

Onwards and upwards - Revenue Management comes of age



Skip the scam - guard against fraud
Apprenticeship levy - a new payroll tax?

Welcome to THE OVERVIEW

Dear members,

All is not well this results season. As BDO report in this issue, the service sector is slowing and in need of a boost. As the Coffey Peach Tracker observes, pubs and restaurants are seeing sales hit.

Yet, as I write this, the sun is shining and one's thoughts turn to how pleasant a chilled drink and maybe a burger on the side would be. In this, the month of bank holidays, a spell of hot weather could be just the fillip the sector needs.

But on the off-chance the weather doesn't co-operate, the industry is taking action for itself. Whitbread, which acts as a bellwether for the UK hospitality market, saw Alison Brittain, its CEO of five months, seek to reassure investors that the company was sticking to 2020 targets of c.85,000 Premier Inn UK rooms and c.£2.5 billion of systems sales for Costa.

To do this, she said, it was prepared to deploy its balance sheet - in Germany by potentially buying a small chain of hotels fit for rebranding and in the restaurant business, with the purchase of a 49% stake in spiffy food chain Pure. Brittain said that she saw "considerable opportunities to grow the brand and by taking a stake in Pure we fast become part of a business that specialises in the exciting growth market for natural, healthy takeaway food and drink".

The company has also sought to innovate through Hub, its smaller counterpart to Premier Inn, which has a technology focus and, handily, can be slotted into smaller sites - vital for expansion in expensive locations such as London.

While Whitbread has more firepower than many in the sector it has realised that it must remain nimble to stay ahead. Those who wish to take a share of the faltering consumer purse, take note.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

→ In May's issue...

- 2. Introduction
- 3. CEO's column
- 4. Staff retention
- 6. The power of social
- 8. Avenue 9 at Gleneagles
- 9. Leading learner
- 10. Brexit
- 11. Apprenticeship levy
- 13. Skip the scam
- 15. Revenue management
- 16. Jamjou
- 18. Service sector slows
- 19. Pubs and restaurants stumble
- 20. East Midlands bubble bursts
- 22. Events

HOSPA

Hospitality Finance, Revenue and IT Professionals

CEO

Jane Pendlebury
jane.pendlebury@hospa.org

Editor

Katherine Doggrell
+44 (0) 7985 401 831
katherine.doggrell@hospa.org

Editorial Board

Paul Nisbett
Chairman - Finance & Accounting Committee

Bryan Steele
Chairman - Information Technology Committee

Michael Heyward
Chairman - Revenue Management Committee

Alec Jones
Taxation Committee

Membership & Events

Robert Maloney
Membership Officer
rob.maloney@hospa.org

Jenny Rose
jenny.rose@hospa.org

Tel: 0203 418 8196

Professional Development

Debra Adams
Head of Professional Development
debra.adams@hospa.org

Jane Scott
Programmes Coordinator
jane.scott@hospa.org

Tel: 01202 889 430

Publisher

Hospitality Professionals Association

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

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

Sponsor of The Overview



Guestline
Delivering revenue through technology

www.guestline.com • sales@guestline.com • +44(0) 1743 282300

Getting acquainted



My first full month as CEO has been both exciting and busy, thank you for all the kind letters, emails and phone calls I have received. I have attended a number of HOSPA events this month and been lucky enough to meet many of our members and sponsors. It's a great pleasure to see so many of you that I already know and to put faces to names for others. Please keep the introductions coming!

The HOSPA membership is growing. I am delighted to say that we are introducing a membership referral scheme to help increase the number of hospitality individuals benefitting from HOSPA's Professional Development, The Overview and the wealth of information available through our website, e-news and member meetings.

The plans for HOSPACE 2016 on November 10th are coming together and the booking and exhibitor forms are now available on the website www.hospace.org. There is an early bird rate for delegates working directly within the hospitality industry - so please take advantage of that and get your place reserved. This year we are once again located in the venue that has always worked so well for us - The Sofitel at London Heathrow's Terminal 5. The full conference programme is developing well, with some inspiring industry leaders. We are delighted to welcome Peter Hancock from Pride of Britain Hotels onto the HOSPA team to be our host for the day.

You may remember that we conduct a delegate and exhibitor survey each year following HOSPACE. We have taken all the recommendations into consideration for 2016, listened to much feedback and taken advice from a range of previous delegates, sponsors and exhibitors. Whilst maintaining all the traditions, we are planning a fresh approach to enhance an already very successful conference. The format will be broadly similar to previous HOSPACES but one big difference this year is that we will be incorporating the Professional Of The Year awards into the gala dinner. Please be sure to look out for the nomination forms to recognise the top performing Finance, Technology and Revenue Management professionals in our industry.

You should have recently received an invitation to enter a team into the annual HOSPA quiz nights. The events will be in the Judge's Courtroom at Browns in St Martin's Lane, London and

The Collage Bar at the Radisson Blu in Glasgow - both used to great success last year. Please book your teams in soon - these social occasions are always a sell-out.

Our partnership with the Hotel Marketing Association strengthens day by day and we are delighted to have such a close relationship with the team from the HMA. We had a fabulous joint meeting with HOSPA's Revenue Management community on Digital Media at The Strand Palace. Avvio were kind enough to sponsor the bar, so the delegates and speakers were able to enjoy a drink whilst networking. Next month I will report back on the National Hotel Marketing Conference which I have been invited to as a guest of The Tourism Business and The HMA.

We also had presentations on fraud, courtesy of HOSPA's IT and Finance communities. Feedback suggests that most delegates went home with more worries than they started the evening with, but armed with some new skills to protect their businesses. It is important to know and understand potential threats to a business, rather than burying heads in the sand! Sponsored by both Oracle and Trustwave, the delegates were treated to a generous spread at The Royal Automobile Club.

In conjunction with Barclaycard who kindly hosted a plentiful and tasty breakfast at their Head Office in Canary Wharf, an impressive selection of senior finance managers gained valuable insight into chargebacks and (once again) fraud - more can be seen on this on page 9.

If you have read this far - thank you! If you have borrowed a copy of The Overview and are not already a member, then please get in touch and we will send you information on all the benefits and the fees.



Jillian Malone
Director, FM Recruitment

10 ways to improve staff retention

It's no secret that Hospitality is a high staff turnover industry. But that doesn't mean that retention shouldn't be a focus. According to STR, payroll makes up more than 30% of hotel expenditure in the US and staff turnover can often be as high as 31%¹. Putting measures in place to retain valuable staff will help extend their contribution to your business for as long as possible, which has obvious economic benefits.

Even if in your location and market there is a consistent supply of candidates for lower level roles, turnover and hiring can become expensive. A report by Deloitte² has shown that 52% of the cost of replacing staff is productivity loss and 14% is orientation and training. So whether you want to hold on to the vital waiting staff that are keeping your restaurant running, or that superb Development Manager who is taking your business forward, here are some staff retention tips that can differentiate you as an employer and keep staff engaged, happy and loyal to your business.

Careful recruitment

When it comes to recruitment processes, efficiency and speed may often take priority. But it is worth taking the time to find people who are the right fit for your company. Make sure candidates have the right attitude to align with your business ethos and corporate culture. Allow existing staff members

to meet potential recruits, to see whether their personalities will align. A little extra care here will encourage good working relationships and a positive, productive atmosphere.

Mentoring

The classic way to gauge a candidate's motivation and ambition is to ask in an interview; 'where do you see yourself in five years?', 'how would you like to see your career progress?' Don't forget these answers once the contract is signed. Discuss possible avenues for development and revisit the question on a regular basis. Ask your recruits what you can do for them to help their personal development, and then perhaps introduce them to a colleague who has forged a similar path. Show your pride in the industry and its traditions by helping employees learn and

¹www.hotelnewsnow.com/Articles/32954/Retention-succession-top-labor-concerns
²www2.deloitte.com/ie/en/pages/consumer-business/articles/hospitality-2015.html

climb the hospitality ladder. Develop a leadership programme to facilitate this.

Career progression

Wouldn't it be a fantastic if you could have one big recruitment drive, fill every role in your team and then relax? Unfortunately, staying in the same role for too long does not make a successful career. The better and more ambitious your staff - the type you want to keep! - the more likely it is for them to set their sights on a promotion elsewhere. Be sure you get to them first by offering great opportunities for career progression when new roles arise within the business.

Celebration of success

Help staff engage with your brand by keeping them involved in the conversations about your business. Some big names in the industry have already recognised the power of this. Hilton calls their employees the 'Heart of Hilton' and Interstate has a 'I am Interstate' programme that put staff at the centre of the business. Show your people that you recognise and appreciate their contributions. Celebrating good work across your business will give high performing employees a boost and give others something to replicate.

Transparency

It is a leader's responsibility and privilege to make the tough decisions for a business. But implementing these without explanation could have a negative impact on morale. Workers will respond better to being treated as part of a team than being dictated to. Be open and honest. If you have to cut the budget for something, help your staff to understand the reasons why. Then they will be in a better position to work with you in a positive way.

Remuneration

In all honesty, sometimes it comes down to the money. A competitive salary is a top tactic for securing the best talent in the industry. Dissatisfaction with earnings will drive staff to seek out better remuneration elsewhere, particularly for those who are planning life changes. Be aware, as far as possible, of what others in the industry are paying and go a little higher. Consider cost of living and think about how much the people on your team need to earn to be comfortable. Staff will appreciate being given a reasonable wage based on these factors rather than one that is based purely on profit margins.

'Perks'

A good benefits package can keep employees sweet, but put that aside for a second and think about how many people you are responsible for. In our increasingly stressful, noisy and demanding world, there has been pan-industry shift towards Corporate Wellness. Improving the quality of our staffs' lives can be achieved in many ways - from the more traditional offering of good holidays, sick pay, and childcare, to the more progressive offering of wellness training, games rooms, yoga classes, massages or even the opportunity to take a nap. While the more conservatively minded may consider some of these as distractions from work, these activities can easily be accessed within normal break times. It is also worth considering that a healthy happy person will be far more engaged and productive. GCC Insights suggest that 57.5 days per employee per year are lost to 'presenteeism'³, where employees are not performing at full capacity.

Hilton set the bar

Hilton is in the top 100 companies to work for in the US. 90% of Hilton US employees say their workplace is "great". One reason for this impressive figure could be Hilton's approach to equal opportunities. Hilton US has 51% female employees and a Women's Mentoring Program. Other reasons to be enthusiastic about Hilton include the two week paid leave for new dads, job sharing, fitness centre and subsidised lunches.

Variety

Our industry is all about allowing travellers to feel welcomed wherever they go, encouraging new experiences, and enabling opportunities. Why not extend this attitude as an unbeatable perk for your staff? Hospitality employers are often in the fantastic position of having multiple properties or offices in diverse and exciting locations. So where a potential employee is suitable for a role in more than one of these places, why not allow them the choice of location? You can also encourage staff to continue their journey with you longer by allowing them to easily transfer between properties when appropriate.

Flexible working opportunities

Hospitality businesses, by their nature, have great scope for flexible working hours. Today's worker wants a balanced fulfilling life without work commitments restricting their plans excessively. Creating a system where staff can adjust their day to accommodate doctor's appointments, trips to the bank, or receiving deliveries will immediately remove the stresses that arise from rigid 9-5 working. Offering flexibility and good holidays will let workers take time for the things in their lives that matter to them, be it travelling, hobbies or family.

The right tools

In 2016, people are used to having great technology in their homes and in their hands. Frustrations will quickly rise when technology essential for working is not up to par. Don't hinder your workers' productivity. If new technology can give you a better way to work, use it. In fact, allowing workers to bring in their own tech - that they are comfortable and familiar with - could reduce the need for training and be a win-win for everyone.

There is no silver bullet to retaining your staff, but having each of these measures on your radar will certainly help. While recruitment is important (we would say that, wouldn't we?), retention of experienced and loyal staff is one of the key measures which will keep your organisation healthy.

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

³ehstoday.com/safety-leadership/presenteeism-costs-business-10-times-more-absenteeism

Online tourist photos present our ideal selves



Tourists deciding what photographs to take and share with others are engaging in impression management involving the presentation of an “ideal self”, according to Dr Iris Lo, a Ph.D. graduate of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University who was supervised by Professor Bob McKercher of the SHTM.

In a recently published study, the researchers highlight the role of social media in changing the nature of travel, as tourists increasingly post their photos online to be viewed and commented on by broad audiences. They find that through the photo selection process, tourists become engaged in a constant comparison and re-evaluation of their performance and find themselves in a “constant dilemma of who to satisfy”.

According to the researchers, tourism involves a search for the “extraordinary” as a means of escaping from mundane everyday life. Tourists have always used photography as a means to record where they have been, but importantly also to present themselves to others in a particular way.

While taking photos is intrinsically linked with tourism, the nature

of tourist photography has changed since the democratisation of the Internet has made it possible for anyone to upload their personal photos to social media sites. The researchers note that more than 500 million photos a day are uploaded onto social media, and this figure continues to increase.

Impression management

As the rise of social media blurs the boundary between tourism and everyday life, the researchers suggest that tourist photography is becoming more about creating social ties than simply recording memories. Tourists have “present, future and imagined audiences” in mind when taking photos. As a result, the process of choosing what photo to take, how to pose the subject and which images to upload has much to do with the presentation

of an “ideal self” for these audiences. Social networking sites allow people to “create and manage impressions” and tourism is an ideal way of creating, enhancing or experimenting with self-identities. Posting photos on such sites can thus be viewed as a form of “impression management”.

To explore the “role of impression management in the production of online tourist photography”, the researchers conducted an in-depth analysis of the travel and photography practices of 13 tourists. The eight women and five men were residents of Hong Kong aged between 18 and 35, and all of them had travelled outside Hong Kong in the past two years and had posted travel photos on social media sites.

The study began with the collection of the tourists’ travel photos, comments from viewers and background information from social networking sites such as Facebook. Then in-depth interviews were conducted as tourists were led through their entire travel related online postings. They were encouraged to talk about their travel experiences and recall their memories while viewing their photos.

The researchers found that posting photos on social media sites involves a five-stage process, starting with the decision to take a camera on a trip through to self-reflection after posting photos online. Using a movie-making metaphor, they labelled these stages Pre-production, On-site production, Post-production - the cutting room floor, Post-production - editor’s cut and distribution and Critique and reception - post posting dissonance.

During the pre-production stage, the decision to take a camera on a trip seems to be motivated by the desire to take photos as an “aide memoire” that allows the tourist to re-experience the trip and prolong the enjoyment once back home. A second motivation is the desire to share the experience with others, which the researchers refer to as “relationship maintenance”.

Although the interviewed tourists did not specifically mention impression management at this stage, this “emerged during the interview process”. One of the tourists, for instance, mentioned that he did not take a camera on some trips with his friends because posting photos of them in some situations might be “too risky” and would “damage their self-image”.

The on-site production stage involves deciding what photos to take, how much time and effort to spend searching for the best images or framing shots and so on. The researchers show that while this process is infused with much meaning, tourists are often unaware of that meaning until questioned after the fact. They are more likely to state initially that they take photos to capture something extraordinary as evidence of having been to “a special place”. Alternately, they may not take a picture of an extraordinary experience, either because stopping to do so would mean no longer being “in the moment” or because it was so exciting that the tourists forgot or had no time to take a picture.

It became clear that impression management was quite evident at this stage, even if not overtly noticed, as the tourists emphasised that they wanted to take pictures that presented a “positive image”, either of themselves or the places they visited, and sometimes avoided taking pictures if they were wearing the wrong clothes or thought the photo would give the wrong impression.

Impression management becomes the most important concern at the post-production stage, when photos are selected because they present an acceptable version of reality to be viewed not only by oneself in the future, but also by an online audience. This process involves the first step of “culling” unflattering or blurry images, either immediately or after reviewing them back at home.

The next step involved selecting which pictures to upload. Here the desire to present an idealised self-image emerged as tourists were concerned about how the audience would react to their images. One of the tourists “manipulated his photographs” using photo software to “enhance his image as an expert photographer”. Others posted different photos on different sites to suit their respective audiences, such as by excluding more personal photos from public sites and only posting pictures that presented them as explorers.

The selection process continues once the photos have been uploaded and the audience has had a chance to respond, the researchers write. The tourists said they would remove photos that did not “gain the response desired” or that were “later interpreted as reflecting an undesired self image”. Feedback from others can also alter future behaviour - one of the tourists remarked that she would rethink how to “balance the needs of the adults and the child” in light of criticism from her audience, while others received positive feedback that motivated them to improve their photographic skills. Several seemed to alter their sharing strategies when they realised that posting too many photos actually attracted less audience attention.

Image selection thus seems to be what the researchers call a “circular learning process” through which travellers’ decisions about where to visit, what to photograph and what to share are adjusted in response to their own evaluations and those of their audiences.

The researchers conclude that the development of digital photography and communication technology has transformed the relationship between traveller and audience; even while travelling, tourists are aware of a potentially wide audience for their photographs and want to present themselves in the best light possible. Although the obligation to take photos can become something of a burden, the process of selecting photos, comparing one’s performance with others and interpreting the audience’s reaction can also shape one’s “sense of the extraordinary” and represent an opportunity to enhance one’s “ideal self”.

This feature was reproduced with the kind permission of eHotelier



Avenue9 on par in driving Gleneagles IT Director Service



The 5-star, 232-bedroom Gleneagles Hotel, Spa and Golf Resort in Perthshire engages Avenue9 Solutions to deliver IT leadership and strategy.

Challenges

Following the sale of Gleneagles by Diageo to Ennismore in 2015, the luxury resort needed to fill an IT leadership role to help drive technology change in the new operating environment.

Overall strategy and direction was required to ensure Gleneagles delivers peak performance across its systems to an increasingly IT-savvy clientele.

Additionally, following the transition from Diageo, a range of projects needed to be launched or restarted, while maintaining the normal support activities required in a world-class hotel and resort.

Solution

Gleneagles turned to Avenue9, whose consultants were very familiar with the team and the hotel's operations. Avenue9 had been working with Gleneagles in a consulting capacity to map IT processes and assist the team with product evaluation for a number of key IT operational systems, including Property Management (PMS) and Electronic Point of Sale (EPoS).

Avenue9 provided an experienced senior hospitality consultant to work onsite with the Gleneagles teams to progress the business after the change in ownership. Using systems audits and in discussions with senior team members, Avenue9 identified and executed a short-term plan (100 days) to resolve outstanding issues across all areas of the business. Further audits on networks and systems have identified options for virtualising the existing server hardware and eliminating seven servers.

Avenue9 is introducing new monitoring and analysis tools to proactively monitor the performance of the network across the wider Gleneagles estate.

Benefits

- Suppliers of IT products and services are being actively managed. Account and service reviews are being carried out to progressively increase Service Level Agreement (SLA) performance to delivering a minimum 98% resolution level for all IT activities.
- A full disaster recovery service has been implemented to protect the vital IT assets of the business and to provide a robust back-up and recovery solution. In case of a catastrophic event, a limited service can be achieved within 15 minutes and a full recovery achieved within one hour.
- Creating a virtualised server environment is expected to reduce power requirements by up to 50%, while maintaining an optimal performance to the users' desktops.

About The Gleneagles Hotel

The historic Gleneagles Hotel, Spa and Golf Resort – member of Leading Hotels of the World™ - is a world-famous 5-star luxury hotel and golf resort in Scotland, with an award-winning Spa and equestrian centre. Gleneagles Hotel was the host of the 2014 Ryder Cup and has been selected as the venue for the 2019 Solheim Cup. Gleneagles is also the venue of Scotland's only 2 Michelin star restaurant, named after its celebrated chef Andrew Fairlie.

The Gleneagles Hotel is owned by Ennismore, London-based owner and developer of 'unique hospitality properties' - currently crafting the global expansion of The Hoxton Shoreditch, with the additions of The Hoxton Holborn in the capital and The Hoxton Amsterdam. Further Hoxton properties are due to open in Paris and New York.



Leading learners - this month: Nina Fleischle

Each year we recognise our highest achieving learners – those on the Finance and Revenue Management Programmes who score the highest combined course work and examination results.

This month we meet Nina Fleischle who achieved the highest results on Stage 3, Strategic Management Accounting.

Studying through flexible, distance-learning is a big commitment, and almost all of our learners are working in full-time positions and are often juggling competing priorities with family and work, which is challenging enough, so this makes the results achieved by our outstanding learners, even more remarkable.

This month we meet Nina Fleischle who achieved the highest grade in Financial Management - Strategic Management Stage, which she completed in March 2015. Nina has now completed all elements of the programme and has been awarded Associate (Cert FM) membership of HOSPA.

During this Stage of the course, Nina learned about strategy in business – planning, forecasting, financing as well as measuring performance, benchmarking and working capital control. Nina started her career in Hospitality Finance after having studied Hotel & Tourism Management at the IMI University Centre in Switzerland.

Her first position was as a Finance Futura Management Trainee with Starwood (at the Le Méridien Parkhotel in Frankfurt, Germany) which, she says, is a great programme to pave your way for a career in Finance. After that she worked as the Assistant Director of Finance for the Sheraton Complex in Zürich. Nina embarked on the HOSPA Financial Management programme as part of the Finance Futura training with Starwood.

Nina has decided to leave hospitality for the time being and to further pursue her career in the field of Controlling rather than Accounting. She says "It's a great challenge at the moment and I am learning so many new things every day."

We are now taking enrolments for the three levels of the Revenue Management and Financial Management programmes starting in September 2016. Each programme is studied in three Stages - Introductory, Operational and Strategic Stages and cost £780 + VAT each. To learn more about which level is right for you or to enrol visit www.hospa.org/en/education or email education@hospa.org

Service sector hit by Brexit



Next month's vote is making its presence felt in the service sector, according to the latest PMI survey data from Markit and CIPS. The rate of expansion slowed for the third time in the past five months, to the weakest since February 2013.

Although new business growth picked up slightly, it remained relatively subdued and business optimism was the joint-weakest in over three years.

The survey said that firms commented on prevailing economic uncertainty, partly linked to the forthcoming referendum on EU membership. The latest survey data also signalled the strongest upward pressure on input prices since January 2014, linked to the introduction of the national living wage. The services PMI was down to 52.3 from 53.7 in March.

Chris Williamson, chief economist, Markit, said: "Some of the slowdown may be attributable to the early timing of Easter, though April also saw an increase in the number of companies reporting that uncertainty about the EU referendum caused customers to hold back on purchases, exacerbating already-

weak demand linked to global growth jitters and ongoing government spending cuts."

David Noble, chief executive at the Chartered Institute of Procurement & Supply, which helps to produce the services PMI, cited the Brexit referendum as a possible factor at play. He said of the March services PMI: "The sector appeared to have pressed 'pause' on significant progress during March, with the level of new business rising at its slowest pace since January 2013. Though the index was still in positive territory, the impact of increased competition, uncertainty over Brexit and new buy-to-let and stamp duty rules possibly cooling the housing market showed that there was less appetite for a more robust response in activity."

The breath-holding will continue into June. To comment on this, please follow our Twitter feed or go to our LinkedIn page.

Apprenticeship Levy - a new payroll tax to fund learning?



With your remit to protect and improve the bottom line for your organisations, you will no doubt be aware of the introduction of the Apprenticeship Levy from April 2017.

Jill Whittaker FCA, Managing Director of HIT Training, states the case for immediate action.

The Chancellor has announced that apprenticeships will be funded through a compulsory levy from next April and HIT Training - leading provider of apprenticeship training across the hospitality sector - has already laid a lot of the groundwork to prepare employers for this event. Any company that has an annual pay bill of more than £3m will be affected.

“The Government’s definition of pay bill goes further than simply the company payroll and includes all earnings subject to Class 1 secondary NIC.

“The levy is a payroll tax on UK employers that has been set at 0.5% of your pay bill and will be paid monthly through PAYE. Each month that your pay bill exceeds £250,000 (annualised £3m), the levy will need to be deducted. This may mean that even for a relatively small company with a pay bill of £5m, the accumulated fund could exceed £10,000 per year.

“To add value to the fund, the Government will apply an additional monthly 10% top-up. And if your total pay bill is eventually below the £3m threshold, any levy deductions will be reimbursed. The levy is an allowable expense against corporation tax.

“Levy payments can be used to fund apprenticeships across your organisation, not just for new entrants. A staff progression programme that promotes employees into more senior positions can be framed around a management apprenticeship, or a higher or degree apprenticeship.

“Levy funds can only be used for apprenticeship training and assessment with an approved training provider and assessment organisation, so it is important that you engage with an industry

specialist without delay. Planning a company-wide strategy now to maximise the value of your fund is essential.

“Furthermore, there is additional urgency to make use of currently available apprenticeship funding. Until April 2017 you can still utilise fully-funded and part-funded apprenticeship frameworks under exiting arrangements. This option is particularly interesting for companies that have a pay bill either below or just above £3m, as this relatively unlimited funding will disappear from April 2017 to be replaced by the levy or employer cash payments.

“As a further incentive to companies who choose to employ apprentices under the age of 25, from April 2016 employer’s Class 1 NIC will no longer need to be paid on earnings up to the UEL. This could mean a saving to your company of between 10.4% and 13.4% on earnings above £8,000 for each apprentice that your company employs. This is equivalent to an employer’s NIC saving of £1,380 for a full-time member of staff on £18,000 per year.

“Whilst initially seen as a burden to business, the apprenticeship levy will bring with it many benefits to both small and large companies, not least as an incentive to utilise a ready-made learning fund to provide skills development at all levels. Used wisely, your fund will become a cornerstone of your staff retention and management development programme, creating financial efficiencies, improving performance and ultimately driving profits. But you must act now to make the most of the transition.”

For more information on HIT Training, visit: www.hittraining.co.uk/apprenticeship-levy

SIMPLIFYING THE MOVE TO CLOUD COMMUNICATIONS!

EXCLUSIVE
OFFER

AudioCodes is delighted to be a HOSPA sponsor!

With over twenty years' experience, AudioCodes' products and solutions help service providers and enterprises around the world migrate to IP-based communications.

In the world of hospitality, AudioCodes' solutions are deployed globally to enable hotels to enter the world of IP and cloud-based communications simply and cost-effectively. AudioCodes recently introduced the MediaPack 1288 (www.audiocodes.com/products/mediapack-1288), a high-density analogue VoIP gateway solution that eases migration to an All-IP infrastructure while protecting investment in legacy room phones.



EARLY ADOPTER PROGRAMME

We invite HOSPA members to sign up for our early adopter programme (<http://info.audiocodes.com/mediapack-1288-early-adopter-program>) to discover the benefits our high density MediaPack 1288 analogue media gateway and other hospitality solutions.

www.audiocodes.com/solutions/one-voice-for-hospitality



HOSPA on Social Media



400+
Likes

/HOSPAUK



17,000
Followers

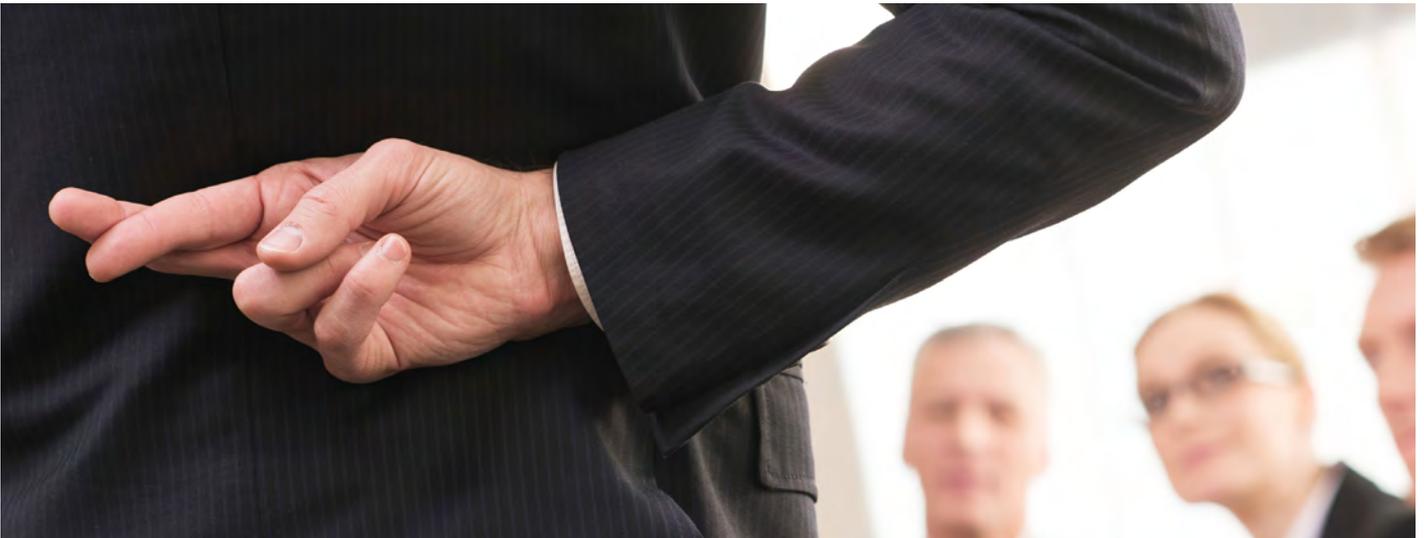
@HOSPAtweets



5,300+
Connections

HOSPA - Hospitality
Professionals Association

Skip the scam



In a follow-up to a follow-up to the recent HOSPA joint committees fraud meeting, Moore Stephens' John Baker looks at reducing the risk of fraud in hotels

The vast majority of people are honest, however there is a small minority which can potentially leave your finances and reputation in shreds.

All sectors face the risk of fraud, bribery and corruption, however with challenges such as high turnover of staff, cash-heavy transactions and the 'customer is always right' ethos, it leaves the hotel industry particularly vulnerable. Fraud is a form of dishonesty, involving either making a false representation, failing to disclose information or an abuse of position, undertaken in order to make a gain or cause loss to another; bribery is the giving, offering, or promising of something (not always cash) in order to make someone carry out their duties improperly.

Losses (combined detected and undetected) are estimated at between 3% and 8% of turnover; in addition, reputations are at stake. The variety and varying scale of the risks makes detection and investigation difficult, therefore the old adage 'prevention is better than cure' applies here more than ever; it is estimated that one pound spent on prevention can save you seven in the long run in terms of losses and costs of investigation. It is therefore essential to ensure you create and embed a strong anti-fraud/bribery/corruption response to deter, prevent, detect and investigate.

Often, the focus on prevention and detection is targeted at the threats presented by guests through stolen credit cards and theft; unfortunately, many of the risks lie closer to home with staff, contractors and suppliers.

Why it happens

The main components (pressure, opportunity and rationalisation) of the traditional 'Fraud Triangle' as designed by Donald Cressey¹ still stand. Pressures (personal or organisational) drive fraud, as can job dissatisfaction, a poor

¹ Donald R. Cressey, *Other People's Money* (Montclair: Patterson Smith, 1973) p. 30.

tone from the top and because the reward often outweighs the risk. The landscape is being complicated by other factors such as challenge, malice and capability as the world of cyber evolves. Increasingly, attacks are being made to disrupt and gain hacking 'bragging rights', therefore the focus has to be on not just financial data, but all angles. One area under increasing attack is loyalty schemes: 92% of UK adults belong to one or more loyalty schemes (worth around £5.7bn) and it is easy to convert these into cash yet, all too often, these are overlooked from a security point of view.

Risks

The variety of risks is a challenge and we have seen frauds ranging from a ferry operator losing £4m as a result of the poor operation of their bars and restaurants, through to leavers not being removed from the payroll (resulting in a £42,000 loss at a leisure centre), plus the usual suspects of point-of-sale voids, refunds, etc. Another common threat is the bank mandate fraud, a scam whereby a fraudster rings the hotel pretending to be a supplier and changes the bank account details. Sounds too easy? Latest figures show \$21bn worldwide was lost last year across the globe, with many attacks having succeeded in the UK.

Staff risks

The following are a few examples of the types of activity by staff that should be regarded as fraud/bribery:

- using false identity documents to secure employment;
- lying on or inflating a cv/credentials/application forms;
- over-claiming of hours worked and/or expenses;
- staff 'turning a blind eye', or abusing their position for some kind of advantage;
- theft/misuse of assets, including cash, data, stock and vehicles;
- manipulation or misreporting of financial information;
- staff working for another employer whilst claiming to be sick;
- failing to report a Conflict of Interest.

Contractors and supplier risks

Suppliers and contractors might:

- over-charge/under-provide for services;
- inflate their credentials/capacity in order to win work;
- fail to report a conflict of interest;
- misuse assets;
- operate in a cartel to fix-prices.

Each of the above risks should have proportionate controls that are operated to the depth and frequency necessary to provide assurance.

Controls

Controls should be both preventative and detective and include:

- segregation of duties;
- supporting documentation;
- proper authorisation;
- physical control over assets;
- reconciliations;
- analysing variances, outliers, anomalies, etc;
- inventories/ stock checks;
- data-matching;
- audits;
- whistleblowing and complaints.

Ask yourself:

- When did you last undertake a fraud and/or bribery risk assessment (strategic and/or operational)?

- Do you have the expertise to respond to and undertake investigations (criminal, civil, disciplinary, regulatory), or do you require training or external support?
- Is your counter-fraud/bribery strategy properly designed, up-to-date, and working? And how often are your key policies and controls evaluated for relevance and effectiveness?
- Would your staff know what to look for and how to respond to suspicions of fraud, and how effective are your whistleblowing arrangements?
- Have you undergone (or are planning) any major changes in personnel, structures and/or systems? If so, have the fraud risks/controls been re-visited/considered?
- What is your anti-fraud/bribery culture and what is the quality of the fraud awareness training (if it is) provided to your staff?
- How effective are your pre-employment vetting and due diligence processes?
- Is your IT security and capability fit for purpose?



If you would like any assistance in reducing your risk to fraud/bribery, please contact:

John Baker, Director - Anti-Fraud, Bribery and Corruption at Moore Stephens LLP on 0788 465 4700 or email john.baker@moorestephens.com



xn protel 
www.xnprotel.com

**PMS
EPOS
CRS
Mobile**

**Guest apps
Web
Spa/Golf
BI**

Tel: +44 (0)333 006 6271
sales@xnprotel.com

ROCCO FORTE
HOTELS



A Member of CapitaLand



**Happy Guests
Powered by Xn**

Onwards and upwards, interview with Warren Mandelbaum



This month's Overview sees the start of a new column celebrating those HOSPA members rising up the ranks in the hospitality sector. This month, we talk to Warren Mandelbaum, who has joined IDEaS Revenue Solutions as Sales Director UK & Ireland.

Previous career: IHG, GLH Hotels, Premier Inn, Hilton Worldwide, Jurys Inn and Lanyon

Societies: Past HOSPA RM Chair and Board Member, Director RM & Pricing International, EyeforTravel Moderator

Who are you?

"My career has always involved me working in revenue management in some form or another both in hotels and as a hotel supplier, so I have extensive knowledge of revenue management and a great network within the hotel community."

What's new?

"I'd say that the key areas evolving within the RM space are system innovation taking into account total revenue management, new and advanced technology and accredited educational courses."

Why IDEaS?

"IDEaS has been around for a very long time and has a proven methodology for increasing revenues and profits within hospitality. (IDEaS was bought by SAS, a leading global

analytics company and recently Micros Fidelio were acquired by Oracle - a growing trend in this sector.) "It's a great benefit for IDEaS to be part of SAS, they are able to tap into all the analytics that SAS offers and that's filtered into our products, by adding even greater capabilities to our systems."

So why Analytics?

"Analytics is not just about detailed reporting and dashboards, although they remain an important barometer. It instead provides the ability to revenue manage much more accurately leading to reduced costs and increased revenues. Even more revenue scenarios are now factored into our algorithms which take into account not only past and future performance, events and trends but also competitive data, function space and reputation analyses. Together these components provide a far more accurate forecast allowing for optimal pricing."

Has RM evolved from sitting under Marketing?

"We've seen great success when the revenue management team is at the executive level allowing for greater collaboration between RM, sales and marketing etc. working together at the same level to get the best results. The days of mistrust and dysfunction between sales and marketing and RM are over and if not should be! Revenue Management can bring the science to both tactical and strategic decision making helping to produce effective and targeted marketing initiatives."

And the future...?

"We're now seeing industry leaders and innovators with revenue management backgrounds at executive level, moving into commercial director roles, RM is now firmly established and no longer taken for granted".

OFT Investigation into Rate Parity

"The fact there is no longer an ongoing OFT investigation into rate parity doesn't mean that hotels have now thrown rate parity out the window. This is because any changes affect your rankings and it's not easy to claw your way back up once you have lost your status. If you are breaking rate parity, there is no incentive for the likes of Booking.com and Expedia to bias your sort ranking again. As a revenue manager am I going to upset some of my main channels feeding me bookings? I'm going to think twice about that! What we have seen is a greater tendency for hotels to drive bookings direct to their own websites instead, via local marketing initiatives."

How do they do this?

"It's also about added value, so while a hotel may not break price, they may instead offer a room upgrade, an F&B discount, or the ability to earn loyalty points only when booking direct as an incentive rather than booking via a third party. Usually a simple email address and opt-in to marketing makes it well worth-while for their repeat business"

What can we do in the future?

"It's a start, to be able to have a guest stay via a loyalty programme, but ultimately the booker is after the best price available and right now, the pricing is pretty standard across any channel where they care to book - from direct and meta-search sites to OTAs. Hotels must always be thinking about new initiatives and teams should constantly be challenged to source innovative ways to attract and retain their guests especially to ensure they are the first point of contact in the first place."

If you or a colleague would like to be featured in the next issue, please get in touch.



Jamjou for Jurys

Award-winning Jamjou launches innovative game-based training software in 36 Jurys Inn hotels across UK & Ireland to boost upselling and customer service, drive productivity, and help reduce staff turnover.

An innovative game-based training software - using gaming mechanics that bring real-life scenarios to hotel staff training - has been produced and designed by Jamjou to drive up staff motivation, customer service and sales through employee engagement.

Following a successful pilot project, Jamjou's new software has been rolled out in 36 Jurys Inn hotels across Ireland and the UK, enabling staff to be trained and engaged through their PC or any mobile device.

The pilot tested Jamjou's training application with 60 staff at four Jurys Inn hotel sites in the UK and Ireland. It resulted in an increase in revenue, a reduction in customer complaints and a decrease in staff turnover at piloted sites. With clear benefits arising from the trial, Jurys Inn hotel group is now set to

implement Jamjou's software as part of its 'Be The Best' training in 36 hotels across Ireland and the UK.

Commenting on Jamjou's training software, Jurys Inn Hotel Group's Group Learning and Development Manager, Edward Gallier, said: "As part of our strategy to increase guest satisfaction and meet our vision to 'Exceed Expectations', we have been exploring leading approaches for our employee learning. The Jamjou product had to be one of the approaches we included, because of the high level of engagement we experienced from employees and multiple returns to our business - in terms of revenue increase, reduction in customer complaints, and a reduction in staff turnover on those sites that used Jamjou. The learning can be seen back in the workplace and this creative and competitive approach really got our teams talking."

Training is delivered through real-life work-scenario games, specially developed for customer-facing staff in hospitality, retail, and service industries. "The training application has been designed to be entertaining, easy-to-use and highly engaging, where management have real time access to employee skills assessment," said Jamjou Founder Jo Brennan. "Our cloud-based training software can be used on its own or to complement existing training programmes, with no additional installation costs.

"We have had a phenomenal time since Jamjou was established in 2014 - already working with contact centres, leading hospitality businesses and now Jurys Inn Hotel Group. Our clients recognise the advantages of training their teams with relevant, fun and interactive applications. The results are clearly demonstrated in increased revenue, fewer complaints and more engaged and motivated employees who stay longer."

How does it work? Team members simply log into a PC, tablet, or mobile to start training in simple and entertaining four-minute sessions. Jamjou uses interactive gaming features, with animated characters and real-life work scenarios, leading to learning outcomes that benefit the workplace. Employees can earn points or badges, which appear on a leader-board. Top scorers are promoted across sites, adding a competitive edge

between staff members and management. Training content is fed to employees over a period of time to keep them engaged and to remind them how to improve their skills in upselling and customer service.

Management are fed analytics which can pinpoint weak areas, for example: upselling, where individual improvement is required. They can also compare sites and assess which teams or locations are weak, allowing managers to take further action such as additional training or coaching.

Jamjou is a play on the words 'Jamming' and 'Jouer', the French verb meaning 'to play'. Jamjou's game-based approach to training is believed to be the first of its kind to target organisations with frontline staff. The product has been created by former training consultant Jo Brennan and her business partner John Costello, Lead Developer of Jamjou, to engage staff and deliver analytics that drive strong business results. Jamjou has just won an SME award, 'Best in New Business - Digital', sponsored by Microsoft. Also, it has been a recent finalist for 'Best in Digital Learning' at the Accenture Digital Media Awards 2016. Jamjou - which is currently investigating further expansion opportunities across Europe - has also been shortlisted for an Irish Institute of Training and Development (IITD) National Training Award.



Service sector slows



The slowing services industry is taking its toll on the UK economy, according to the latest Business Trends Report by accountants and business advisers BDO LLP.

The latest report shows that the slowing services sector is knocking the confidence of UK businesses, with both BDO's Output Index and BDO's Optimism Index falling for the past six consecutive months.

BDO's Output Index - which reflects companies' experience of orders for the coming three months - has dropped from 101.7 in February to 101.3 in March this year. While BDO's Optimism Index - which predicts growth six months ahead - has fallen to 99.4. The index shows that business optimism is now underneath the long term trend and is at its lowest in more than two years.

The gloomy figures tally with the services sector output index which has now fallen for five months running, from 103.9 in November 2015 to 102.3 in March 2016. Recent figures have suggested that much of the caution is driven by firms feeling starved of investment, as uncertainty about the UK's future membership of the EU delays spending decisions.

The picture looks worse for manufacturing. Its optimism sub-index now stands at 87.1, giving a strong indication that

manufacturing firms' order books will decline sharply in the next six months if nothing changes.

BDO's Inflation Index offers some hope for manufacturers, rising 0.1 to 96.8 in March. However, as commodity prices stay low, the minor increase is not enough to give a much-needed boost to some of the most important sectors such as the steel industry.

Commenting on the findings, Peter Hemington, Partner, BDO LLP, said: "The UK's slowing economy is in need of additional support to protect its growth. Recently both the IMF and the OECD have warned of the dangers of too much austerity in the UK.

"The government can currently borrow at rates never seen before. It is in a prime position to safeguard economic growth by investing in our public infrastructure. Expansion in our road, house and rail building programme could reignite UK manufacturing and our steel industry would be a prime beneficiary."

Pubs and restaurants see sales growth slowing down



Britain’s managed pub and restaurant operators are experiencing a sales slowdown at the start of 2016, latest figures from the Coffer Peach Business Tracker show. Collective like-for-like sales for March were up just 0.6% on the same month last year, and come on the back of zero growth in February.

“It’s a generally flat market out there, and the March numbers will be particularly disappointing as they include Easter weekend trading, which fell in April last year. Although the weather over the four-day holiday depressed sales overall, Easter still normally provides a boost to the eating and drinking-out market, no matter how poor the weather,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, RSM and UBS.

“Sentiment in the market is that 2016 will be a tougher year than last. Optimism levels are still positive, but down on this time last year, and we are already seeing a cutback in site openings among a number of operators,” Martin added. “It will be interesting to see if confidence among both consumers and operators picks up once the uncertainty surrounding the EU referendum is out of the way.”

Restaurants chains performed marginally better than managed pub groups over the month, with collective like-for-likes up 1% against 0.4%. Regionally, like-for-likes grew 0.8% outside of London and 0.4% inside the M25, compared to March 2015 – a reversal of the trend seen in February when London performed better.

Total sales for the month among the 32 companies in the Tracker cohort were up 4.9% on 2015, reflecting the effect of new openings over the past year.

The underlying annual trend shows sector like-for-likes running at 1.3% up for the 12 months to the end of March, with little difference between London and the rest of the country.

David Coffer, chairman of the Coffer Group, said: “Operators have for some months now endeavoured to expand outside of the central London core to avoid spiralling high rents and prices being sought within the capital. This has increased rental values in provincial markets. The acceleration of many excellent brands into these regions has enhanced customer demand and trade, and this is reflected in the latest figures. In our opinion, this trend will continue as we see a far greater reluctance in the central London core to pay major premiums especially for licensed premises. We feel that there is a strong possibility that more opportunities will become available in all markets across the UK and particularly central London.”

Adam Spencer, associate director at RSM, added: “Another month of sub-1% like-for-like growth figures will be giving investors in the UK eating and drinking out sector pause for thought. Couple this with the EU referendum vote, which is now only two months away, and we are expecting a notable slowdown in sector activity, with investment decisions being postponed until the outcome of the referendum is known.” Jarrod Castle, leisure analyst at UBS Investment Research, commented: “Like-for-like growth showed a continued soft trend. The 12-month moving LFL average inside the M25 ended at 1.2%, compared to 1.1% in both February and January, and outside it was also 1.2%.”

Pub and restaurant group sales performance for last 12 months

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
LFLs	1.2%	2.1%	1.7%	1.1%	0.6%	1.2%	2.5%	-0.2%	1.3%	1.9%	0.0%	0.6%
Total	5.2%	6.2%	5.8%	4.8%	4.3%	4.6%	6.1%	3.5%	4.7%	5.4%	3.2%	4.9%

Source: Coffer Peach Business Tracker



Bubble bursts for East Midlands

The 7.0% year-on-year decline in profit per room recorded at hotels

This decline, recorded in the East Midlands this month, was further to an almost uninterrupted period of growth in this measure since January 2014, according to the latest data from HotStats.

March also represented the first month in which RevPAR (Revenue per Available Room) at hotels in the East Midlands has dropped since mid-2014, as it fell by 5.6% year-on-year to £42.90, as a result of a decrease in both room occupancy (-3.4 percentage points) and achieved average room rate (-0.6%).

Whilst a drop in RevPAR was somewhat expected as top line growth has stalled since Q4 2015, astute cost management had helped to maintain profit growth for East Midlands hotels in the last six months.

However, such a significant year-on-year drop in profit per room may suggest that this market has reached its peak after a very strong period of sustained growth. Prior to this month, on a rolling 12-month basis, GOPPAR (Gross Operating Profit per Available Room) at hotels in the East Midlands grew by 22.4% from January 2014 (£19.51) to February 2016 (£23.88).

Increase in Visitor Numbers Fuels Continued Profit Growth for Edinburgh Hotels

Hotels in Edinburgh recorded a 7.9% increase in profit per room in March, which contributed to a 5.4% year-on-year increase in GOPPAR for Q1 2016, to £20.02 from £19.00.

Whilst declines were recorded in Food & Beverage (-2.7%) and Conference & Banqueting (-8.3%) revenue on a per available room basis this month, this was more than offset by the 9.2% increase in RevPAR to £70.73 from £64.79, which helped drive a 5.6% increase in TrevPAR (Total Revenue per Available Room).

For Q1 2016, the 5.1% RevPAR increase has primarily been driven by a 4.9% uplift in achieved average room rate, which has been led by rate increases in the individual leisure (+7.3%) and group leisure (+21.0%) segments, indicative of growth in tourists to the Scottish capital.

The growth in this segment is further supported by the 37.6% increase in international passengers handled by Edinburgh Airport in the month of March, to 493,200 from 358,450.

The growth in profit per room for the month was also in spite of an increase in both payroll (+4.5%) and overheads (+3.0%) on a per available room basis, with profit conversion at hotels in Edinburgh recorded at 30% of total revenue, a year-on-year uplift of 0.6 percentage points.

Manchester Hotels Bucking Q1 2016 Trend of Profit Decline Across the UK

Hotels in Manchester recorded a 3.3% increase in profit per room for the month of March, which contributed to a 2.4% increase for Q1 2016, to £35.78 from £34.94 during the same period in 2015.

This was in contrast to hotels in the Provinces, which suffered a 4.6% decline in GOPPAR in March, which contributed to a 2.6% year-on-year drop in profit per room for the first quarter of 2016.

Whilst room occupancy declines were suffered in both Manchester and Provincial UK hotels this month, the 7.4% uplift in achieved average room rate in the 'Capital of the North', far exceeded the 1.6% increase in the Provinces, and fuelled a 3.5% increase in RevPAR.

Hotel performance in Manchester has gone from strength to strength in recent years. Despite additions to stock in 2015 including the 208-bedroom INNSIDE by Melia and 330-bedroom Motel One Piccadilly, on a rolling 12-month basis, profit per room has increased by 9.3% over the last year, to £43.51 in the 12 months to March 2016, from £39.82 in the 12 months to March 2015.

The month of March 2016

EAST MIDLANDS

	Mar'16	Mar'15	Var b/w	
Occ %	65.9	69.3	-3.4	▼
ARR	65.12	65.54	-0.6%	▼
RevPAR	42.90	45.43	-5.6%	▼
TrevPAR	80.50	85.43	-5.8%	▼
Payroll %	32.0	31.5	-0.6	▼
GOP PAR	21.53	23.15	-7.0%	▼

EDINBURGH

	Mar'16	Mar'15	Var b/w	
Occ %	77.1	75.9	1.3	▲
ARR	91.67	85.39	7.4%	▲
RevPAR	70.73	64.79	9.2%	▲
TrevPAR	110.29	104.46	5.6%	▲
Payroll %	31.2	31.5	0.3	▲
GOP PAR	33.11	30.70	7.9%	▲

MANCHESTER

	Mar'16	Mar'15	Var b/w	
Occ %	78.5	81.5	-2.9	▼
ARR	90.70	84.46	7.4%	▲
RevPAR	71.23	68.81	3.5%	▲
TrevPAR	110.13	108.40	1.6%	▲
Payroll %	25.3	25.7	0.3	▲
GOP PAR	41.67	40.32	3.3%	▲

The Calendar year to March 2016

EAST MIDLANDS

	YTD'16	YTD'15	Var b/w	
Occ %	63.5	63.5	-0.1	▼
ARR	64.86	64.77	0.1%	▲
RevPAR	41.15	41.15	0.0%	▼
TrevPAR	76.58	77.20	-0.8%	▼
Payroll %	34.0	34.9	0.9	▲
GOP PAR	18.00	17.00	5.9%	▲

EDINBURGH

	YTD'16	YTD'15	Var b/w	
Occ %	68.4	68.3	0.1	▲
ARR	85.87	81.85	4.9%	▲
RevPAR	58.74	55.91	5.1%	▲
TrevPAR	94.00	90.31	4.1%	▲
Payroll %	36.3	36.5	0.2	▲
GOP PAR	20.02	19.00	5.4%	▲

MANCHESTER

	YTD'16	YTD'15	Var b/w	
Occ %	75.2	78.6	-3.4	▼
ARR	88.11	82.83	6.4%	▲
RevPAR	66.22	65.11	1.7%	▲
TrevPAR	103.21	102.53	0.7%	▲
Payroll %	26.9	27.4	0.5	▲
GOP PAR	35.78	34.94	2.4%	▲

The twelve months to March 2016

EAST MIDLANDS

	Rolling'16	Rolling'15	Var b/w	
Occ %	68.9	68.8	0.0	▲
ARR	65.32	62.67	4.2%	▲
RevPAR	44.99	43.14	4.3%	▲
TrevPAR	85.42	83.26	2.6%	▲
Payroll %	32.2	32.9	0.7	▲
GOP PAR	23.74	21.87	8.6%	▲

EDINBURGH

	Rolling'16	Rolling'15	Var b/w	
Occ %	81.7	81.9	-0.1	▼
ARR	105.89	102.66	3.2%	▲
RevPAR	86.57	84.03	3.0%	▲
TrevPAR	127.03	122.98	3.3%	▲
Payroll %	27.8	27.5	-0.2	▼
GOP PAR	46.96	46.26	1.5%	▲

MANCHESTER

	Rolling'16	Rolling'15	Var b/w	
Occ %	80.8	80.4	0.4	▲
ARR	89.04	84.23	5.7%	▲
RevPAR	71.94	67.68	6.3%	▲
TrevPAR	113.17	107.75	5.0%	▲
Payroll %	25.7	26.2	0.5	▲
GOP PAR	43.51	39.82	9.3%	▲

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
 visit www.hotstats.com
 or follow us on Twitter and LinkedIn

Members' Events

10 June

BDO - London Members Technical Update

Time

8:30am: Breakfast/registration and networking

9:00am: Presentations

10:30am: Q&A and further networking

11:00am: Close

Location

55 Baker Street

27 June

The Hospitality & Tourism Summit

Location

The Grange, St Pauls, London

The Summit is the Davos of Hospitality & Tourism; connecting leaders of the UK Plc who are seeking solutions to the big issues affecting our industry. It provides an exclusive platform for inspiration, innovation and debate. It is our ambition to ensure the future success of our industry and a level playing field for tourism and hospitality businesses that operate in the UK.

The agenda for the Summit in 2016 will focus on issues affecting the whole industry including alleviating the impact of National Living Wage; our industry's stance on the Europe In-Out debate; continued devolution; gaining competitive advantage in the global tourism marketplace; making the digital economy work for our industry; improving profits; and future trends.

The BHA's Summit attracts leaders, CEOs, politicians, investors, and suppliers to discuss the issues that matter most within the industry. We are delighted that Global Hospitality Services (GHS) and its London Hotel Partner, Grange Hotels will host The Summit at their London City flagship, The Grange St. Paul's Hotel.

We look forward to welcoming you to the 5th Hospitality & Tourism Summit.

summit.bha.org.uk

7 July

Annual HOSPA Quiz London

Event Details

Book now for HOSPA's Annual Quiz Night!

The event starts from 6.00pm on 7th July for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Location

The Judge's Court, Browns, Covent Garden, WC2N 4AG London

Cost

£30.00 (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited!

To book individually or book your team of six please download and complete the booking form; London Quiz Night Booking Form and send back to Jenny Rose; jenny.rose@hospa.org

Come join us for a fun and competitive evening!

13 July

Reputation Management

Location

TBC

Time

6pm

Event Details

- Looking from the guest perspective.
- What does a guest really want when booking a hotel room?
- Competitive sets - do hotels set their sights on the correct hotels?

Book now by emailing Jenny.Rose@hospa.org

15 September

Regional Quiz Night In Glasgow

Location

Radisson Blu, 301 Argyle Street, Glasgow, G2 8DL

Event Details

Join us for the Regional HOSPA Quiz Night!

The event starts from 6.00pm for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Cost

£20.00 per person (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited!

To book individually or book your team of six please download and complete the booking form; Regional Quiz Night Form 2016 and send back to Jenny Rose, jenny.rose@hospa.org

19 October

Cost Control for Food & Beverage Operations

Location

London

Event Details

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

What is this course about?

The content has been designed to assist business managers with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability. Taking a practical approach, the course is highly interactive and uses

a series of worked examples, case studies and discussions.

Divided into seven key topic areas, the course covers:

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

What does it cost?

This one-day course is priced at £300 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

How do I register?

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

For more information

Please email education@hospa.org

10th November

HOSPACE 2016

Location

Sofitel, London Heathrow.

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

HOSPACE 2016 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 include: 'A Leaders' Panel' comprising a line-up of some of the UK hospitality industry's most influential executives who will be looking at present issues, trends and developments affecting all hospitality professionals; two major HOSPA Spotlight Panel Sessions that will examine in detail key topics of the day that affect all our Members and delegates; and a programme of industry specific workshops and technical updates - 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.

Let us know what you think on [@HOSPATweets](https://twitter.com/HOSPATweets)

NEW FOR HOSPACE 2016 - Professional Of The Year Awards! Nominate a Colleague for an Award Now!

Do you know a Finance, Revenue or IT Professional who is dedicated to the hospitality industry and has made an impact on others in the industry? Or perhaps an employer who operates in the hospitality industry and who has demonstrated an outstanding commitment to promoting and investing in education? If you know just the person/company why not nominate them for one of the prestigious awards which will be awarded at the Gala Dinner!

Contact Jenny.Rose@hospa.org with your nomination!

HOSPA Sponsors & Patrons

Gold Sponsors include

Avvio
Barclaycard
DropBox
Exponential-e
Guestline
Premier Software Solutions
Selima
SiteMinder
Sky Business
The Nav People
XN Protel Systems Limited

Acentic
AudioCodes
Avenue9
BDO
bookaPark
DAM Good Pensions
Digital Alchemy
First Data
FM Recruitment
Fourteen IP
Fresh Montgomery
Fretwell-Downing Hospitality
HFTP
Hospitality Quality Consulting OG

HotStats
IdeaS - A SAS Company
Infor
Kerry Robert Associates
Keystep
Moore Stephens
Oracle Micros
PAR Springer-Miller
PricewaterhouseCoopers
QDOS Communications
Rate Tiger
Save Money Cut Carbon
STR Global

HOSPA Partners

Fresh Montgomery (Hotelympia 2016)
HFTP (Hospitality Finance and Technology Professionals)
Hotel Marketing Association
Hotel Technology Next Generation
Smart Report

HOSPA Education Partners

CIMA
Open University
Oxford Brookes University
Cornell University
HFTP

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.

Beacon, Global Blue, BT Wi-Fi, Daisy, Amex, Fourth, Watson Farley & Williams, Worldline.



BOOK NOW! HOSPACE 2016

Thursday 10th November

Sofitel London Heathrow, Terminal 5

Hospitality Conference 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.

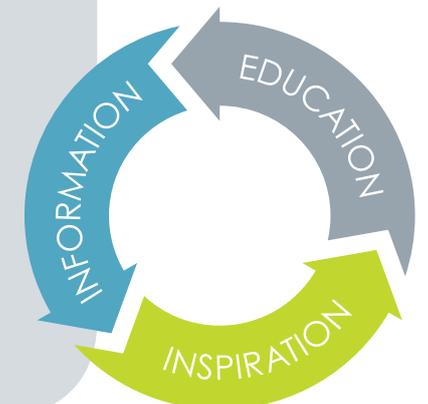
HOSPACE is also home to an Industry Specialist Solutions Exhibition - covering all aspects of your Hospitality business.

Who should attend this event?

- Senior Hospitality Business Directors
- Hospitality IT Professionals
- Financial Controllers and Accountants
- Revenue and Distribution Managers
- General and Commercial Managers
- Young aspiring employees wanting to develop their skills & meet with industry specialists

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

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



BROUGHT TO YOU BY

HOSPA
Hospitality Finance, Revenue and IT Professionals