

# THE OVERVIEW

ISSN 2048-4844 OCTOBER ISSUE 2014

## **FOOD, SHELTER, WATER, WIFI - WHAT THE GUEST NEEDS**



**WHAT'S IN A NAME? - ACRONYMS EXPLAINED**  
**HOSPACE PREVIEW - WHAT, WHERE WHEN**

# Welcome to THE OVERVIEW

Dear members,

Time was when the AA man showing up at the door of your business was less about your flat battery and more about jump-starting your business. The power of the review was all and heaven forfend that you allowed one of the chefs to assault them in the car park afterwards for not eating the hand-made peppercorn sauce.

But enough of my hospitality career.

Time was, the power of the review was in the hands of the few. Now, thanks to the likes of TripAdvisor, it's in the hands of the many and there are concerns that the classification systems are becoming outmoded.

A new report from the UNWTO and Norwegian Accreditation suggests that the needs of the hungry and/or sleepy consumer can be best met with a combination of the two. The proposed integrated model would not replace guest reviews but rather use them to improve the classification process, with the costs described by the report as likely to be "minimal".

For hotels, the benefits of official classification have long been clear in rate and a recent study from Cornell found that 1% gain in guest review score translated to a 1% gain in revpar. Anecdotal evidence suggests that this is true across hospitality - a good review for your bar means bums on seats. A system that the consumer can understand more clearly can surely only be a good thing.

We're hoping for only good reviews of HOSPACE this year and, like the good folk at the UNWTO, it's been innovation all the way. Read Carl's column on what you can expect this year and, later in the issue, a preview of the event in all its glory. Further details can be found on HOSPACE.net. We look forward to seeing you next month at the Sofitel London Heathrow.



*Katherine Doggrell*

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# HOSPA

Hospitality Finance, Revenue and IT Professionals

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## The Overview online

You can login to the membership area on the HOSPA website and read this journal online plus archived copies in the members' area are available at: [www.hospa.org](http://www.hospa.org)



**Carl Weldon, HOSPA CEO, previews HOSPACE 2014, which is set to look forwards and upwards from a hand-picked set of perspectives.**

The latest data and word on the street suggest that 2014 is a good year for both London and the provinces (double digit growth to August!) and PWC is set to make its most positive forecast for 2015 in years. Coffey Peach is expected to make a similarly positive prediction for the retail side of F&B.

So what are industry leaders thinking in this new environment? What are they focusing on without the word recession to darken the discussion? Are they investing? If so in what? New businesses? New brands? New and better technology for their guests? Employing more staff?

Attendees of HOSPACE 2014 can hear the answers - and pose questions - first hand under the expert chairmanship of Peter Hancock, CEO, Pride of Britain, who received excellent reviews from attendees last year.

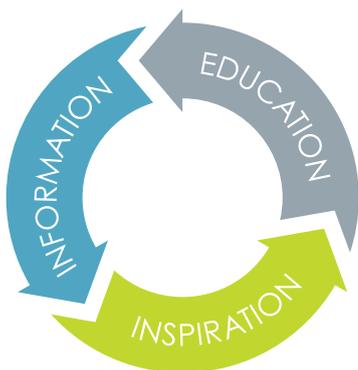
We'll be getting into some serious debate about the challenges facing the commercial areas of the sector, with two HOSPA spotlight sessions.

First we will look at Big Data, a name I don't really like as it sounds a bit Star Wars. Let's call it ... "getting the most out of your own information" or "how do you obtain insights from what you already have?" There are of course some challenges here in terms of where and what your data is and how to collate it. That's where IT comes in. What BI or OLAP to use. Integrating the data.

What you do with it next will probably depend on whether you are in Finance or Revenue Management.

Finance will be looking for trends and information primarily on cost. Cost bases and purchasing trends can be analysed to help remove or negotiate down, not to mention the increased window on fraud.

Revenue Management will be looking at guest behaviours in terms of booking patterns, guest spend patterns, and booking channel behaviour.



Can these live together in the same databases? What are other industries doing? We'll be hearing from Big Data specialists with input from large retail companies such as HP and hotel companies such as InterContinental Hotels Group. Let's find out if we can all mine our data more effectively. What can we learn from the OTA's and how they use their Data trends to better target business?

The second HOSPA Spotlight session is really a bit of a cheat... we wanted to cover a few new topics and eventually found a way to combine them, by talking about "the things that are or should be keeping us awake at night".

We will start by thinking about "how to manage coming out of a recession" and how is it different to what we have been doing for six years. Then what about PCI compliance? The variable scary costs of utilities? Investing in new guest technology? Our panel will be based around our three HOSPA Community Leaders plus some hotel operators to keep it "real" and not too technical.

Details of the panellists and leaders will be announced in the next few weeks.

Spotlights aside, we have also invited Ufi Ibrahim of the BHA to talk to us and update us about the excellent initiative that is the Hospitality Industry Council and how the industry representatives are faring in their discussions with the government? We all need to understand what MAY come of this...

Then be prepared to enter the famous Educational Sessions Matrix of 21 sessions in three half-hour blocks of seven. These give you the opportunity to build your own programme. You can

listen to vendors' specialist updates, educational panels such as that on the new Uniform System of Accounting (released out into the wild this year) and a myriad other topics - check out HOSPACE.net for the full line-up.

We will also be proving delegates with technology in the form of the iRis Delegate App, some great and latest digital signage and possibly a voting system!

If you are lucky enough to stay for the Gala Dinner and our little bit of entertainment then look forward to an excellent and classic hospitality industry evening.

Every exhibitor at HOSPSPACE has two invitations for the day to give away...so talk to your vendors first. If not there are special delegate offers. If you have more than five of your team..and what a great idea..bring the team with you to get the most of out everything that is HOSPSPACE 2014..then call the Membership and Events Office and we will sort you out a 'Team Deal'. HOSPSPACE 2014 has a lot to offer, especially for HOSPA members.

On the day we will be Tweeting away on @HOSPATweets so you can interact with us whether you are there or not. And speaking of social media, we have some special competitions on the go where you could attend for free! Follow us, like us... join our LinkedIn groups. We have over 14,000 following us on all platforms so join the community to join in the conversation.

Come and join in..learn and pick up what you don't have time for in the normal day-to-day. It's time to invest in your future. Get some Information, Education and hopefully some Inspiration!



See the teaser Video on [www.hospace.net](http://www.hospace.net) main page



**Chris Denison Smith**  
Director, FM Recruitment

## Wifi and a new hierarchy of needs

Digital connectivity is a must-have. Customers want free high speed wifi as standard and will simply walk away from hotels that don't deliver. Why? Today's guests are 'always-on'. Broadband is now like water, air, heat and shelter: a must-have.

### The wider picture: embracing a changed environment

Much has been written about the pervasive use of smartphones and tablets by consumers for travel and leisure research/booking purposes. But such smart technology has affected the way guests communicate with hotels far beyond the traditional reservations process.

Today's guests have different expectations around how contact is made with your business. They want to communicate on their own terms: when and how they like, which might be via Facebook or text. This may or may not be what you've planned for.

Modern travellers reflect the wider population insofar as they expect a quick response to enquiries, comments and questions. Putting it all together raises questions for hoteliers, for example:

- Few hotels would encourage guests to make bookings over Facebook, but it does happen. How well is your Facebook Page monitored? Would you notice if someone messaged out of hours asking for a room?
- It's not unusual for returning guests to text their favourite front desk contacts with a booking. This has implications for staff training, trust and responsibility. Do you empower your front-line staff to build personal relationships with guests?

Such behavioural changes have happened so fast it isn't easy to keep up or find the right way to adapt. But hotels must now revisit how they interact with guests and deal with enquiries, bookings and complaints because guests are using new channels of communication.

*"Our guests are affluent, well-travelled and use (a lot of) current technology. It has impacted on the way we kit out our hotels and the way we view connectivity, which is now not so much a feature as a 'must-have'. In Maslow's Hierarchy of Needs you've now got Wifi Connectivity, then you've got Food and Shelter." Anton Bawab, Regional President, Viceroy Hotel Group*

## You are going to need a bigger pipe

A lot of business is done online. But then so is a lot of entertainment. Today's guests aren't just collecting mail, browsing and sending the odd tweet. They are harnessing a whole new world of media:

- They stream and download high density content like films and audio
- Some are using their company's voice-over-IP (VOIP) systems
- They are using apps to manage their business diary and personal lives
- And yes, some are playing multi-player games or even (whisper it) watching porn (if your filters permit it).

All this activity will place a strain on the bandwidth of your overstretched Internet 'pipe'. You are probably going to need a bigger pipe!

## But I used to make good money from wifi!

Yes, and expensive, infuriatingly slow, intermittent and failing wifi was the single most annoying thing for guests. The market won't put up with it any more.

Don't look at high specification broadband as just another cost. We must try to see this broadband usage from the personal point of view of every customer walking through the door. Customers have no interest in the total bandwidth requirement for the hotel. They simply need it to work, right now. In the lobby, the lift, their bathroom and in the conference room. Wifi is not a



lost revenue opportunity. The revenue stream is just a little more indirect insofar as you are giving customers a big reason to return to your hotel next time they're in town.

*Hilton's Trends Report identified a 'laptop and latte' buyer persona amongst guests and visitors. The Hilton Group is now rolling out innovative lobby designs that target such modern travellers, adapting to the way business is done on the move. The 'open lobby' concept means the group's semi-public lobby areas change uses at different times of day. Lobbies have higher seating, more space to work, easy access to power, rock solid broadband - everything needed for a productive pit-stop.*

Several brands have opted for a tiered broadband wifi service. The idea is that the paid, premium service (with superfast download speed and no cap on devices used) will pay for the free, basic service.

Some commentators see this as short-sighted as it doesn't recognise that all travellers see good, reliable broadband as a standard amenity today. They may bridle at the cost; and they might feel like second class citizens. Worst of all, they'll moan about your hotel to anyone that will listen.

## Customer experience is the heart of loyalty

Many guests, irrespective of whether their stay is business or pleasure, will most likely own two or three smart devices. With contacts, music and apps synchronising across smartphone, tablet and laptop, customers tend to see their devices as permanently joined and dip in and out of using each one depending on where they are and what they are up to.

- A quick check of Facebook on the way down to dinner: use the iPhone
- Reviewing mail while at breakfast: use a tablet
- Meetings and conferences: use the laptop.

Systems that limit usage to one device per customer on your network are probably not going to play well.

Kathleen Matthews, Chief Communications & Public Affairs Officer, Marriott International Inc sums up the new landscape for digital connectivity, "The one thing I would change? It would be so easy. It would be for everybody to go to free high-speed wifi. Let's just make a decision and go there. It's what people expect. If you don't have it in your hotel ... then people will just move into a Starbucks or into a free wifi spot in the park."

# → MENTORING



## Mentors guide path to work

### Howard Field follows up on last month's mentoring feature with news from academia

Last month's article reflected what is happening with the Hospitality Graduate Mentoring Scheme, that focuses on undergraduates and a relationship with a mentor that can last for between two and three years, from the placement period until post-graduation.

There are some interesting opportunities for HOSPA professionals to share their knowledge and experience for the benefit of future management for the UK hospitality industry.

The basis for this type of mentorship programme is to provide a bridge for the student between their academic and 'real world' environments, and to support them to make the best use of their higher education, and in the launch process of their future careers. An important aim of mentoring is also to retain the best talent within the hospitality industry.

Until now, the HGMS programme has been largely supported by mentors who are general or senior operational managers from the hotel sector. New mentors are being encouraged to join from HOSPA's Finance, IT and Revenue Management communities, other professional associations and from restaurant, catering and related parts of the industry.

As well as the HGMS programme, there is a scheme operated by Oxford Brookes University, the Bacchus Alumni Mentoring Programme, that is now entering its seventh year. This currently employs some 140 mentors, most of whom are alumni or friends of the university. There are over 160 student mentees.

Mentoring is offered to Oxford Brookes students both on undergraduate and masters programmes. The commitment is for six months, and is timed to relate to the final semester of their studies. It is focused more closely on the transition from education to work. Mentees are provided with help to practice interview techniques, honing the decision process as to which career path to follow, and the best first steps, networking opportunities, and realistic insights into challenges and opportunities.

New mentors are being sought by Oxford Brookes, and interested members of HOSPA who believe they have relevant experience and industry knowledge that they are willing to share will be welcomed.

In future articles, case studies will illustrate just how valuable and rewarding these programmes are both for the mentees and the mentors - and for the future of the hospitality industry.

For those who are interested in either of these programmes, please make initial contact with Jane Pendlebury.

→ INTRODUCING...



## Paul Nisbett

Finance & Commercial Director, The Hotel Collection and... HOSPA's new finance chair

"It is a great privilege to be asked to chair the HOSPA finance community.

I am excited to lead our community and focus on developing the next generation of hospitality finance professionals.

Our community have a number of challenges facing us including legislative changes, development of finance systems, new uniform system of accounts, changing face of hotel ownership and significant cost challenges, we need to ensure that you are prepared to deal with these challenges.

In addition to these challenges I wish to ensure the HOSPA finance committee focuses on two objectives which are:

**1.** To broaden the membership as we are still too hotel-centric and need to encourage more Hospitality business to recognise HOSPA as the professional and educational body for Finance, Revenue and Information Technology employees.

**2.** Bring the three communities closer together, with this aim in mind, I have spent the last 12 months on the IT committee, ensuring finance was included in IT community discussions and greater collaboration could be achieved. We need to do more to bring the three communities together as this will make HOSPA stronger.

I look forward to meeting you at HOSPACE or future community events"



## Save 3-4 hours every day

The BEST WESTERN PLUS Centurion Hotel have made significant time savings after implementing Guestline solutions.

Guestline cloud-based property management and distribution systems can help hotels:

- Integrate bookings directly into the PMS and eliminate overbookings and parity issues
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## Increase occupancy and revenue

Independent and boutique hotels can achieve this with Guestline solutions.

Guestline cloud-based property management and distribution systems can help hotels:

- Reduce OTA commissions with the online booking engine
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- Sell down to the last room
- Access over 500,000 travel agents and companies worldwide via the GDS and OTAs
- Automatically redistribute cancelled inventory



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## What's in a name?

**Confused by acronyms? David Nicolson, Vice President Finance - Europe, Jumeirah Group, guides you out of the wilderness.**

Have you ever been in a meeting with Operations and Sales and the General Manager says: 'I would like a review of the key KPI's to ensure we are getting the best Revpar and GOPPAR and I'd like the DOS to give a summary of BAR sales and performance in C&B', C&I, FIT & MICE. After that we can have an update on the RFP process and see if we have been working better with GSOs, GSAs, and the TPIs. Lets also see what the production is from the CRO as the SVP from HQ is coming and likes an update as he is in town meeting the HCI.

As we don't want to look foolish we all reply we will have this ASAP. What time is the ETA of SVP?'

Well clearly this Manager is acronym mad and although most of the above terms are common they are not always clear to everyone that has to receive this kind of communication. Non-Hoteliers are particularly prone to not understanding all the industry terms and this type of shorthand speak can lead to some confusion. Here are a few of the current terms.

## Finance Acronyms

<b>A&amp;G</b>	Administration and General
<b>AGOP</b>	Adjusted Gross Operating Profit
<b>ARR</b>	Average Room Rate (Total Room Revenue divided by sold bedrooms)
<b>ADR</b>	Average Daily Rate (Same as ARR)
<b>COS</b>	Cost of Sales
<b>CPOR</b>	Cost Per Occupied Room
<b>EBITDA</b>	Earnings Before Interest, Tax, Depreciation and Amortisation
<b>FF&amp;E</b>	Furniture, Fittings and Equipment
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GOP</b>	Gross Operating Profit
<b>GOPPAR</b>	Gross Operating Profit per Available Room
<b>IRR</b>	Internal Rate of Return
<b>NPV</b>	Net Present Value
<b>KPI</b>	Key Performance Indicator
<b>NOP</b>	Net Operating Profit
<b>PR</b>	Purchase Request
<b>RevPAR</b>	Rooms Revenue Per Available Room
<b>TRevPAR</b>	Total Revenue Per Available Room
<b>TSA</b>	Technical Services Agreement
<b>VAT</b>	Value Added Tax
<b>YOY</b>	Year on Year

## General used Acronyms

<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Finance Officer
<b>COO</b>	Chief Operating Officer
<b>CRM</b>	Customer Relationship Management
<b>CRO</b>	Central Reservations Office
<b>DOF</b>	Director of Finance
<b>DOS</b>	Director of Sales
<b>ETA</b>	Expected time of Arrival
<b>Fam Trip</b>	Familiarisation trip for travel agents or journalists
<b>FIT</b>	Free Independent Traveller
<b>GDS</b>	Global Distribution System
<b>GSA</b>	General Sales Agent
<b>GSO</b>	Global Sales Office
<b>HMA</b>	Hotel Management Agreement
<b>MICE</b>	Meetings Incentives Conventions and Exhibitions
<b>MPI</b>	Market Penetration Index
<b>Occ</b>	Occupancy
<b>OOO</b>	Out of Order
<b>PMS</b>	Property Management System
<b>RFP</b>	Request for Proposal
<b>RGI</b>	Revenue Generation Index
<b>SVP</b>	Senior Vice President
<b>STAR</b>	Smith Travel Accommodation Report
<b>TPI</b>	Third Part Intermediaries (Also known as on line travel agents)
<b>TSA</b>	Technical Services Agreement
<b>BAR</b>	Best Available Rate
<b>BHA</b>	British Hotel Association
<b>C&amp;B</b>	Conference & Banqueting
<b>C&amp;I</b>	Conference and Incentive

COMING SOON

**HOSPACE**  2014  
Conference & Exhibition

Thursday 20th November

# → HOSPACE EVENT PROGRAMME

Please find below the current programme for HOSPACE 2014 taking place on **Thursday 20th November** at the Sofitel Hotel, Terminal 5, Heathrow.

8.30 - 9.00	<b>Registration</b> ~ Coffee/Tea Refreshments
9.00 - 9.10	<b>Conference Opening with HOSPA CEO Carl Weldon and Robert Cook, President HOSPA</b>
9.10 - 9.40	<b>Industry Overview.</b> STR & PWC & Peach Coffe
9.40 - 9.50	<b>HOSPA Education &amp; Membership</b> - Promoting learning in your organisation - hear how HOSPA can help you and your organisation to promote lifelong learning
9.50 - 10.40	<b>Leaders' Panel</b> - 'Key issues, trends and developments facing the Industry today.'
10.40 - 11.10	<b>Refreshment Break</b> - An opportunity to visit the 'Hospitality IT Exhibition' featuring some of the 'best in class' products and services
11.10 - 11.15	HOSPA 
11.15 - 12.25	<b>HOSPA Spotlight Session</b> - Big Hospitality Data - how can it work for you? How to get insights out of your own information
12.25 - 12.30	HOSPA 
12.35 - 12.55	<b>The Tourism Council</b> - an Overview
12.55 - 13.00	HOSPA 





13.00 - 14.30

**Networking Buffet Lunch** - An opportunity to visit the 'Hospitality IT Exhibition' featuring some of the 'best in class' products and services

14.30 - 14.35

**Introduction to Educational Sessions**

14.35 - 14.40

HOSPA 

14.40 - 15.50

**HOSPA Spotlight Session** - What keeps us awake at night? The issues? How to trade coming out of a recession

15.50 - 15.55

HOSPA 

15.55 - 16.25

**Refreshment Break** - An opportunity to visit the 'Hospitality IT Exhibition' featuring some of the 'best in class' products and services

16.25 - 17.00

**Educational Workshop Programme 1** (7 Workshops) (Allows 5 mins travel time)

17.00 - 17.35

**Educational Workshop Programme 2** (7 workshops)

17.35 - 18.10

**Educational Workshop Programme 3** (7 workshops)

18.10 - 18.15

**Conference Closing and Prizes**

18.45 - 19.15

**Delegate Pre Dinner Drinks Reception**

19.15 - Late

**HOSPA Conference Gala Dinner, Pub Quiz and Entertainment & Games**





**Fabian Specht**  
EMEA Managing Director, Ideas

## Lightbulb moment

This month we catch up with Fabian Specht, EMEA Managing Director at IdeaS about the latest developments in revenue management technology and how IdeaS is closing in on the goal of Total Revenue Performance.

**Q. Hello Fabian, it seems like 2014 has been a busy year for IdeaS?**

**A.** Yes, we have launched five products this year and celebrated our 25th birthday. In the those 25 years we have amassed a client base of over 5800 clients and our technology helps hotels make decisions in close to one Million rooms around the world. In 2014 IdeaS has

demonstrated, again, that it is the market leader and innovator in revenue management with our product launches both reflecting the market requirements and allowing our clients to operate effectively in a very dynamic market.

The hotel industry is seeing huge changes with the increasing popularity of serviced apartments, the increasing segmentation of markets including boutique and value sectors and the growth of third party booking options. Incorporating today's social, mobile and visually driven customer requirements has been a focus for 2014.

**Q. The hotel industry is under constant scrutiny with instant feedback - all powered by hugely influential social networks and online forums. How has IDEaS taken this into account?**

A. IDEaS has recognised the impact of online reputation on customers' decisions and the relationship between a hotel's prices. Creating a first in revenue management technology, IDEaS Reputation Pricing module provides revenue managers with an additional layer of pricing decisions— Reputation Best Available Rate (BAR). The analytics offers pricing recommendations that capitalise on the relationship between a hotel market's online reputation and pricing to generate revenue uplift. Key is to present to the hotelier not just the data, but really fold that in to the analytics and optimisation processes of the RMS so the best option can be applied to positively impact the business.

**Q. The hotel industry relies heavily on reports, what is IDEaS doing about making revenue management reports more effective within the hotel's management?**

A. This year we launched IDEaS Revenue Performance Insights, a powerful solution that leverages IDEaS hospitality expertise and our parent company SAS' Visual Analytics to deliver dynamic reporting and business intelligence, providing revenue managers and executive management the ability to report, analyse and act on hotel performance through a web and tablet-friendly visual interface. Gone are the days where you have to search for hours for numbers on huge excel sheets and then still question what to do with it. Let alone spending valuable time creating and producing these spreadsheets. With this visual analytics platform each user can obtain exactly the information he needs to act immediately for example on new trends and/or performance issues. In no time.

From a single property to multi-portfolio brands IDEaS RPI enables revenue managers to quickly identify underlying issues, determine revenue opportunities, measure key performance indicators and easily slice data into actionable insights. Our RPI product also allows users to view such data and take immediate action via PC or tablet, essential for mobile, connected customers.

**Q. How has revenue management changed over the past 24 months?**

A. For the last two years we have seen a desire amongst revenue managers to evolve their activities from the tactical to the strategic and in turn collaborate more fully with the senior hotel management. Our IDEaS G3 Revenue Management System has been developed with this goal in mind with advanced features allowing hotel revenue managers to capture more revenue opportunities - more often - by integrating strategic and innovative data elements into their decisions. Also new persona driven Dashboards are available for the different functions in the organization expanding the use of the RMS to different departments in the organisation.

The system is fully scalable, capable of creating pricing decisions for one property or worldwide estates. Guided workflows, informative dashboards and best-fit analytics models enable users to produce robust reports with extremely high levels of detail.

As well as improving staff efficiency and reducing time spent on tactical activities, G3 can assesses the impact of pricing decisions using risk-free "What-If" Analysis, forecast and reports with greater accuracy using granular transaction data.

Developed originally in partnership with Hilton Worldwide, more than 2,500 properties are now live on IDEaS G3 RMS, with more coming online every day. Another early adopter of the G3 system is Scandic Hotels and the largest owner/operated hotel chain in North America, Extended Stay America has announced plans to implement G3 across 700 properties by the end of the year.

**Q. You mentioned that IDEaS has been taking some steps towards Total Revenue Performance - can you tell us more about this?**

A. The next stage for hotel revenue management is to tackle areas other than rooms within the hotel such as function space. A 2011 survey by Sherri Kimes, Professor of Operations Management at Cornell University and a leading revenue management academic, recognized function space as the area with the highest likelihood of success outside of traditional rooms revenue management. Revenue management for function space can be very complex. However, it has huge potential to drive revenues. To optimise function space revenue, it is vital hoteliers have all of the fundamentals of good revenue management in place, including the right reporting, data, forecasts and pricing approach. So IDEaS has launched Function Space Revenue Management. The first system in the industry to forecast function space demand with associated revenue streams and costs. This unique module empowers sales as well as meetings & events departments to evaluate not only group room business for a hotel, but also meeting & event business. Allowing them to take the right decisions for the hotel taking the total revenue impact into account - including rooms, food and beverage, function space and more with associated costs and profitability.



## Autumn Meetings

September and early October have been super busy with HOSPA members meetings both in London and regionally.

**Tuesday 16th September** saw a morning meeting hosted by Diana Mountain and Howard Field explaining the changes and updates in the recent edition of the Uniform System of Accounts. The Royal Automobile Club on Pall Mall was the venue for the informative event, and there was a healthy turn out of hospitality financial controllers and directors. The 11th Edition is available from the book shop on the HOSPA website.



On the **22nd September** the IT committee hosted an update on the news from HITEC, with Bryan Steele from The Royal Automobile Club, Mark Read from Firmdale Hotels and Carl Weldon, HOSPAs CEO. All three were presenting on what was new and exciting at this years' HITEC which was held in Los

Angeles during June. The meeting room at the beautiful Haymarket Hotel, London was packed with delegates – some of whom have already followed up with companies featured in the presentations!

Closely followed on **September 25th**, the HOSPA Revenue Management

committee hosted a round table discussion on The Future of Revenue Management Technology. Sponsored by Infor and held at The Strand Palace Hotel in London, there was lively debate uncovering the benefits and challenges of (and recommendations for) using a Revenue Management System. The



delegates went away happy with the round-table format and feeling informed and inspired by the topics and level of discussion.

On **Monday 29th September** HOSPA headed to Edinburgh where it was great to see representatives from Redefine BDL, Marriott, Rezidor, Portland Hotels to name but a few at the Apex City Hotel, courtesy of our hosts Apex Hotels. STR's Naureen Ahmed presented very positive sets of results for the region with more to follow, plus some useful trend analysis to help drive even more TREVPAR! Carl Weldon followed on, highlighting some of the key changes in the 11th Edition of the Uniform System of Accounts. The meeting concluded with an interesting snapshot of cutting edge technology including 4k curved TVs, virtual room control and even a floating hotel to include in your future Capex!

The Hilton Deansgate in Manchester hosted an excellent evening on **October 6th**. Julian Perez Fernandez from STR Global kicked off with more positive news on strong North West REVPAR / Occupancy performance with the highest pipeline of new hotels outside London yet to be factored in. Rate Tiger's Cristina Blaj gave a fascinating insight into the power of business intelligence / analytics to create sustained business growth, streamlining transparent data to give the whole picture in real time. Carl then continued his quest to spell out the main changes of the 11th addition, followed by PWC's latest growth forecasts and more techno driven trends coming our way including Google Glass, Airbnb and Hospitality Pulse!

Finally on **Monday 13th October**, The Lancaster London generously hosted a members meeting covering two diverse

topics. The first was Allergens and the new EU Food Information Regulations. The audience learned from George Roberts, a Solicitor at Shoosmiths LLP how that the days of writing that your food "may contain..." are over. HOSPA

sponsors - Fourth Hospitality – then demonstrated software to assist with identifying allergens and intolerances. Following on from that Joel Goldman FHOSPA, a hotel industry mediator put forward the case for mediation rather than litigation to settle commercial disputes in the sector.

If you are interested in finding out more about Members Events, please turn to the back pages of the magazine.

*If you are interested in hosting a future HOSPA Members Meeting, please email [Jane.Pendlebury@Hospa.org](mailto:Jane.Pendlebury@Hospa.org) or call 0203 428 8196*

*More information and copies of presentations can be found under Member Resources on the HOSPA website.*

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## Colder August fails to chill growth

**Britain's restaurant and managed pub groups recorded another month of steady growth in August, with collective like-for-like sales up 1.3% on the same time last year, latest data from the Coffer Peach Business Tracker shows. Chillier than average weather had an impact, but the sector still delivered a 17th consecutive month of positive growth.**

"Restaurants fared much better than pubs, and that was largely down to the colder than average temperatures for the month," said Scott Elliott, director of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

"Casual dining chains saw like-for-like sales up 4.7%, with trading in restaurants outside of London particularly strong. In contrast, managed pubs actually saw like-for-likes fall 0.2% against August 2013, with those outside the M25 down 0.7%. However, it has to be remembered that August last year was the hottest in 10 years, and hot sunny weather always tends to benefit the pub sector," Elliott added.

"The good news is that these latest figures, from 28 leading chains, show that the public continues to go out and spend on eating and drinking-out, even with the unpredictability of the British weather. They just adapt their choice of venue," he observed.

Regionally, London outperformed the rest of the country, with like-for-likes up 2.6% against 0.9% for outside the M25. Pubs in London still recorded positive growth.

"The continued investment in new openings, particularly from restaurant groups, saw total sales growth in the sector outstrip average LFLs by some margin. Overall, they were 4.3% up on last August, with casual dining chains 10.6% ahead," Elliott added.

Looking at the long-term trend, year-on-year like-for-like sales for the sector were running 2.4% up for the 12 months to the end of August, with total sales 5.1% ahead.

David Coffer, chairman of Coffer Group, said: "Although London continues to be an ever more sophisticated and popular location for restaurants and pubs, there is now a definite growth in regions outside the M25. This correlates to increasing prices and rentals in those areas with the effects of recession outside of London now fast diminishing in property and trading terms. Demand for restaurant and licensed premises is at the highest level I have seen in my almost 50 years in the market."

Paul Newman, head of leisure and hospitality at Baker Tilly, observed: "As we leave summer behind there is a continued sense of optimism from larger operators, experiencing an impressive 17 consecutive months of like for like growth. We are seeing a number of chains being more active in restructuring their estates and disposing of poorer performing sites. This increasing churn is leaving many operators in a stronger financial position to fund and manage growth through more efficient allocation of capital and refocusing of management resource."

Jarrod Castle, leisure analyst at UBS Investment Research, said: "Like-for-like growth for August at 1.3% compares with 2.2% in July and 0.4% in June. Total August sales growth was in line with July and ahead of the 3.1% figure in June. This leaves the 12-month moving average growth rate at 2.2% for like-for-like sales, and 4.9% total sales growth. While managed pubs which saw a LFL declines of -0.2% this was against a tougher comp of 2.4% in August 2013."

The Coffer Peach Tracker\* industry sales monitor for the UK pub and restaurant sector collects and analyses monthly performance data from 28 operating groups, and is recognised as the established industry benchmark.

# London hotels hit highest August occupancy in 15 years

## Preliminary data for August 2014

### UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£61.00	£56.52	7.9%
Average daily room occupancy	82.2%	79.1%	3.9%
Average daily rooms yield per available room	£50.16	£44.73	12.1%
Approximate number of rooms per day	85,900	85,850	

### London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£117.55	£113.97	3.1%
Average daily room occupancy	87.3%	84.4%	3.4%
Average daily rooms yield per available room	£102.66	£96.24	6.7%
Approximate number of rooms per day	29,300	29,450	

## Final data for July 2014

### UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£64.30	£57.86	11.1%
Average daily room occupancy	82.9%	80.5%	3.0%
Average daily rooms yield per available room	£53.28	£46.59	14.4%
Approximate number of rooms per day	101,550		

### London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£139.23	£137.39	1.3%
Average daily room occupancy	86.1%	87.0%	-1.0%
Average daily rooms yield per available room	£119.88	£119.50	0.3%
Approximate number of rooms per day	39,500		

London hotels have achieved the highest occupancy rate for the month of August since 1999, according to preliminary figures released today by business advisory and accountancy firm, BDO LLP.

Occupancy figures for the UK's capital increased by 3.4% in August 2014, to 87.3%, while room rate was up 3.1% to £117.55. As a result, rooms yield grew by 6.7% to £102.66. The boost in occupancy can be attributed to increased foreign tourism in London, and mirrors record August passenger figures at Heathrow and Gatwick airports.

Regional hotels also had a strong month and August marked the fourth month of double digit growth since the beginning of the year. Rooms yield was up 12.1% to £50.16, when compared to the previous year. Occupancy remained high at 82.2%, an increase of 3.9%. The strong demand also contributed in pushing room rate up 7.9% to £61.00.

Robert Barnard, partner at BDO LLP commented: "August has been an all-round successful month for hotels in London and the



regions. The buzz of UK tourism has firmly kept the momentum experienced last year and hoteliers are reaping the rewards as both overseas and domestic visitors make the most of all that the country has to offer. Interestingly, London has experienced the highest occupancy for August in 15 years – a sure sign that the UK hotels sector is now in the strongest position for a long time."



## London bounces back

With London's profitability bouncing back with positive year-on-year comparison in August, the UK Provinces go from strength to strength with gross operating profit per available room (GOPPAR) showing a double digit growth, and West Midlands hoteliers recording an 11.1% surge in this metric, according to the latest HotStats.

Simultaneous increases of 8.2% in average room rate (ARR) and of 0.7 percentage points in occupancy for West Midlands hoteliers boosted rooms revenue per available room (RevPAR) by 9.4%. Non-rooms revenues also showed positive movements and total revenue per available room (TRevPAR) grew by 8.2% compared to the same period last year.

Hoteliers also managed to reduce payroll by 0.4 percentage points to 35.2% as well as operating costs to deliver a departmental operating profit per available room (DOPPAR) growth of 8.6%. Despite overheads per available room climbing by 6.5%, GOPPAR shot up by 11.1% representing a gross operating conversion of 23.5% for the month.

Hotels in the seaside destination recorded a strong month of August with TRevPAR and GOPPAR surging by 8.6% and 15.0% respectively, according to the latest HotStats.

A combined growth in occupancy of 4.3 percentage points to 87.3% and in ARR of 6.8% generated a RevPAR uplift of

12.3% for Brighton hoteliers. Despite revenue per available room derived from C&B room hire declining by 15.4%, food and beverage showed positive movements by 1.3% and 1.7% respectively and TRevPAR grew by 8.6%.

Astute operating cost control helped to enhance DOPPAR levels by 10.8%. Despite overheads per available room increasing by 3.9%, payroll dropped by 2.1 percentage points and as a result GOPPAR shot up by 15.0% representing a gross operating conversion of 42.2% for the month.

Southampton hotels also recorded a positive month of August with TRevPAR and GOPPAR rising by 2.0% and 4.9% respectively, according to the latest HotStats.

With both occupancy (+2.9 percentage points to 89.9%) and ARR (+2.9%) increasing, Southampton hotels experienced a RevPAR growth of 6.3%. Mixed performances were recorded in ancillary departments and TRevPAR went up by only 2.0%. Efficient cost control further fuelled this revenue gain with DOPPAR increasing by 1.6%, and with payroll and overheads per available room declining by 0.4 percentage points and 2.2% respectively. As a result, GOPPAR went up by 4.9% representing a gross profit conversion of 30.4% for August.

## The month of August 2014

	Aug'14	Aug'13	Var b/w	
WEST MIDLANDS	69.5	68.8	0.7	▲
ARR	62.87	58.09	8.2%	▲
RevPAR	43.69	39.96	9.4%	▲
TRevPAR	90.36	83.48	8.2%	▲
Payroll %	35.2	35.6	0.4	▲
GOP PAR	21.21	19.09	11.1%	▲

	Aug'14	Aug'13	Var b/w	
BRIGHTON	87.3	83.0	4.3	▲
ARR	95.26	89.17	6.8%	▲
RevPAR	83.17	74.03	12.3%	▲
TRevPAR	110.44	101.65	8.6%	▲
Payroll %	22.9	25.1	2.1	▲
GOP PAR	46.59	40.52	15.0%	▲

	Aug'14	Aug'13	Var b/w	
SOUTHAMPTON	89.9	87.0	2.9	▲
ARR	64.33	62.53	2.9%	▲
RevPAR	57.83	54.41	6.3%	▲
TRevPAR	97.36	95.47	2.0%	▲
Payroll %	31.7	32.0	0.4	▲
GOP PAR	29.59	28.20	4.9%	▲

## The Calendar year to August 2014

	YTD'14	YTD'13	Var b/w	
WEST MIDLANDS	67.5	65.6	1.9	▲
ARR	69.23	66.39	4.3%	▲
RevPAR	46.73	43.52	7.4%	▲
TRevPAR	95.71	90.04	6.3%	▲
Payroll %	33.2	33.0	-0.2	▼
GOP PAR	25.74	24.22	6.3%	▲

	YTD'14	YTD'13	Var b/w	
BRIGHTON	72.6	71.9	0.7	▲
ARR	89.22	83.37	7.0%	▲
RevPAR	64.75	59.91	8.1%	▲
TRevPAR	95.15	90.52	5.1%	▲
Payroll %	25.5	26.9	1.4	▲
GOP PAR	35.17	31.26	12.5%	▲

	YTD'14	YTD'13	Var b/w	
SOUTHAMPTON	79.0	75.4	3.6	▲
ARR	60.96	59.03	3.3%	▲
RevPAR	48.17	44.53	8.2%	▲
TRevPAR	84.66	80.53	5.1%	▲
Payroll %	35.1	35.9	0.8	▲
GOP PAR	20.53	18.96	8.3%	▲

## The twelve months to August 2014

	Rolling'14	Rolling'13	Var b/w	
WEST MIDLANDS	67.6	66.0	1.6	▲
ARR	69.25	66.89	3.5%	▲
RevPAR	46.84	44.14	6.1%	▲
TRevPAR	96.97	92.93	4.3%	▲
Payroll %	32.4	32.1	-0.3	▼
GOP PAR	27.12	26.55	2.1%	▲

	Rolling'14	Rolling'13	Var b/w	
BRIGHTON	70.9	70.1	0.8	▲
ARR	86.96	83.08	4.7%	▲
RevPAR	61.65	58.28	5.8%	▲
TRevPAR	94.12	90.52	4.0%	▲
Payroll %	26.1	28.2	2.1	▲
GOP PAR	33.71	29.69	13.5%	▲

	Rolling'14	Rolling'13	Var b/w	
SOUTHAMPTON	77.4	74.7	2.7	▲
ARR	61.46	59.67	3.0%	▲
RevPAR	47.58	44.58	6.7%	▲
TRevPAR	85.48	82.28	3.9%	▲
Payroll %	35.0	35.1	0.1	▲
GOP PAR	21.21	20.58	3.1%	▲

**Average Room Rate (ARR)** - Is the total bedroom revenue for the period divided by the total bedrooms occupied during the period.

**Room Revpar (RevPAR)** - Is the total bedroom revenue for the period divided by the total available rooms during the period.

**Total Revpar (TRevPAR)** - Is the combined total of all revenues divided by the total available rooms during the period.

**Payroll %** - Is the payroll for all hotels in the sample as a percentage of total revenue.

**GOPPAR** - Is the Total Gross Operating Profit for the period divided by the total available rooms during the period.

**For more information please:**

call +44 (0) 20 7892 2222

email [enquiries@hotstats.com](mailto:enquiries@hotstats.com)

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# Members' Events Forthcoming events

**Oct 21**

## **Measuring what you value and valuing what you measure**

**Location: Central Oxford**

Tracking and monitoring a hotel's environmental impact matters! Boardrooms and banks are increasing their interest in savings and CSR marketability, are you?

HOSPA, in conjunction with the Responsible Hospitality Partnership and arena4finance, are talking sustainability to highlight how tracking and monitoring your environmental impact is changing.

The latest edition of the Uniform System of Accounts for the Lodging Industry (available now from HOSPA) has included environmental impact tracking and monitoring for the first time and it looks set to be a permanent change in accounting. In this edition calculating carbon footprint has not been included, but this could be a taste of things to come.

To learn more, join us in central Oxford, whether you're an accountant or a food & beverage operator, and we'll be on hand to teach you how to make savings through easy tangible techniques, make a positive impact on your bottom line and reverse negative environmental impacts. We'll also show you how to track and monitor your results.

### **In the morning the four hour session is open for finance managers to:**

*Learn to use metrics to good effect to drive savings*

*Utilise payback, return on investment and other methodologies to assess the value of resource efficiency programmes*

*Understand the role of responsible business reporting in broader financial and corporate reports*

The afternoon session lasting, 3.5 hours is primarily open to kitchen brigades and food and beverage teams to ensure they understand where and why food waste arises in your business, how much it is costing you and critically, how to prevent it!

Each session is open to HOSPA members to book at the special rate of £100 (+VAT).

More information?  
Ask for Jo Hansen  
T: 0845 591 3635  
E: jo@rhpltd.net

**Oct 21**

## **Independent Hotel Show 2014**

**Location: Olympia West Hall, London**

Launched in 2012, the Independent Hotel Show has filled an essential gap in the market, connecting the highest quality suppliers with luxury and boutique hotel decisions makers from all over the UK.

Packed full of expert insight and advice, from informative business sessions to trend reports and new product and service showcases, the Independent Hotel Show is designed to be a one-stop business platform for the luxury and boutique hotel industry. The Independent Hotel Show will be returning with

a number of new ideas & concepts in place we look forward to delivering another quality event for the independent, luxury and boutique hotelier.

**Oct 21**

## **Waste Prevention & Sustainability Training**

**Location: Oxford**

We are delighted to provide a one-day training event in partnership with arena4finance and the Responsible Hotel Partnership (RHP) covering 'sustainability for finance managers' during the morning and then moving on to cover 'waste prevention' in the afternoon.

### **Cost**

Single AM or PM session: £195 + VAT per delegate  
Both AM & PM sessions: £312 + VAT per delegate

### **Booking**

To register, or for further information, please contact RHP on 0845 5913 635 or email info@rhpltd.net.

### **Morning**

#### **Sustainability training for finance managers**

Measuring what you value and valuing what you measure. A course to help finance managers get maximum value out of responsible business programmes.

Good measurement systems lie at the base of resource efficiency. Effective metrics are fundamental to trustworthy and transparent reporting. Finance managers are perfectly positioned to ensure hospitality businesses really benefit from the triple bottom line.

Finance managers will:

- Understand the value of responsible business initiatives
- Critically analyse the range of responsible business reporting tools that exist
- Identify the metrics that are appropriate for their business
- Understand how to present those metrics in a way that is useful to different audiences
- Assess the relevance and impact of different reward and penalty systems
- Produce effective and credible Responsible Business Reports.

Session includes a formal presentation element, activities focussed around case studies, interactive discussion and exchange of practices with other participants. Specialist speakers will make presentations/host and facilitate as appropriate.

"Hospitality businesses that maximise savings from responsible business initiatives have the full commitment of their finance team. This course provides financial managers with all the know-how they need to start maximising savings." Debra Adams, HOSPA.

### **Afternoon**

#### **Waste prevention training - making waste work for your business**

One in every six meals produced by UK hospitality establishments ends up in the bin and 75% of food wasted could have been eaten.

All participants leave the programme with an awareness of the role that food waste prevention can play in their organisation and of their role in reducing the cost of waste. Specifically, participants will be able to:

- Identify how and where waste arises
- Assess the true cost of that waste
- Identify steps that have been taken by similar businesses to prevent and reduce food waste
- Make a commitment to specific initiatives that will take in their home and/or work life to prevent and/or reduce waste.

Session includes a formal presentation element, activities focussed around case studies, interactive discussion and exchange of practices with other participants. A hands on element of the course helps participants understand what they can do to prevent waste. All participants make a Pledge on one action they will take to prevent waste at work or home.

**Oct 30**

## **HOSPA Finance Meeting**

**Location: 55 Baker Street, London.**

**Time: 8am -10am.**

Join the finance community at HOSPA for a breakfast seminar run by BDO in the Auditorium at 55 Baker Street. In this comprehensive 90-minute briefing you will hear from experts in financial reporting and tax in the hospitality industry. We will be covering the latest developments in reporting requirements under UK GAAP, including the implementation of FRS 102, and we will review the key tax issues affecting our industry.

To register for this meeting early, please contact Jenny Rose at [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org) / 0203 418 8196.

**Nov 3**

## **What every FD needs to know about zero hours contracts, holiday pay, tribunal penalties and pension auto-enrolment.**

**Location: Penningtons Manches LLP - London Abacus House, London.**

**Time: 6pm start followed by a presentation at 6:30 with drinks afterwards.**

Julian Yew and Rupert Graham-Evans from Penningtons Manches' Travel, Hotels and Leisure team will be sharing their thoughts and experience on the financial impact of the above legal developments on businesses.

To register for this event please contact [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org)/0203 418 8196.

**Nov 3 - Birmingham regional meeting**

**Location: Hotel La Tour. Time: 6pm for a 6:30pm start.**

See Panel for details.

Nov 12 - 14

**Proficiency in Distribution and Digital Marketing**

Location: London.

This workshop uncovers the impact of social media, metasearch and mobile. We introduce the principal social media platforms and how they are being used within the hotel industry, and the impact of mobile on booking behaviour and revenue strategies.

The workshop offers a practical approach to creating a distribution strategy covering the key stages of situation analysis, goal setting, planning and implementing a strategy, how to choose a technology supplier, and measuring and monitoring success.

All elements of the course are then consolidated into work on a one-day case study completed on day three of this workshop series.

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

To discuss your options, or request further information, please email [ally@revenuebydesign.co.uk](mailto:ally@revenuebydesign.co.uk) or call 020 7635 6810.

**Nov 20  
HOSPACE**

HOSPACE is a one-day annual conference and exhibition hosted by HOSPA. HOSPACE 2014 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own

field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

Highlights will be a line-up of top hospitality industry experts for the Leaders Panel, a top-level Finance Panel discussion; a thought-provoking Hospitality IT Debate; and a highly informative Revenue Management Debate. In addition, delegates will be able to benefit from HOSPACE's popular, highly topical programme of hospitality industry specific educational workshops – all led by top specialists in their subjects.

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

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

**Dec 13  
HOSPA Annual Awards Lunch**  
Location: **Marriott, Grosvenor Square, London**

## HOSPA regional meetings

**Nov 3 - Birmingham**  
Location: **Hotel La Tour. Time: 6pm for a 6:30pm start.**

Speaking:

Paul Nisbett - Finance & Commercial Director – of The Hotel Collection - What does a CFO expect of a Hotel Financial Controller?

STR Global - Overall Hotel Industry Update with a special focus on Birmingham. Including latest results for Europe, The UK and its regions - plus market trends and pipelines.

Paul van Meerendonk Global Consulting Manager - iDeaS - The 3 Pricing Rules for 2015, Understand what key elements you need to consider before you lock down your pricing strategies for 2015. Registration is essential. Please contact [jenny.rose@hospa.org](mailto:jenny.rose@hospa.org) to book your place now.

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HOSPA thanks the following companies for being Founding Sponsors of our relaunch as HOSPA as an Association for Finance, Revenue Management and IT Professionals. These companies have enabled the development of the HOSPA brand, new members' website and other facilities.

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## Hospitality Conference & Technology Exhibition

**HOSPA is a Community of Professionals** - Promoting the highest professional standards in financial, Revenue and IT management in the hospitality industry.

The Conference is an industry leading set of speakers and topics relevant for today's Hoteliers.

HOSPACE is also home to an Industry Specialist Technology Solutions Exhibition – covering all aspects of your Hospitality business.

### Conference Highlights:

**Leaders' Panel** – A line up of Hospitality Leaders and Senior Executives looking at and debating the current issues and trends affecting the industry today.

**HOSPA Spotlight Sessions** – two major Panels of industry experts and practitioners examining key topics of the day – including open question time from delegates and Social media channels.

**3 x 7 Educational Half Hour Sessions on separate topics linked to the conference** – chose your own topics and make your own programme!

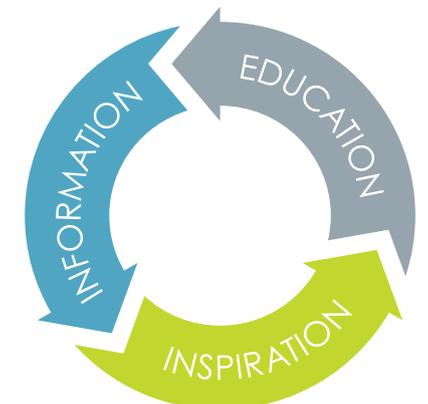
### Who should attend this event?

- 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

And all those interested in keeping up to date on innovations and trends in the hospitality sector and mixing with the experts!

**Early booking strongly recommended!**

 Follow us on Twitter @HOSPAtweets for all the latest news on HOSPACE.



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