfortunately it wasn't enough to move the whole market much. The branded restaurant sector is still suffering from declining sales, and despite a better end to the month, early February was generally poor for restaurants," said Karl Chessell, director of CGA, the business insight consultancy that produces the Tracker, in partnership with Coffey Group and RSM.

"While people will remember the sun, it was cold at the start of the month and school half-term holidays appear to have given no more of a boost to sales than they did last year," added Chessell. "Even within the managed pub market food sales are under pressure. The trading uplift in February has essentially come from increased drink sales, which were up 3.5%, against a 0.9% fall in food."

London saw overall like-for-like sales growth of 1.0% over the month, compared to just 0.1% outside the M25, with a big difference between the performance of managed pubs and

chain restaurants in the capital, with pubs up 3.0% against a more significant 2.2% sales decline for restaurants.

In the rest of the country outside the M25, the difference in performance was less stark, with pubs' like-for-likes up 0.9% and restaurants down 1.2%.

Mark Sheehan, Managing Director of Coffey Corporate Leisure said: "There is no quick fix for the restaurant sector. Oversupply in some areas will mean that we may continue to see negative numbers for the foreseeable future, especially within the M25 where competition is fiercest."

"Whilst there is continued cause for optimism amongst Britain's managed pubs, the expected pick up for casual dining resulting from the closure of under-performing sites compared to a year ago failed to materialise," said Paul Newman, Partner, Head of Leisure and Hospitality at RSM. "The fact that sales are continuing to fall is a huge challenge for the eating out sector and underlines the fierce competition for discretionary spend on the High Street, as consumers tighten their purse strings in preparation for Brexit."

Total sales across the 51 companies in the Tracker, which include the effect of net new openings coming on stream since this time last year, were ahead 2.7% compared to last January.

Underlying like-for-like growth for the Tracker cohort, which includes both large and small groups, was running at 0.9% for the 12 months to the end of February.

Being Considerate



Jane Pendlebury, HOSPA CEO, chats with new HOSPA partner Considerate Group

Jane Pendlebury: *How did the Considerate Group come about?*

Benedetta Cassinelli, managing partner and founder: Myself and my business partner both have management backgrounds in tourism & hospitality. Our experiences in these vibrant industries along with a shared passion for sustainability led to us taking over the Considerate Hoteliers Association back in 2012. Last year we changed our name to Considerate Group to reflect our services now being in demand from a range of hospitality businesses – including bars, restaurants, spas and serviced apartments, as well as hotels.

We have developed further services to complement the membership programme – the Con-Serve™ data management system is a technology platform that captures key data including electricity, heat, water and waste; which can then be correlated to occupied rooms and/or food covers. Advisory services are another core part of our business.

JP: *We are very happy to welcome the Considerate Group as one of our partners. Can you explain why you wanted to collaborate with HOSPA?*

BC: Sustainability and climate change are continuously becoming more important in the world we live in today. Consumers and travellers can only continue to care even more about environmental issues and how they can influence change through their behaviour and decisions. HOSPA is one of the top trade associations for the hospitality industry in the United Kingdom and we've always acknowledged each other. One of HOSPA's focus areas for this year is sustainability and therefore it made sense to come on board and bring with us our breadth of experience in applying responsible business practices in hospitality businesses.

JP: *What will you be bringing to our upcoming 'Sustainability & managing your energy' event?*

BC: We will be delivering a short presentation on our work in the sector, whilst providing background, context, and a creative approach to how sustainability can be easily integrated in to

hotels. The HOSPA event on 14th May is a fantastic opportunity for members to hear from BEIS on the country's climate strategy. Considerate Group will explain how this can relate to hotel operations and be part of an interactive discussion on all things sustainable for a hotel.

JP: *What challenges do you currently see regarding improving sustainability in the hospitality sector?*

BC: The tourism sector accounts for around 8% of carbon emissions worldwide. With tourism being such a growth industry, it is likely this number will increase without definitive action. When people are enjoying their leisure time, they don't want to think too much about climate change and reducing their environmental impact. We believe the onus is on businesses and operators to make changes on behalf of their guests and customers, and to engage guests with their initiatives through creative and positive messaging.

Due to the nature of hotels and their busy operations, visibility of energy consumption can be overlooked and an overview is not always easily accessible to management. It can also be challenging to implement CSR strategies at all levels of the operation, which can impact its effectiveness.

JP: *Considerate Group is developing a brand-new mobile app for the hospitality industry. Could you tell us a bit more about what the company's new product entails?*

BC: Of course! In 2018 we won a government competition to develop an innovative energy management App for SME hospitality businesses, which is an ongoing project we are very excited about. Our new app will enable each business to quickly track and monitor its energy consumption whilst providing easy-to-use tips for managers and users. We are in the process of recruiting beta testers who will have access to the app for free during the summer, and we would love to hear from anyone interested. If any of your members or broader network are interested in getting involved, please do get in touch with us.

UK profit disappoints

Despite a 3.4% year-over-year increase in RevPAR in January, profit per room at UK hotels dropped by 2.6% due to rising costs, according to data tracking full-service hotels from HotStats.

Growth in RevPAR was due to a slight increase in room occupancy, which grew by 0.2% points to 64.8%, as well as a 3.1% increase in achieved average room rate, which continued its upward trajectory to hit £107.02 in the month.

Meanwhile, a 2.4% increase in TRevPAR was wiped out by increases in payroll as a percentage of total revenue, which grew by 0.3% points to 35.4%, as well as growth in overheads as a percentage of total revenue, up 0.6% points to 28.6%. As a result, profit per room dropped by 3.1% in the month.

January is typically the slowest month of trading and 2019 was no different, with GOPPAR for the month recorded at £26.10, which was more than 50% below the same measure in the rolling 12 months to January 2019 at £55.09.

Profit & Loss Key Performance Indicators - Total UK (in GBP)

January 2019 v January 2018

RevPAR: +3.4% to £69.31
TRevPAR: +2.4% to £107.70
Payroll: +0.3 pts. to 35.4%
GOPPAR: -2.6% to £26.10

As a result of the movement in revenue and costs, profit contribution at hotels in the UK was recorded at just 24.2% of total revenue.

According to Michael Grove, Director of Intelligence and Customer Solutions, EMEA, at HotStats, hoteliers need to remain vigilant, since top-line numbers don't tell the full story. "While single-figure GOPPAR levels are common in January, hotels in the UK are now operating with a constantly inflating cost base, further squeezing margins," he said. "Hoteliers need to be bottom-line focussed so that top-line results do not flatter to deceive."

The major increase in overheads in January was utility costs, which rose 13.3% YOY to £5.86 per available room, equivalent to 5.4% of total revenue.

Increases were also recorded in other undistributed operating expenses, including Sales & Marketing (up 5.1%) and Property and Maintenance (up 2.2%), on a per-available-room basis.

On a bright note, hotels in York recorded 3.7% YOY growth in profit per room, albeit to just £6.40. The increase is positive news for the market, which is primarily driven by the leisure segment.

The growth in profit at hotels in the North Yorkshire city was supported by a 6.6% increase in RevPAR to £46.74, as well as a 20.3% increase in non-rooms revenues, which grew to £28.82 and comprised 38.1% of total revenue in January.

As a result, TRevPAR increased by 11.4% YOY to £75.56. Furthermore, growth in profit was in spite of a 0.8-percentage-point increase in payroll as a percentage of total revenue, which hit 42.1% for the month.

Profit & Loss Key Performance Indicators - York (in GBP)

January 2019 v January 2018

RevPAR: +6.6% to £46.74
TRevPAR: +11.4% to £75.56
Payroll: +0.8 pts. to 42.1%
GOPPAR: +3.7% to £6.40

In contrast to the positive story in York, hotels in Nottingham displayed similar market trends to the broader UK market, with rising costs eating into a 3.5% YOY increase in RevPAR and contributing to a 4.8% YOY drop in GOPPAR.

As with the wider UK, hotels in Nottingham recorded increases across all key measures, including Rooms (up 3.5%), Food & Beverage (up 1.3%) and Conference & Banqueting (up 9.9%), which contributed to the 3.0% increase in TRevPAR to £61.78.

The decline in profit came in spite of a 0.4-percentage-point reduction in payroll as a percentage of total revenue to 36.8%.

Profit & Loss Key Performance Indicators - Nottingham (in GBP)

January 2019 v January 2018

RevPAR: +3.5% to £40.03
TRevPAR: +3.0% to £61.78
Payroll: -0.4 pts. to 36.8%
GOPPAR: -4.8% to £9.62

Members' Events



Wednesday 3rd April 2019

How to use EBSCO

Location: Online

Time: 2pm

Would you like to learn more about the online libraries of resources freely available to HOSPA members?

THIS IS YOUR OPPORTUNITY!

Join us online for a webinar hosted by experts at EBSCO who will be demonstrating how to reach the most amazing range of online content including access to e-journals and business reports.

For full webinar joining instructions - please visit our website Events page.

Wednesday 3rd April 2019

Hotel Britain Launch 2019 - BDO

Location:

BDO, 55 Baker St, Marylebone, London W1U 7EU

Time: 6pm

Please join BDO on Wednesday 3rd April to celebrate the release of Hotel Britain 2019.

During the evening there will be an overview of the report findings and the opportunity to network with industry peers and meet BDO's hotel team.

You will also receive your personal copy of the report to take home with you.

BDO will release their report to the public a few days after the event so you will be amongst the first to hear our analysis and views.

18:00 - Arrival

19:00 - Welcome/Report Overview

21:30 - Bar closes

Wednesday 9th - 11th April 2019

HITEC Europe 2019

Location:

Palau De Congressos, Palma, Mallorca, Spain

HITEC Europe is part of the world's largest hospitality technology conference brand, delivering superior education and an exhibition. Join industry professionals to cover the latest trends specific to the European and international hospitality technology industry.

The programme, planned and presented by industry experts, includes best practices and training on crucial and trending topics of interest to the hospitality technology community.

For full details of the conference, please visit HFTP's website.

#HITECEUR

Wednesday 24th April 2019

Dealing with a Crisis

Location:

Please visit our website. Venue to be confirmed shortly

Time: 6pm

The terrorist threat, a flood, a fire, roadworks outside your front door?

If your hotel has to close, are you prepared? Are you covered? Have you considered every possibility? For example, is your payroll insured?

Learn how other hoteliers have coped, and how to maintain a good relationship with your insurance company post disaster.

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

HOSPA Sponsors & Partners

HOSPA thanks the following companies for
being Premier Sponsors of HOSPA:



HOSPA Partners





The Hospitality Professionals Association

SPONSORSHIP OPPORTUNITIES

We offer an audience of highly targeted industry specialists.

HOSPA members are key decision makers in the Hospitality Industry. We have members represented from all key hotel chains across the UK, various international chains as well as many higher profile independent hotels.

We provide direct contact with these members through our sponsorship opportunities via unrivalled networking, face to face engagement, targeted email marketing and social media.



HOSPA Sponsorship provides the opportunity to:

- ✓ Align your brand with the most respected hospitality industry body.
- ✓ Develop product/brand advocacy with key industry influencers.
- ✓ Utilise a platform to showcase new product developments.
- ✓ Increase brand awareness, generate new sales and acquire new customers.
- ✓ Engage in unrivalled networking opportunities.
- ✓ Conduct face-to-face engagement with key industry decision makers and clients.
- ✓ Be part of the UK's only organisation representing senior professionals in the hospitality industry.
- ✓ HOSPA offers a vast array of sponsorship opportunities running across our platforms including HOSPACE our annual conference and exhibition.

**For Further Information please contact
Helen Marshall - Helen.marshall@hospa.org**

Save the date...

HOSPACE
Conference & Exhibition 2019

Hospitality Conference & Technology Exhibition

Thursday 28th November
Royal Lancaster London

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



Follow us on Twitter @HOSPAtweets
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