THE OVERVIEW

ISSN 2048-4844 **MAY ISSUE 2018**

Giving back - the value of mentoring

Caring for charing, Airbnb goes off the beaten track
Loyalty through personalisation

Welcome to THE OVERVIEW

What service looks like is a question which is currently perplexing the hospitality sector. It used to wear pressed white jackets and be heavy on the bowing but, as a meal out or a holiday in the sun became something for all, service was lost to the more economy-driven end of the market, with convenience taking priority. Customer happiness was delivered in a box with a plastic toy.

At the silk tablecloth end of the market there has been something of an arms race to offer ever-more lavish service, with Bentleys at the airport and a butler in every suite. But, with more and more consumers around the world joining the middle classes, what the customer wants is becoming ever-more nuanced. Instead of being greeted by a line of flunkies, the road warrior would rather check themselves into a hotel in blissful silence. The chance to save money and not have the sheets changed so often was a key offering in EasyHotel's early days. And that Happy Meal can now be delivered via touchscreen.

This has taken us down two roads: investors now question every line of spending as to how it drives revenue and consumers wonder what sets every operation apart. With competition only building across hospitality - despite some high-profile restaurant restructurings - the sector is being forced to reassess what service is and how it can deliver it - and drive loyalty at the same time.

AccorHotels has decided to make a mission of integrating itself into its customers' lives - not just when they are staying in its hotels (and, as its latest ad campaign shows, when you are staying in its hotels, the staff are not averse to rubbing down your wet Border Terrier for you) with its AccorLocal programme. Still in the trial stages, the plan is to make the hotel part of the community again, by offering services such as collecting dry cleaning, motorbike helmet storage - even seeing your ageing relative off on the train. Whatever it takes to smooth out your day.

Service, the group has decided, means reducing the points of friction in your day.
We watch with interest.

Katherine Doggrell

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In May's issue...

Take your seat

HOSPA CEO Jane Pendlebury tackles the issue of the no show

Hotel guests, generally speaking, are well aware that when they don't make use of a confirmed booking they are very likely to be charged or, at the very least, lose any deposit that's already been paid for a room. Guests booking through an online travel agent will probably have fully pre-paid in advance, so understand it's up to them to make use of the reservation.

It can get a bit more complicated if a guest wants to check out earlier than originally planned, but has benefitted from a nightly rate based on a minimum length of stay. Hoteliers, however, are now adept at explaining this to guests who don't appreciate the finer details of revenue management. A copy of the terms and conditions is usually attached to hotel reservation confirmations either online or via email, enabling the hotelier to legitimately raise invoices for lost business.

So hoteliers then have largely got the issue of 'no shows' covered through recognised procedures. An aspect of this that's currently hitting the headlines and social media channels though, are the rights of a restaurateur when a reserved table fails to arrive. The loss of revenue from an empty table in a restaurant can never be recovered. The time has passed and, like the unprepared food in the kitchen, the opportunity has perished.

The damage caused by these no-shows can vary enormously from one establishment to another. If that table can easily be re-sold to a chance group of customers, then the restaurant is unlikely to have suffered too much loss of income. However, an independent restaurant in a quiet location could see its revenue significantly damaged by no-shows.

I have heard stories of restaurants naming and shaming no-show customers, which may give the owner/manager temporary satisfaction, but with the repercussions of longer term reputational damage that may not be so welcome. As unfulfilled restaurant reservations appear to be becoming a larger problem for independent establishments, there needs to be a solution. With increasing food cost already eating into profits, empty tables in a restaurant can be the beginning of the end for many operators.

Should restaurants taking deposits become more common-place? Should restaurant no-show charges become the norm? Would that stop people behaving in such a blasé manner? I think it probably would.

Staffing in both the kitchen and on the restaurant floor is an ever-growing problem, not solely because of Brexit, but that surely has not helped. Yet another angle that could see restaurateurs' profits suffer are the potential changes to tips, troncs and service charges. Our guide - which I have mentioned before in this column - will be launched in June.

But it's not all bad news. The team in a restaurant who are subject to the same minimum wage and national living wage regulations as nurses, are much more likely to go home with extra cash in their pockets. Big Hospitality recently reported that the public are more likely to tip waiters and waitresses above any other industry worker, with 88% claiming that they tip waiting staff. Apparently, 20% would still tip even if the service is poor, while 32% would not ask for the service charge to be taken off despite bad service.

The hospitality industry is currently facing many challenges. But - like any industry - the challenges we face fluctuate and won't go on indefinitely. We operate in an agile sector, well practiced in adapting our approach to move with the times. Things that may be a headache at present, help us to grow and refine our offering to reflect the wants and needs of our guests, as well as meeting the requirements of our workforce.

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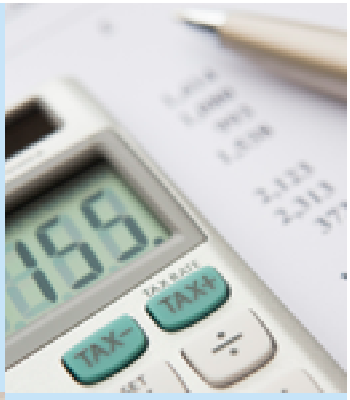

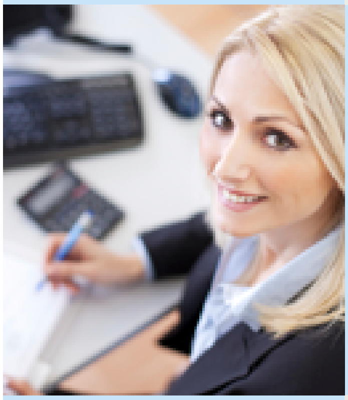

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Are Staycations here to stay?

The fall of the pound has pushed Brits to consider what was unthinkable with the rise of the budget airlines - that they might have to risk the British summer. The staycation is great news for the sector - will it last?

This year is set to be another strong year for holidaying at home, according to a study from Travelodge. The budget hotel group reported that, this summer, over half of Britons (57%) were taking their annual summer holiday in the UK which is an increase of 2% (55%) from 2017. The average length of the Staycation break is a week.

Interestingly this year, British holidaymakers were spoiling themselves and splashing out a little extra on their summer break - with an average spend of £823. This was an increase of 37% from last year (£599). It was also the highest spend since Travelodge started its annual holiday index in 2011 when the average spend was £399.28. Collectively Britons will boost the UK economy by £31 billion by holidaying on British shores this summer.

The Travelodge holiday report, which surveyed 3,000 British adults annually, also revealed, a quarter (25%) of Britons were taking more UK short breaks this year. With 85% taking on average three Staycation breaks throughout 2018. The average spend per trip is £387.80 which collectively equates to £65 billion.

The report also revealed that 38% of Britons want to holiday in the UK rather than Europe in order to support their economy.

A traditional jaunt to the seaside remained a firm favourite, with 55% of Britons flocking to Britain's beaches this year. For the fourth consecutive year, Cornwall topped the Staycations charts as Britons' top holiday destination. Devon took second position and Bournemouth third place.

The UK's rural landscape was the second most popular type of summer holiday for Britons. This year a third (33%) of adults were taking a rural break. Top destinations were: The Lake District, Scottish Highlands and Cotswolds.

UK city breaks were the third most popular type of holidays for the British Culture Vultures with London, Edinburgh and Bath being holidaymakers top destinations in 2018.

The study also revealed the growing popularity of multi-location UK holidays with 40% of British holidaymakers expanding their vacation across two or three locations. This included a beach, rural and city destination as part of their week's break. Interestingly a fifth of pampered pets will be accompanying their owners on their summer Staycation this year.

Shakila Ahmed, Travelodge spokeswoman said:

"Our annual holiday index confirms that we have become a Staycation Nation. More Britons than ever are exploring what makes Great Britain so great which is great news for our economy. Also 2018 is a great year for UK tourism; we have a royal hat trick with a new baby, wedding and the Queen's 65th Coronation. Our 559 Travelodge hotels, which stretch the length and breadth of the UK, are gearing up for a busy summer. We are seeing more Britons booking three in one holidays. This includes taking a city, rural and coastal break as part of a one week holiday."

The report has also highlighted that the UK's top Staycationers were from Newcastle with 82% of Geordies revealing that they were taking a Staycation break this summer with the average spend at £762.44.

Wolverhamptoners took second place with 77% of residents from Wolverhampton spending £788 on their Staycation summer break.

Scousers won third place in the Staycation league table with 76% of Liverpudlians shunning a holiday abroad for a Staycation and spending on average £765.85 on their main summer holiday in the UK.

The study came as PwC's British Overseas Purchasing Power Index, which combined real wage and exchange rate trends in a single measure, projected a 6% recovery by August 2018 from the lows of August 2017, but said that UK holidaymakers would still find themselves 13% short of their pre-Brexit vote purchasing power and 18% down since before the financial crisis in 2007.

The key findings from the 2018 report were as follows:

- In the years prior to the global financial crisis, the pound was generally relatively strong (particularly against the US dollar) and UK wages were rising in real terms (i.e. by more than consumer price inflation). These trends pushed up the overseas purchasing power of British wages, but after the crisis struck the pound fell sharply and real wages were squeezed.
- After a brief respite in 2014-15 when the pound recovered and real wages started to rise again, the Brexit vote has again hit sterling and pushed up prices, squeezing real wages once more, though these trends have started to reverse to some degree more recently.
- Our projections for the summer of 2018 show that British wages could buy 6% more overseas in August 2018 than last August. Holidaymakers could be able to buy 9% more in the US, 5% more in the euro area. This will however be 13% less than in August 2015 (prior to Brexit vote), and 18% less than in 2007 before the global financial crisis.
- Our projections for Winter 2018 show that UK wages could buy 2% more than the same time last year on average in popular winter holiday destinations like Australia, India and Thailand. However, this is 10% less than in December 2015 before the Brexit vote and 33% less than in 2007 before the global financial crisis.

Within the euro area, British purchasing power had weakened most in Spain and Greece where local inflation was higher. The Brexit vote led to a renewed sharp fall in UK purchasing power in these popular holiday destinations.

For now, the hotel sector is benefitting from the weak pound, making it attractive to investors as well as guests. Against a backdrop of Brexit uncertainty that has subdued the growth of other commercial sectors, the hotels sector has continued to grow both in London and the regions, and has become an increasingly popular choice with investors.

GVA reported that, in 2017, investment transactions in the hotel industry exceeded GBP3.9 billion, up 25% on 2016, while the number of overseas visitors and the popularity of domestic Staycations saw a modest rise in occupancy in both the regions and London, up 0.5% and 0.3% respectively. In line with this, both the regional and London market have displayed a positive growth story, with estimates suggesting supply increased in 2017 by 5.6% in London and 2.1% in the UK regions. This is set to grow further in 2018, with new room openings forecasted to rise by 4.6% and 2.4% in London and the regions respectively.

Investment has been underpinned by the international appetite for UK hotels, accounting for 60% of transactions value in 2017 compared to only 20% in 2016. This was based not only on the continued interest from established investors, with US, Middle Eastern and Far Eastern buyers accounting for 28%, 23% and 12% of the value purchased by overseas investors respectively, but also numerous countries such as South Africa and Sweden increasing their presence in the market. Indeed, 29% of the value was uncategorised and suggests a wide array of global interest as UK hotel assets provide long term security.

Development growth has been largely driven by rising returns and investment values offsetting building costs to make hotel developments viable in an increasing number of areas, with this year bringing significant openings in cities including Bristol, Glasgow, Manchester, Liverpool and Cambridge.

This has also shaped supply in London although on a smaller geographical scale, as rising Average Daily Rates and emerging areas associated with the financial services and tech sectors have pushed out the boundaries from centrally focussed development into the City, Shoreditch and Docklands. Looking ahead, the rising revenue per available room will continue to support development activity and bring more areas into scope.

Martin Davis, GVA said:

“The UK hotel market grew in popularity amongst investors in 2017 despite Brexit uncertainties, with rising returns and investment values bringing more markets and areas into consideration as viable development projects, and hotel occupancy up 10% above its 2008 pre-recession peak, in spite of disrupters such as Airbnb. Like other markets, we have seen development polarise between more traditionally high-end assets and a thriving market for budget properties, with 44% of the development pipeline openings being in the budget sector, followed by 32% in all four-star properties.

Looking ahead, while there will be headwinds facing the sector with margins likely to come under pressure from labour, food and utility cost rises and increasing business rates, we expect that with significant deals and the likely, if modest, increase in yields as well as ADR and RevPAR, the hotel investment market will remain strong in London, Manchester and many of the key regional cities in 2018.”

With no end in sight yet for the Brexit negotiators, the pound is unlikely to bounce back soon. If the sun can comply, a great summer beckons for the sector.

Some like it hot, we like it not

The WTTC has defended the sector's actions on climate change following a report on the carbon footprint of global tourism in Nature.

The beginning of May saw a study published in Nature which reported that tourism contributed significantly to global gross domestic product, and was forecast to grow at an annual 4%, thus outpacing many other economic sectors.

However, global carbon emissions related to tourism were, it said, currently not well quantified. The study said: "Here, we quantify tourism-related global carbon flows between 160 countries, and their carbon footprints under origin and destination accounting perspectives. We find that, between 2009 and 2013, tourism's global carbon footprint has increased from 3.9 to 4.5 GtCO2e, four times more than previously estimated, accounting for about 8% of global greenhouse gas emissions. Transport, shopping and food are significant contributors.

"The majority of this footprint is exerted by and in high-income countries. The rapid increase in tourism demand is effectively outstripping the decarbonisation of tourism-related technology. We project that, due to its high carbon intensity and continuing growth, tourism will constitute a growing part of the world's greenhouse gas emissions."

The WTTC responded: "The WTTC recognises the importance of this report and the value of its impact in raising awareness of tourism-related carbon emissions. The Travel & Tourism sector plays a leading role in these efforts and takes its role in the impact on and from climate change extremely seriously. We believe that science-based targets are key to determining a path forward and this new paper provides an important contribution to a better and more scientific understanding of the sector's footprint.

"Across Travel & Tourism, there are countless initiatives underway to reduce carbon emissions, waste and water usage, invest in green energy and improve operational efficiency. Last month, WTTC recognised best practice industry members for their environmental and sustainability focussed commitments at the Tourism for Tomorrow awards at the WTTC Global Summit.

"The opportunity now is to mainstream and scale up such best practice examples throughout the industry as we work collaboratively toward a greener future. WTTC was also delighted to announce the agreement of a Common Agenda with UN Climate Change last month, paving the way for Travel & Tourism to engage more effectively in the delivery of global goals around climate change.

"Recognising the ambition set by the Paris Agreement, the Common Agenda sets out a framework for the two organisations to recognise and proactively address the linkages between Travel & Tourism and climate change. Travel & Tourism has an important role to play around the world in economic development, presently accounting for 10.4% of global GDP, and one in 10 jobs, and it is vital to protect these jobs as part of the solution. With strong growth forecast, the sector is ready to work together with other industries and governments to raise awareness of the positive contribution Travel & Tourism can make to building climate resilience, to measure, monitor, and document our impact, and ensure that this growth is decoupled from carbon and GHG emissions.

"Consumers also have an important role to play as increased demand for sustainable products and services will catalyse industry action. Simple steps that consumers can take include buying local produce which has fewer air miles and where the benefits accrue to local communities, reducing waste while on holiday through reusing items such as water bottles and recycling where possible, reducing consumption of water, plastic, energy while they are on holiday (many consumers leave their good habits at home when they go away) and offsetting their impact where appropriate."

Personalisation in the hospitality industry

An important part of the user experience in any type of business is the personalisation. Today's customers not only appreciate content that is directed at them but seek and expect it. That is why both hoteliers and OTAs could benefit from including personalised offers and language to attract a wider audience.

What is personalisation?

Firstly, let's discuss the meaning of the word "personalisation". It has often been mistaken for "customisation" but these concepts are, in fact, very different from each other. Customisation is changing the existing product or service to better correspond with the customer's needs. Personalisation is tailoring our product, service or marketing strategy.

The purpose of personalisation is improving the customer's experience and answering his needs more effectively and in a shorter time. This way interactions between the company and the buyers are easier and the satisfaction of the latter is increased. It is tailoring our offer to our individual customers.

Hotel's profile

For hotels, it is important to personalise the service for their guests. However, the OTAs can also personalise the experience of the hoteliers. One way to do it is by improving the hotel's profiles to match their needs. That means, letting them adjust their own accounts to their liking, adding and deleting pictures and information or including additional benefits for the guests.

Online booking platforms are the hotels' advertising tools as well as one of their sales channels. That's why it is crucial for the hoteliers to match their profiles to their general strategies.

It not only makes their cooperation with the OTA easier but also enhances the user experience for their guests.

A good example is the booking platform Bidroom.com. It doesn't charge the hoteliers commission for bookings. Instead, the company asking them to offer a discount to the travellers. On the hotel's profile, the administrator can actually choose the discount percentage and change it any time, even after it has been set. The hoteliers can also add and delete pictures, write their own descriptions and change the number of extra benefits, making their profiles more personal and adjusted to their business model.

Guest experience

What can the hoteliers do to implement personalisation in their customer service when most of them do not have client's profiles on their websites? Personalise the guest experience of course. Some properties have mastered the art of personalisation by adding little touches to each reservation. That can be as simple as putting a box of chocolates on the bed with a nice welcome card with the guest's name on it. Even such a little touch can make an enormous difference in the perception of the hotel among its guests.

Another great way to personalise their stay is asking them a few basic questions before their arrival and adjusting their rooms to their preferences. What can that mean? Letting them choose the colour of their sheets or the temperature in the room are just a few of many options.

Guests also appreciate it when hotels do not impose deadlines on them. That means longer breakfast times or maybe a possibility to check-in and check-out at the time that suits them best.

It does not take much for the travellers to feel pampered and distinguished from the other guests.

Marketing

Personalisation is often the go-to word for the marketers. Most marketing campaigns do not work or have a very poor performance if they are not addressed to the right target group. Customers are bombarded with campaigns, whether they are using a metasearch engine, social media or apps. They see hundreds of promotional posts each day, making them both easily irritable and very picky.

All that makes it very important to either craft your campaigns to fit several types of users or only target the group you think may find your ad interesting. Even if someone likes your profile, it does not mean that the same person will like everything you post. Make sure to add more than one criteria to the list when choosing the recipients of your campaign. Additionally, include various types of content on your Facebook, Instagram, Twitter or blog. This way, you ensure that even if not every post will be liked by all your fans, they will essentially find something for themselves on your profile. Not only will they not be annoyed by a company that doesn't answer their own needs, but they will also be more likely to choose your hotel, believing that you understand them and their expectations.

The importance of personalisation

Most marketers are certain that personalisation is the future of both sales and marketing. The customers know that they have a choice between various companies, and do not have to settle for something that does not suit them. They choose enterprises that know their needs. It has been statistically proven, that they get irritated with content and service which do not fit their expectations. On the other hand, they are more likely to cooperate with a company that seems to know them and adjust to them.

Knowing the previous choices of our customers and their ongoing behaviour is the major part of the XXI century marketing. Personalisation will continue being the key to successfully sell our products and should not be overlooked.

About the author
Brought up in Poland, Klaudia Fereńczuk is a journalist and a blogger, with articles published in Business Hotel, MamStartup and more, as well as over 150 blog posts related to the hospitality industry and travel on her account. She focuses mostly on the travel market, with special regard to the Online Travel Agencies.

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Relationship building

Stephanie Timsit, director of finance, Mandarin Oriental London Hyde Park and One Hyde Park Residences talks to The Overview about her experience as part of the Springboard Hospitality Undergraduate Mentoring Scheme.

What drew you to mentoring?

"I was almost ambushed by a long-time relationship into mentoring in a more 'official' manner. [HOSPA founder] Howard Field has been coming to my place of work over the years to introduce me to his mentees. Year after year, I met enthusiastic young minds, so willing to make a difference and understand what has been the driver in my career.

Over a coffee I had the chance to share my experiences and listen to their hopes. And then one day I thought that I could not shy away and I should take this responsibility on board. I contacted the Springboard Hospitality Undergraduate Mentoring Scheme with Howard's help and 'voilà,' I was a mentor - after a very efficient half a day's training and mentee/mentor matching day.

Mentoring requires two qualities from me: being open to the generational gap, and not acting toward my mentee as if she was my grownup child - I am still working on that! Giving insights into the industry, without sugar-coating it, is also essential. Mentees try to be very positive and upbeat even when they feel a bit down so I felt that my role was one of supporting them when they needed it. And choosing the 'right' mentee/mentor is very important, it's important to have some common interests and values in life. It is after all a two-way relationship.

Apart from the different mentorship programs available, it is one of the joys of the hospitality business to develop the younger generations. For me, it is often a question of being available whenever needed for a chat or a piece of advice, over months or over years depending on the relationship and the needs. It does not require long hours of conversation on a weekly basis. This would not be sustainable with my workload and responsibilities.

In the case of the Springboard Hospitality Undergraduate Mentoring Scheme, this requires an initial half-day time investment plus a few meetings per year with the mentee, and keeping in touch. So my answer is: a bit of day-to-day, over a lifetime if needed! An hour every two weeks might be needed which might include a conversation on the phone or a Skype call or an email. And then whenever the mentee feels that support is required.

They generally just want advice on what they feel is correct. They often have taken their decision but they look at a more balanced approach to confirm what they are thinking. They also have more down to earth requirements: 'how to's… If I don't have the answer (and it is often the case) I try to guide them towards someone who can help them.

All experiences are valid according to me. It is probably easier for me to mentor a person who does not want specifically to be in Finance. It creates a more interesting dynamic. But anybody with management experience can definitely make a difference for the mentees.

My mentees are relatively young so it is generally their first year connecting with the industry. They often wish to have certainties and they need to adapt to the fluidity of the industry i.e. one can have more than one career in the Hospitality world and it might take a couple of jobs to find their way. And plus some might want to have it all immediately… Patience seems to be a quality that comes with years of experience.

I think that they see Hospitality as a business where they can make a difference. They have faith in their capabilities to make this industry better, more connected and even more human. They also want a work/life balance and they are certain that they will achieve it. They will be managing the future of hospitality so one can only wish that they will succeed in promoting these changes.

I find it extremely rewarding to help them and it is even better to feel that I am challenged in my ways and thought process. It is a very enriching experience."

Were you mentored yourself?

"I had the chance to work for a wonderful gentleman, Anthony Leonard, Director of Finance at the Intercontinental Forum, who taught me everything that is good in the industry, guiding me over the years. I also met other people who helped me here and there, but my heart would always go to 'Mr.L'. One would always remember with fondness and gratitude a mentor who took the time to guide a young mind. In the past, mentoring was not that well defined, mentorship programmes were not widespread. But the industry always had people willing to share their experiences and nurture the following generation. This is why I work in the hospitality world."

For more information please visit: http://www.hospa.org

→ FOBT

FOBTs see stake cut from £100 to £2

The government has announced that it has cut the maximum stake on Fixed Odds Betting Terminals from £100 to £2, to the ire of the pub sector.

The Minister for Sport and Civil Society, Tracey Crouch, said that the move was "to reduce the risk of gambling-related harm".

The move came off the back of a consultation with the public and the industry to ensure, the minister said, that there is the right balance between a sector that can grow and contribute to the economy and one that is socially responsible and doing all it should to protect consumers and communities.

The government wants to reduce the potential for large losses on FOBT machines and the risk of harm to both the player and wider communities. Following analysis of consultation responses and advice from the Gambling Commission, the government believes that a cut to £2 will best achieve this.

The Gambling Commission has also been tasked to take forward discussions with the industry to improve player protection measures on B1 and B3 category machines, looking at spend and time limits.

DCMS Secretary of State Matt Hancock said: "When faced with the choice of halfway measures or doing everything we can to protect vulnerable people, we have chosen to take a stand. These machines are a social blight and prey on some of the most vulnerable in society, and we are determined to put a stop to it and build a fairer society for all."

Minister for Sport and Civil Society Tracey Crouch said: "Problem gambling can devastate individuals' lives, families and communities. It is right that we take decisive action now to ensure a responsible gambling industry that protects the most vulnerable in our society. By reducing FOBT stakes to £2 we can help stop extreme losses by those who can least afford it.

While we want a healthy gambling industry that contributes to the economy, we also need one that does all it can to protect players. We are increasing protections around online gambling, doing more on research, education and treatment of problem gambling and ensuring tighter rules around gambling advertising.

We will work with the industry on the impact of these changes and are confident that this innovative sector will step up and help achieve this balance."

In addition to the reduction to FOBT stakes the government has confirmed:

- The Gambling Commission will toughen up protections around online gambling including stronger age verification rules and proposals to require operators to set limits on consumers' spending until affordability checks have been conducted.
- A major multi-million pound advertising campaign promoting responsible gambling, supported by industry and GambleAware, will be launched later this year.
- The Industry Group for Responsible Gambling (IGRG) has amended its code to ensure that a responsible gambling message will appear for the duration of all TV adverts.
- Public Health England will carry out a review of the evidence relating to the public health harms of gambling.
- As part of the next licence competition the age limit for playing National Lottery games will be reviewed, to take into accounts developments in the market and the risk of harm to young people.

In order to cover any negative impact on the public finances, and to protect funding for vital public services, this change will be linked to an increase in Remote Gaming Duty, paid by online gaming operators, at the relevant Budget.

Changes to the stake will be through secondary legislation. The move will need parliamentary approval and PwC said it would also engage with the gambling industry to ensure it is given sufficient time to implement and complete the technological changes.

The industry responded in a mixed fashion, with Brigid Simmonds, chief executive, BBPA, saying: "The BBPA is disappointed that no changes have been made in particular to the stake for Category C machines - we had asked for an increase from £1 to £2 in the stake to allow innovation in the 50,000 machines in pubs for customers who enjoy playing these low stake and low prize machines."

Furthermore, UKHospitality commented: "The government's approach to Category C and D machines suggests that it is prepared to act pragmatically, and to entertain the notion of an increase in stakes and prizes if the sector can demonstrate that it has implemented measures that will manage the risk of gambling-related harm effectively...our members are keen to promote socially responsible measures, to show that these machines are used under supervision and with an absolute minimum of harm."

The impact of FOBT on revenues in pubs has been waning for a while. They may not be missed.

Inflation in foodservice prices firms up to 1.8% in March 2018

Foodservice price inflation remained relatively low at 1.8% in March, continuing a level of stability in 2018 after a turbulent year-and-a-half in the sector.

The finding from the latest edition of the CGA Prestige Foodservice Price Index will be reassuring news for operators, who have faced high levels of inflation since the EU Referendum in mid-2016 and the subsequent weakening of sterling. Inflation halved from 5.1% in December 2017 to 2.5% in January 2018 and fell again to 0.5% in February. The figure rose month on month to 1.8% in March but is still below the rate of inflation as measured by the Consumer Price Index.

The downward trend in inflation has been driven by the increased supply of several key materials including sugar, where a global surplus led inflation to fall dramatically. Meat and Dairy were among the other categories to fall into deflation territory in March. In recent months the value of Sterling has stabilized against the Euro and improved versus the Dollar, helping to ease pressures on the price of imported items. Increased certainty over the UK's exit from the European Union has also restored more confidence to the sector.

But the Foodservice Price Index indicates much higher inflation in other important categories. In Oils and Fats, inflation was rampant, displaying the highest figure recorded in a single category of the Index - following news of poor soybean output in key territories. In Fruit, a period of poor weather and declining volumes across much of Europe drove inflation higher.

March inflation was also relatively high in Soft Drinks, where the introduction of the government's 'sugar tax' has created uncertainty about producers' costs and consumers' spending.

The latest Index findings give cause for optimism that inflation may continue at reasonably low levels as 2018 moves on, especially if weather conditions are favourable over the coming months. But Brexit and the threat of US-led tariff wars between major countries are among several reasons for caution over the next few months.

The monthly CGA Prestige Foodservice Price Index contains in-depth analysis of inflation in ten different categories of food and beverages and provides businesses in the foodservice supply chain with intelligence to stay on top of trends, challenges and opportunities.

Shaun Allen, Chief Executive at Prestige Purchasing, said: "It is encouraging to see that inflation levels in the sector have remained at a lower level in the first quarter of 2018, providing some stability to Operators. However, some very high levels of inflation remain within categories such as Oils & Fats, Drinks and Fruit. As we enter into an important period of food production, good weather conditions in major growing regions will be fundamental to keeping inflation at a low level."

Fiona Speakman, CGA Client Director - Food, said: "Although foodservice price inflation rose month on month, the figure of 1.8% is significantly below rates measured by our Index through most of 2017. It suggests that the modest inflation of early 2018 is not just a blip but a welcome return to stability after the price volatility that was triggered by the EU Referendum. Positive signs on the supply of some items will add to the sector's confidence - but exchange rates, tariffs and the weather are among the many issues that mean businesses will have to keep on their toes in purchasing and pricing this year."

The CGA Prestige Foodservice Price Index is jointly produced by Prestige Purchasing and CGA, using data drawn from over 50% of the foodservice market and around 7.8m transactions per month.

Caring from sharing

As reported earlier this year in The Overview, over tourism is a growing concern globally, with the warm weather set to herald a season of protests in areas including Venice, Amsterdam, Dubrovnik and San Sebastian as local residents fight back against the deluge of tourists visiting their cities.

In locations such as Barcelona and Amsterdam, the cities' authorities have taken action and banned the development of additional hotels. Venice is looking at a surcharge for visitors.

But tourism continues to grow. According to the UNWTO, growth last year was led by Europe, with 8% more international arrivals than in 2016. Africa consolidated its 2016 rebound with an 8% increase. Asia and the Pacific recorded 6% growth, the Middle East 5% and the Americas 3%.

The current strong momentum was expected to continue in 2018, though at a more sustainable pace after eight years of steady expansion following the 2009 economic and financial crisis. Based on current trends, economic prospects and the outlook by the UNWTO panel of experts, UNWTO projects international tourist arrivals worldwide to grow at a rate of 4% to 5% in 2018. This was above the 3.8% average increase projected for the period 2010-2020 by UNWTO in its Tourism Towards 2030 long-term forecast. Europe and the Americas are both expected to grow by 3.5% to 4.5%, Asia and the Pacific by 5% to 6%, Africa by 5% to 7% and the Middle East by 4% to 6%.

Coming in for a share of the blame has been Airbnb and the sharing economy, with detractors blaming it for not only adding to the volume of tourists, but reducing the amount of residential room stock, pushing up prices for both renters and those looking to buy.

Last year a study by researchers at the University of Siena found that the sharing platform was changing the face of the country's historic cities.

The Airfication of Cities report said: "The three larger cities frequently recurring in the touristisation discourse - Florence, Venice, Rome - all have a proportion of their centres' housing stock on Airbnb above 8%. This figure could be considered a sort of canary value for the Disneyfication of the centre. Cities approaching it should seriously reflect on whether touristisation and Disneyfication are desirable conditions for their historical centre.

“Population has been lost, and city residents increasingly tend to perceive these areas with a certain detachment, as no longer belonging to their daily experience of the city. This is a phenomenon that pre-dates Airbnb by far, but the availability of Airbnb data allows us to effectively visualise part of the dynamics at play.”

In response, Airbnb has launched the Office of Healthy Tourism, which they said would promote lesser-known destinations.

In addition to the launch of the office, Airbnb said that it would release data “that shows the benefits of healthy tourism for hosts, guests, and cities around the world”, as well as creating a Tourism Advisory Board, which will be made up of travel industry leaders from around the world:

- **Taleb Rifai,** the former Secretary General of the United Nations World Tourism Organization (UNWTO)
- **David Scowsill,** Chief Executive of EON Reality Inc. and former President and CEO of the World Travel & Tourism Council (WTTC)
- **Rosette Rugamba,** Managing Director of Songa Africa and Amakoro Lodge and former Director General of Rwanda Tourism
- **Professor the Hon Bob Carr,** the former Foreign Affairs Minister for Australia and former Premier of New South Wales

Scowsill, CEO, Eon Reality and former president & CEO, World Travel & Tourism Council, said:

“One billion more people will be in the global middle class by 2030, and these new entrants will be looking to travel to enhance their horizons. The concentration of tourism in key locations is creating a threat to their future, by causing congestion, overcrowding, and a deteriorating quality of life for residents.

Spreading the tourists around each city and each country geographically is an important step to solving this overcrowding problem.”

Chris Lehane, Airbnb’s global head of policy and communications, said:

“With travel and tourism growing faster than most of the rest of economy, it is critical that as many people as possible are benefiting - and right now not all tourism is created equal. To democratise the benefits of travel, Airbnb offers a healthy alternative to the mass travel that has plagued cities for decades.

Airbnb supports tourism that is local, authentic, diverse, inclusive and sustainable. Through the meaningful income earned by the mosaic that is our global community of hosts; our ability to promote tourism to places that need it the most; and the inherent sustainable benefits of hosting, Airbnb is providing the type of travel that is best for destinations, residents, and travellers alike.”

“We are incredibly proud to have some of the foremost leaders in the travel industry joining our Tourism Advisory Board,” added Lehane. “These are all leaders of impeccable credentials who have worked to promote healthy tourism. With members from four different continents, we look forward to getting their perspectives to ensure Airbnb remains a solution to overtourism, and to tap their expertise to promote and drive healthy tourism around the world.”

“The kind of tourism that Airbnb provides enhances both the quality of life for residents of destinations, as well as the experience and quality of trips for guests,” said Rifai. “I am thrilled and excited to be joining Airbnb’s Tourism Advisory Board, and to be working with my fellow Board members to ensure that the company continues to be a force for healthy tourism around the world; a force for good.

The company’s first act was to sign a memorandum of understanding with the government of Jujuy, Argentina, aimed at promoting tourist activity in rural towns and natural areas; helping jujeños open their homes to travellers from all over the world through the platform, exchanging aggregated tourism data and collaborating in disaster situations.

“Tourism is a key industry for economic development and transformation in our province. We have the potential of multiplying the current tourism figures and keep creating jobs for all jujeños” said Governor Gerardo Morales who added that “we are working tirelessly in improving the province’s infrastructure to make these projects a reality. This alliance with Airbnb is part of the plan and we are proud to be pioneers in our country on this type of agreements that will help us showcase the beauty of our towns”

“Airbnb wants to work with local Argentinian authorities at every level to support healthy tourism, which helps boost local, authentic and sustainable travel. This agreement with the government of Jujuy reflects our commitment to such healthy tourism and we are honored to help Jujeños showcase the beauties of their province to the whole world. We hope to replicate this sort of healthy tourism collaboration to help create economic opportunities for all Argentinians and especially for those who most need it”, said Lehane.

For Airbnb - which is expected to hold its IPO this year - news of the launch was followed by comment on the amount of tax paid as a result of its activities.

The platform said: “With more than 4.5 million listings in 192 countries and over 80,000 cities globally, Airbnb is making it possible for people in every corner of the world to turn their great expense - their homes - into an economic opportunity. The growth of home sharing has also meant infusing billions of dollars in economic activity into communities that didn’t traditionally see many tourists.

“But as home sharing has grown, the hotel industry has pushed for draconian measures in order to protect their massive profits. First, the big hotels complained that Airbnb wasn’t paying taxes. Now, after we’ve remitted more than half a billion dollars and partnered with more than 400 governments globally, they’ve changed their tune. All the while, hotels have taken billions in subsidies to pad their profits and continue to demand billions in tax breaks from governments across the country.

“As we work to collect and remit hotel and tourist taxes in communities across the United States and around the globe, we think it is important to share some facts about our tax collection efforts. To date, Airbnb has tax partnerships with over 400 local governments around the globe, including 370 in the U.S alone.

“In the U.S., Airbnb has tax partnerships in 32 states, plus Washington D.C. and Puerto Rico.

We’ve supported legislative efforts to amend the rules and allow us to collect and remit hotel taxes in states like New Jersey, Indiana and New York.

To date, we’ve collected and remitted more than $500 million in hotel and tourist taxes - and we are just getting started.

“We are committed to expanding our efforts to pay our fair share and look forward to continuing our work with governments around the world. Voluntary Collection Agreements are an important tool for governments to generate additional tax revenue, and local leaders across the country agree, despite what the Big Hotels say, Airbnb is a boon for local communities.”

The group is eager to prove its worth. While drawing travellers off the beaten path is attractive to the Instagrammers, looking for something new and unique to show off, for the rising tide of travellers around the globe, seeing Venice and Barcelona remain priorities and it will take more to deter them.

The impact of Brexit on the British hospitality industry

With the impact of Brexit on the British hospitality industry well documented and increasing pressure on staffing levels, more must be done to attract new talent from within the UK, according to Harry Murray MBE, President of HOSPA.

Murray, who was elected to the role in January, said the number of EU workers leaving the UK as a result of the referendum poses a "serious problem", so it is vital that organisations like HOSPA take the opportunity to educate and re-educate people on the wide range of opportunities a career in hospitality offers.

Having worked in the hospitality industry for over 50 years, Murray, the chairman of Luckman Park Hotel and Spa and a Master Innholder, said particular focus should be placed on targeting both students and those looking to return to work after a career break.

He said: "We've very fortunate in this country that thanks to the Olympics, the Royal Wedding, the Diamond Jubilee, the Rugby World Cup, the Ryder Cup, we had an enormous amount of publicity overseas, which brought an enormous amount of tourists. But of course, this put a lot of pressure on staffing.

"On average, they say the number of EU workers in hotels is between 12.5 to 25%, but in some hotels and restaurants that can be as high as 35 - 40%. With less EU workers coming into the country, this poses a serious problem. We need to find solutions. Our biggest challenge now is to attract more people to join the industry."

According to statistics from the British Hospitality Association (BHA) - now UK Hospitality - an estimated 700,000 (15%) of the 4.5 million people that currently work in the British hospitality sector are from the European Union. Between 2011 and 2015, the number of migrant workers increased by 22%, with the majority of these coming from EU countries.

However, due to Britain's decision to leave the EU, the number of people from overseas applying for new jobs within the industry is falling. In addition, recent statistics from the Office of National Statistics estimate that 130,000 EU nationals emigrated in the year to September - the highest level in a decade.

Murray added: "We need to attract more people to join our industry. This is a growth industry, where you can start at the bottom and rise to the top and we have to get that message across. We all have a role to play in promoting hospitality in this country as a worthwhile industry.

"We need to start with parents and teachers - parents have a huge influence on what their children do. There's also an opportunity for the over 55s, which is what the BHA and its recent report is about; attracting people back into work and HOSPA can play a role in this, re-educating people who want to work. We must also make sure we retain the people we've got."

For more information on HOSPA, please visit http://www.hospa.org

WATCH:
Harry Murray discusses the impact of Brexit on the hospitality industry - https://www.youtube.com/watch?v=lPXUtHUXz60

MOORE STEPHENS

Restaurant vacancies fall

The number of job vacancies in the UK restaurant sector has dropped by 11% in the last six months, Moore Stephens reported.

Advertised vacancies fell from 36,900 in November 2017 to 32,900 in April 2018, a period that has seen many high-profile brands forced to close restaurants amid tough trading conditions.

The fall reflects an increase in insolvencies among restaurant businesses, which jumped 20% to 984 in the last year, up from 825 in 2015/16.

Moore Stephens said the industry has been hit by minimum wage increases and oversupply as well as pension and apprenticeship relationship costs.

Simon Fowles, director at Moore Stephens, said:

“Heaping more and more labour costs on to employers can only work for so long - sooner or later the economy splutters and employers have to look at their employment costs.

Many restaurants simply cannot afford to remain open at the current level of staffing costs and with consumer confidence so weak there doesn’t seem to be much relief in sight.

Five years ago, it was usual for around a quarter of revenue at most restaurants to go on wages for its staff. Now, if a restaurant spends 30% on staff pay, it is considered to be doing exceptionally well.

Many restaurants are doing their best to avoid redundancies by freezing recruitment or reducing shift numbers by closing on quieter days, such as Mondays, but even that is a painful process.

Struggling restaurants would really like the government to start looking at whether payroll costs could be kept under control in areas like national insurance.”

Pub and restaurant groups see sales take a dip in April

Britain's managed pub and restaurant groups saw sales slip in April. Latest figures from the Coffer Peach Business Tracker showed collective like-for-likes down 1.2% on the same month last year – with earlier Easter holidays seen as the main factor.

"Easter, which is always a busy time for the eating and drinking out market, last year fell in mid-April, while this time it straddled March and April. This will certainly have had an effect on sales comparisons, and looks like to have outweighed the boost to trade that the hot-spell at the end of the month will have brought to the pub sector, in particular," said Karl Chessell, Business Unit Director of Food & Retail at CGA, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

London fared better than the rest of Britain, with April like-for-likes marginally up by 0.2% against a 1.6% fall for outside the M25. There was little difference, however, between the performance of managed pubs and restaurants, with the former down 1.2% and the latter down 1.1%.

"The only good news is that April trading was much better than the disastrous, snowhit trading seen in March, when sector like-for-like sales tumbled 3.1%," added Chessell. "The overall feeling is that we are in an essentially flat market."

David Coffer, Chairman of The Coffer Group said:

"The results reflect the general feeling of political and economic uncertainty translating into a stay at home mentality. We believe, however, the recent change in the weather and the 'royal wedding feel good factor' will lift the mood nationally and hopefully lead into a stronger summer.

"We also feel the 'let's bash restaurants syndrome' expressed constantly in the media is unhelpful on the basis that 'nobody wants a loser'. This view is definitely being overcooked, despite reflecting the casualties in groups who have over expanded. Nevertheless, we are finding demand for restaurants and licensed premises to be as strong as ever with an increasing number of concepts, designs looking for sites. This adjustment was long overdue and historically such a change has led to an enriched sector with ever more sophisticated and imaginative offers and operators."

Paul Newman, head of leisure and hospitality at RSM, said:

"A drop in sales this April was inevitable given the earlier timing of Easter this year. A dip of only 1.2% will be viewed with cautious optimism especially when compared with the 4.2% fall in like-for-like retail sales announced for the same period. After enduring a long and hard winter, operators will hope that the uptick in sales on the back of the recent bank holiday scorcher marks the start of a sustainable shift in consumer confidence."

Underlying like-for-like growth for the 39 companies in the Tracker cohort, which represents both large and small groups, was running at just 0.4% for the 12 months to the end of April.

Total sales growth across the cohort, which includes the effect of new openings, was 1.4% in April, reflecting the slowdown in roll-out plans, and running at 3.3% for the 12 months to the end of the month.

The Coffer Peach Tracker industry sales monitor for the UK pub, bar and restaurant sector collects and analyses performance data from 39 operating groups, and is recognised as the established industry benchmark.

Profit washout at UK Hotels

Year-on-year profit per room dropped by 5.6% this month as the wettest March in a decade, as well as unseasonal snow storms, added to the already challenging trading conditions for hotels in the UK, according to the latest worldwide poll of full-service hotels from HotStats.

The drop in profit at hotels in the UK was led by a 1.4% decrease in TrevPAR, to £129.69, as declines were recorded across all revenue departments, including Rooms (-1.2%), Food and Beverage (-2.4%) and Conference and Banqueting (-5.5%) on a per available room basis.

In the Rooms department, a 0.6-percentage point decline in room occupancy, to 75.2%, was further exacerbated by a 0.3% drop in achieved average room rate, to £109.91, which contributed to the 1.1% decline in RevPAR, to £82.61.

As a result of the poor weather, it was demand from the leisure segment which was hardest hit, resulting in a 3.9% year-on-year decrease in rate in the Individual Leisure segment this month, as well as a 0.3% decline in rate in the Group Leisure segment.

The revenue decrease was further exacerbated by rising costs, which included a 1.1 percentage point increase in Payroll to 29.2% of total revenue, as well as a 0.9% increase in Overheads, which grew to 23.4% of total revenue.

Once again, the uplift in Overheads was largely due to an increase in Utility costs, which soared by 11.5% year-on-year in March, to almost 4% of total revenue, as the UK was blanketed in snow. At £5.15, on a per available room basis, Utility costs this month were more than 8% above the average in the rolling 12 months to March 2018.

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

March 2018 v March 2017

RevPAR: -1.2% to £82.61	Payroll: + 1.1 pts to 29.2%
TrevPAR: -1.4% to £129.66	GOPPAR: -5.6% to £46.13

As a result of the movement in revenue and costs, GOPPAR at hotels in the UK fell by 5.6% year-on-year to £46.13 in March. This was equivalent to a profit conversion of 35.6% of total revenue.

"Spring failed to materialise in March and instead it was replaced with heavy snow fall and bone-chilling temperatures as the UK experienced its worst winter since 1991.

This had the double-whammy effect of causing a drop in top line performance as hazardous conditions meant the advice was not to travel, but also the bottom line was hit by high payroll costs, as it was way too late to adjust staffing levels, and the cold weather meant the heating had to stay on," said Pablo Alonso, CEO of HotStats.

One city which did have a positive performance in March was Birmingham, where hotels recorded a 12.0% year-on-year increase in GOPPAR, which was due to high demand levels in the city as a result of a number of key events.

In addition to the city hosting the IAAF World Indoor Athletic Championships, which will be the biggest global athletics event of 2018, the NEC played host to a number of major exhibitions, including the Internet Retailing Expo and the British Tourism and Travel Show, which cumulatively attracted more than 8,000 attendees.

As a result of the high demand levels, and in spite of the poor weather conditions, RevPAR at hotels in Birmingham increased by 10.1% year-on-year, to £75.59, which was due to a 0.9-percentage point increase in room occupancy, to 82.4%, as well as an 8.9% increase in achieved average room rate, to £91.71.

The growth in Rooms Revenue was driven by an increase in the rate recorded in the Best Available Rate segment (+10.9%) as well as a surge in rate in the Individual Leisure (+11.1%) and Group Leisure (+9.4%), segments and was supported by an uplift in the Corporate (+8.1%) and Residential Conference (7.9%) sectors rates.

The uplift in Rooms Revenue was supported by increases in Non-Rooms Departments, which included a 1.3% year-on-year increase in Food & Beverage revenue, to £31.88 per available room, equivalent to 28.6% of total revenue. This contributed to the 7.2% year-on-year increase in TrevPAR in March, to £111.59.

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

March 2018 v March 2017

RevPAR: +10.1% to £75.59	Payroll: -0.8 pts to 23.3%
TrevPAR: +7.2% to £111.59	GOPPAR: +12.0% to £50.24

In addition to the growth in revenue, cost savings, which included a 0.6-percentage point drop in Payroll levels, to 23.3% of total revenue, contributed to the 12.0% year-on-year increase in profit per room in March, to £50.24. This was equivalent to a punchy profit conversion of 45.0% of total revenue.

In contrast to the performance of hotels in the UK's second city, properties in the capital were having more of a torrid time, with profit per room plummeting by 8.8% this month, to £72.22.

In addition to flights being cancelled at all of London's major airports, events in the city were put on hold and tourists stayed away.

Whilst hotels in the capital just about managed to maintain room occupancy levels at around 80%, achieved average room rate fell by 2.9% year-on-year to £152.58; and as a result, RevPAR at hotels in London dropped by 3.3% to £120.83.

Further declines in Non-Rooms Revenues contributed to the 3.2% decline in TrevPAR this month, to £172.60 and added to the challenges faced by hoteliers in the capital since the beginning of 2018.

"The snowy disruption to trading is the last thing hotels in London would have wanted this month. Particularly as they are already trying to navigate their way through the choppy waters caused by the addition of close to 7,000 bedrooms to supply in 2017 and Q1 2018," added Pablo.

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

March 2018 v March 2017

RevPAR: -3.3% to £120.83	Payroll: +1.6 pts to 26.5%
TrevPAR: -3.2% to £172.60	GOPPAR: -8.8% to £72.28

The decline this month means that hotels in London have suffered a 6.2% drop in GOPPAR in Q1 2018, to £60.50, which could continue the mixed period of trading following the profit drop in 2016 (-2.0%) and growth in 2017 (+5.4%).

Members' Events

June 11th
Payment Technology - The Future

Event Details
The Future of Payment Technology: Utilising Payment Systems to Attract Untapped Markets.

We will touch on the following questions:

- How can hoteliers maximise revenue through innovative use of technology?
- Where are the big payment methods being used overseas that the UK are not on-board with yet?
- Payment through chat - what opportunities are there for hotels?
- How easy is it to integrate some of these payments into your booking engine or payment systems?
- How are these new payment methods helping make transactions more secure and cutting down on fraud?

Location
The Ballroom at Bulgari Hotel,
171 Knightsbridge, London,
SW7 1DW

Speakers
CMSPI & Elavon

FREE for all HOSPA Members & only £10 for any Non-Members.
Register in advance through Eventbrite.

June 14th
BDO & HOSPA Finance Update

Event Details
Join the HOSPA finance community for a breakfast seminar with BDO at their offices at 55 Baker Street on 14th June 2018. You will hear from experts in financial reporting and tax in the hospitality industry. BDO will update you on current topical accounting issues under UK GAAP and IFRS. As well as covering the latest developments in tax including corporate taxes, VAT and recent employment tax issues.

Timings
08:30 - Arrivals, breakfast & coffee
09:00 - Seminar
10:30 - Coffee and networking

Venue
55 Baker Street,
W1U 7EU

July 5th
National Hotel Marketing Conference:
The National Hotel Marketing Conference takes place from 10.00am (registration open from 9am) until 4.15pm on Thursday 5th July. This conference, will see 25 expert speakers presenting on, and debating, latest techniques in hotel marketing. The conference is run in partnership with the Hotel Marketing Association, and gives all delegates ample opportunity to choose from a wide range of presentations and seminars, to network with other colleagues and to meet with some of the "best-in-class" marketing agencies and consultancies who support the UK hotel sector.

For those able to stay the night before the conference, there will be an evening Drinks Reception at the Hilton, and post-conference drinks will also be available for those who don't have to rush off straight after the conference finishes.

Location
The Hilton at St. George's Park, Staffordshire

For more information, or to reserve a place at this year's National Hotel Marketing Conference, please email conference@thetourismbusiness.com, call tel. 07702 912938 or book online at www.hotelmarketing.org.uk

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To Register for some of the above HOSPA member meetings, please send the below details to hospa@hospa.org with the following in the subject line: HOSPA *COMMUNITY NAME* Members Meeting - *DATE OF MEETING*.

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

Please Note: unless stated otherwise, all of our HOSPA Members Meetings are FREE for members to attend and only £10 for any Non-Members!

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The IOH

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Application For Membership

HOSPA
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Surname	
Date of Birth	Nationality

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Company Name	
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Work Telephone	
Work Mobile	

Home Address	
Postcode	
Home Telephone	
Mobile	
Home Email	
Correspondence Address (Please tick)	Home ◯ Work ◯

Which grade of membership are you applying for?

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

Status (Please tick)	Ordinary ◯ Ordinary Student ◯ Associate ◯ Fellow ◯

Your Signature		Date	

HOSPA, Longdene House, Haslemere, Surrey, GU27 2PH

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Thursday 1st November
Royal Lancaster London

www.lancasterlondon.com | www.hospace.net

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Who should attend this event?

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- General and Commercial Managers
- Young aspiring employees wanting to develop their skills & meet with industry specialists

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