

THE OVERVIEW

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Building a revenue culture



Hospitable hospices
Professional awards

Welcome to THE OVERVIEW

Dear members,

2016 has been quite the year. David Bowie and Prince dead, Trump leading the US and the EU looking shakier with every fresh poll. Here at HOSPA we also had a change at the top and are relieved to note that the transition has been a lot more positive and we welcomed Jane Pendlebury as our new CEO.

Next year is likely to feature fewer shocks - and we're looking to France to back us up on this - but the reality of the grind to leave the EU will start to hit home and, as discussed at last month's HOSPACE conference, the hospitality sector is expected to be further down the government's list than it would like.

The latest PMI survey, for November, reported that companies in the UK's services sector enjoyed the fastest growth in activity since January as they continued to recover from a downturn following the Brexit vote. David Noble, Group CEO at the Chartered Institute of Procurement & Supply warned of: "The silent undercurrent of uncertainty", but some factors at least can be forecast.

One certainty is an increase in costs which companies including Whitbread have already warned about. In response, at the company's recent capital market day, the group outlined details of its efficiency programme to cut GBP150m in costs over the next five years. Along with organic growth, it is intended to help mitigate ongoing headwinds, including the National Living Wage, business rates and foreign exchange, encompassing a range of areas, including: procurement, supply chain, labour management and process improvements.

The group has taken an every little helps view on the savings, something which, after the feasting of the festive season, will ring true to all of us in the new year.



Katherine Doggrell

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Hospitality Finance, Revenue and IT Professionals

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

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Merry Christmas and a happy New Year!



Well, here we are nearly at Christmas! 2016 has been a year of changes, globally, locally in the UK and Europe, and much closer to home at HOSPA.

The New Year will start with the first ever HOSPA Annual Student Awards Ceremony, a stand-alone celebration dedicated to the achievements of HOSPA learners. It will be held on 25 January 2017 at the Hilton on Park Lane, London, commencing at 2pm. Prior to the Awards Ceremony itself, the afternoon's proceedings will start with a Panel Debate - chaired by Professor Peter Jones MBE, Chairman of the HOSPA Professional Development Committee - involving expert participants discussing 'Developing the hospitality Financial Management and Revenue Management professional - the next generation'.

This newly revised format will enable us to focus on the celebration of the achievements of our highest performing learners in the presence of their company sponsors; and will allow our prize winners to network with industry leaders whilst enjoying a delicious afternoon tea. So, come and support them. Tickets cost £50 per person and bookings can be made by emailing: education@hospa.org

Christmas is a time for giving and I have noticed in the last couple of weeks the number of HOSPA members and sponsors who are working for charities over the festive period this year. I always admire people who are willing to offer up their time to help others. Kevin Edwards, Managing Director at Avenue 9, is working with Crisis and their Crisis at Christmas project in Newcastle. Richard Leigh, from MLR, is organising his own project in his local area - resulting in some homeless people receiving a HOSPA branded backpack, filled with goodies provided by Richard and his family. Good for you both and all the others who are proactively thinking of others at what can be a most challenging time of year for many. As ever for our part,

HOSPA will be continuing to offer its support to Hospitality Action and Springboard.

On a more commercial level, I heard a great story recently from HOSPA sponsors Cardonet IT Support & Consultancy. One of their luxury 200-bedroom hotel and conference centre clients had a plumbing failure, causing a major flood damaging the servers and rendering their IT infrastructure useless - mostly beyond repair. It was just before Christmas, the establishment's busiest time of the year. There were 280 guests in the hotel and all the servers, switches, firewall, uninterruptable power supply, and routers were destroyed. The LAN (Local Area Network) failed, the guest Wi-Fi was out of action and there was obviously no Practice Management Software to check guests in and out, and no Points of Sale to raise charges in the outlets. As if that wasn't enough, it then started to snow... heavily! Cardonet received the call at 5am and immediately rose to the challenge! This included driving new hardware to the hotel's remote location, as the delivery companies were either too busy delivering Christmas gifts or refusing to travel in the terrible weather conditions. The critical systems were back within hours and the hotel network was rebuilt and more-or-less back to normal by the following morning. So, a happy ending thanks to a dedicated support service, putting the client first!

I am sure we will all face our own challenges large and small over Christmas and the New Year, but I hope each challenge is easily resolved and that you all experience good, loving company; great hospitality; excellent trade and happy times.

Thank you all for your support and loyalty over the last 12 months, and I look forward enormously to working with you next year.



Guy Lean

Managing Director
Madison Mayfair

10 Entrepreneurial traits to adopt in 2017

According to StartUp Britain, 617,979 start-ups have been launched in the UK in the first 11 months of 2016. This figure beats 2015's total of 608,110¹, and shows a continued rise in the number of start-ups over the past five years. These new companies are reshaping industries and challenging the ways of established business. The need for innovation, the millennial mind-set, economic changes, and new technology have all factored into making this the entrepreneur's time to shine. The Global Entrepreneurship Monitor states that 68% of working-age adults perceive a high status for entrepreneurs in their societies, and in the UK this percentage rises to 79.2%.

So what makes entrepreneurs so special and what can hospitality professionals learn from them? As you close out 2016 and focus on growth in 2017, perhaps you could adopt some of the following traits.

Fearless

The 2016 report² from the Global Entrepreneurship Monitor (GEM) has found that more than one-third of adults say they would be constrained from starting a business due to fear of failure. It takes a lot of confidence to take such a big risk with your time, effort and money. Fear can hold people back in so many ways. In hospitality, we see a lot of conservatism - we see investors taking time to trust and understand new concepts, we see established hotel business displaying reservations about fully utilising new technology. But the ability to push past these doubts and - after a reasonable amount of research - take the leap into something new, can pay off extraordinarily.

Pragmatic

The Entrepreneur's resources are limited but they get things done. They bootstrap and innovate out of necessity. They don't focus on what they lack but recognise all the possibilities with the tools at their disposal. Small or independent hospitality businesses, that don't have the budget to make rooms super high-tech, or run international advertising campaigns, can focus on offering superb customer service and use low cost Social Media to connect with potential customers. But sometimes you do hit a limit of what you can achieve on your own, and if an entrepreneur can't do it alone...

They ask for help

Entrepreneurs are good at calling in favours. They recognise the value of having a network and make a point of learning about other people so that they never miss an opportunity to collaborate. They are uniquely skilled at igniting excitement around their projects, which helps them pull together the team they need to make their dream work. A professional that has been working with the same team within a traditional company for several years may find they get overly comfortable and start to take their co-workers for granted. Encouraging regular conversations among your colleagues about ideas and

ambitions will combat this lethargy and could kick-start some clever plans to take your business forward.

Creative

The real difference between a start-up and big business is perspective. The young business sees a world of possibility and the mature business sees through a filter of history. While experience and infrastructure can certainly lead to efficiency, it is important not to become too settled into business as usual - Airbnb was not born of traditional ideas after all. Instead exercise your imagination. If you were starting a new business right now, what opportunity would you jump on? What outdated practices would you want to eliminate? And is there a real change you can make today to improve your business?

Experimental

All businesses know they need to be innovative, but large companies can be hampered by layers of bureaucracy, and lack channels for lower level employees to voice their opinions. The freedom in a start-up for all employees to float ideas and see how changes pan out creates a competitive advantage. The entrepreneur may work through several business ideas before finding the one they commit to, and they never stop experimenting as they build their company up. It is their mind-set - incremental improvements all the time, always questioning processes.

Understand customers

Small businesses are closer to the ground. The spark that begins a new start-up is usually the recognition of a consumer need that the established players are missing. Keep an eye on how your customers' behaviour is evolving; understanding them will make the job of selling your product to them a lot easier.

Passionate

GEM's research shows that 69% of entrepreneurs chose to pursue an opportunity as a basis for their entrepreneurial motivations, rather than starting out of necessity. This passion is what helps them overcome the difficulties of starting a new business. Hospitality is a calling that ignites a similar passion

¹ <http://startupbritain.org/startup-tracker/>

² <http://www.gemconsortium.org/report>

in people. It is so often said that to rise-up in this industry you absolutely must love what you do - this is how you do your best work. But as business grows, passion can be lost. It is vital that leaders have a focus on maintaining high levels of motivation in their team. Individuals that want to grow in their profession should constantly remind themselves why it is they chose their career path, and ask what new challenges would keep their passion alive.

Drive for progress

Entrepreneurialism is addictive. According to a survey³ from the Centre for Entrepreneurs, only 24% of the UK's entrepreneurs are one time founders, the other 76% are serial entrepreneurs. Entrepreneurs have a drive to do more and do better. They are always keen to try new things and even new industries. Now I am not insisting that you do anything too radical - but there is always a reward in pushing yourself and seeing what you can do. Be sure you are allowing your team to do the same, or restlessness may make people seek opportunities elsewhere.

Persistent

It can be a long road from Dishwasher to Director, and progress takes persistence. Entrepreneurs are unwavering

in chasing success; even it means a few failures along the way. They are persistent through bumps in the economy - successful entrepreneurs recognise there is never a perfect time to start a business - persistent through changes in the industry, and persistent when faced with new competition - they find a way to stay relevant.

Proud

Perhaps one main reason entrepreneurialism has become so appealing, is that these new businesses and new concepts give new generations something to take pride in. Millennials do not just want to live out the baby boomers' vision. They want to create a world that works for them. So, as we transition into a new year, think about what you have achieved in 2016. Then take this opportunity to ask yourself what you can do in hospitality in 2017 that will make you proud of yourself and your industry.

Guy Lean is a regular contributor to HOSPA, and the Managing Director of Madison Mayfair, a business which focusses on recruiting managerial positions for the hospitality industry. Guy specialises on business development with his team and recruiting senior operational and commercial roles in the UK and internationally.

³ http://centreforentrepreneurs.org/wp-content/uploads/2016/03/Serial_entrepreneurs_report.pdf



Brexit - hospitality responds



The BHA has created a document outlining the opportunities for and threats to the hospitality and tourism industry presented by Britain's exiting of the European Union.

The document described the hospitality and tourism industry as a lynch pin of the UK economy. It is our fourth largest industry representing 10% of GDP, equivalent to £143 billion and employs 4.49 million people across the country. Over the past five years the industry has delivered 331,000 new jobs, equivalent to one in five new jobs created in this country, and we are on track to deliver a further 100,000 new jobs by the end of the decade.

With huge potential for career progression, we represent a powerful force for social mobility and upskilling. The hospitality and tourism industry serves visitors and UK residents alike. We are the first point of contact that most visitors have with the UK, and every time people eat out, pick up a coffee, visit an attraction, go on a ride or stay in a hotel, they come face to face with people from our industry.

Britain's exit from the European Union is predicted to have wide-ranging implications for our industry, but it also provides an opportunity for the UK Government to reprioritise hospitality and tourism and our competitiveness, in order to maximise the economic and social benefits of our industry.

An estimated 700,000 of the 4.5 million people that make up our industry are workers from the European Union, 63% of inbound holidaymakers to Britain are from countries of the European Union, and many of our rural and coastal assets rely on EU funding.

Such an important industry needs and deserves the support of Government in both economic and policy terms. This

document outlines the opportunities for and threats to the hospitality and tourism industry presented by Britain's exiting of the European Union.

Priorities include:

- Protecting Jobs
- A Balanced Economy
- Competitiveness and Taxation
- Deregulation
- Tourists' Visas
- A Competitive and Fair Digital Market

One of the key areas in which HOSPA members can participate is supplying a skilled workforce to make up the potential shortfall should EU nationals be unable to continue working in the UK. The BHA said: "With 34% of the hospitality and tourism workforce under the age of 25, three times the proportion of under 25s working across the economy as a whole, we have enormous potential to help create a young skilled workforce which will benefit the country for generations to come."

It cautioned: "Training and encouraging more Britons to work in the industry is a longterm objective, but in the short term without immigrant workers from the EU and elsewhere many businesses in the sector will fail, taking all their jobs, local and migrant, with them."

The kind of skills HOSPA's professional development team can help your business to develop.

Can HOSPA put HOSP into HOSPICES?

Several years ago I wrote an article for 'The Overview' that attempted to extol the benefits that non-executive directors can bring to senior management discussions in the hospitality sector - constructive challenge, independent views, objectivity, a strategic perspective. Those skills can also benefit the charity sector.

Since 2013 I have sat as a volunteer on the Board of my local hospice, Dove House, as one of a number of non-executive directors from a range of backgrounds. Most people think hospices are where you go to die - one challenge facing the hospice movement nationally is to make people think again about palliative care.

Yes, Dove House Hospice in Hull (2017 City of Culture) exists to add life to days when days can't be added to life for people in our community with a progressive life limiting illness. Yes, its staff are specialists in palliative care - the total care of patients who are no longer curable and whose goal must be quality of life.

Yet there is so much more that Dove House contributes to its patients and the local community. Of the users of its 'in-patient' facilities in 2015/6, whilst 29% received 'end of life care', 71% received 'respite care' and 'pain and symptom care and management'.

Dove House's services are available to anyone over 18 at **no charge**, from staff who are motivated behind its mission statement to be 'Positive, Professional and Passionate'. The care that is given incorporates physical, social, and psychological support, delivered by a multi-professional team who embrace both the family and 'significant others' throughout the patient's illness.

Dove House are budgeting yearly running costs of £6.7m in 2016/17. Statutory funding will cover only 40 days' worth - a mere 11%. The balance, £5.9 million, needs to be met by local support. **This is a relentless challenge.** As is balancing the need for cost efficiency and high quality service provision. This is where the skillset of hospitality professionals can add value to the management team from a non-executive perspective.

The similarities between the hospitality business and a hospice service are numerous - a '365/24/7' operation, catering, cleanliness, quality beds, ambience, customer service, safety and security, a helpful reception experience.

Hospitality professionals know what can go wrong during the incremental provision of the whole customer experience. Focused medical professionals cannot realistically be expected to. They need support.

HOSPA embraces the Revenue Management discipline. What a challenge this exam question would be: 'How will you populate the top line with a price list starting and ending with zero?' Hospices face that question every day.

So where does the funding come from? We run 36 shops in and around Hull and the East Riding selling donated goods. Gifts of cash come from a variety of sources - monthly gifts, our weekly lottery, imaginative corporate support, legacies, elaborate fundraising ideas. A key 'non-cost' is the value of unpaid hours

donated by the 1,200 volunteers who staff our shops and assist within the Hospice. Their time, if valued at the Minimum Wage, amounts to £1.3 million per annum. Dove House could not survive without those donated hours.

Nor could Dove House prosper without proper Governance. Hospices are legal entities. They are required to be audited - both in financial terms, and in welfare terms by the Care Quality Commission. Directors need to be 'fit and proper persons' as defined by the Health & Social Care Act 2008 and reaffirmed in The Charities Act 2016. Staff terms and conditions are guaranteed by law as they are across the rest of the economy, including of course maternity leave and holiday entitlement legislation. All of which means that 'hard-nosed' business decisions have to be made on a regular basis. And that is where the experience of HOSPA members can help at Board level, guiding the strategy to future-proof the service going forward, thereby helping to ensure that at a most difficult time 'customers' walking through the front door feel a comforting welcome, an ambience of warmth and receive the best possible 'five star' care.

As Kitchener would say, 'Your Local Hospice Needs You!'

Jim Doyle, Provider of Non-Executive Solutions



→ APPRENTICESHIP LEVY

Time to Train



Hospitality owners', managers' and trainers' opportunity to discover everything about the 'Apprenticeship Levy' at a special London HOSPA meeting in January 2017, open to the industry at large

Following on from the much in demand 'Apprenticeship Levy' Technical Update - presented by Annette Allmark of performance and talent management consultancy, People1st, at HOSPA's recent HOSPACE2016 Conference and Exhibition - the Association will be hosting a special Finance meeting in January 2017 on *'Everything you need to know about the Apprenticeship Levy'*.

The meeting - open to both non-HOSPA members and members alike, will be held in London (date, venue, government speakers, and times to be confirmed). The meeting will be free to HOSPA members and will cost £10 for non-members.

The 'Apprenticeship Levy' will come into force on 6 April 2017 and requires all employers operating in the UK, with an annual pay bill of over £3 million, to make an investment in apprenticeships. The investment is set at 0.5% of an employer's pay bill and businesses can benefit from this investment by training apprentices. Each employer will receive an allowance of £15,000 to offset against their levy payment. In addition, the government will give employers a 10% top-up on their levy, so for every £1,000 paid into the levy, an employer will have £1,100 to spend on the training.

Companies, with a pay bill under £3 million, will be asked to make a 10% contribution to the costs of their apprenticeship training. The government is proposing to offer extra incentives in the form of an additional £1,000 to employers, and an additional £1,000 to training providers, for training 16 to 18-year-old

apprentices. This will also apply for training 19 to 24-year-olds who have previously been in care or who have a Local Authority Education, Health and Care plan.

Commenting on the January 2017 meeting, HOSPA Head of Professional Development, Debra Adams said: "Come to the January meeting and find out more about the 'Apprenticeship Levy' and how it can benefit your hospitality business. The launch of the 'Apprenticeship Levy' in April 2017 provides a great opportunity for hospitality organisations to access funding provided by the government, through co-investment in the training of apprentices, to upskill the UK workforce.

"For our part at HOSPA, we are working to provide Association members with an opportunity to learn more about accessing money paid under the 'Apprenticeship Levy', and to provide guidance for financial teams to work with learning and development managers to determine how the funds can be used."



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Guestline solutions installed in the tenth BW Premier member, Ten Hill Place Hotel, owned and managed by The Royal College of Surgeons of Edinburgh



Guestline have partnered with The Royal College of Surgeons of Edinburgh to implement cloud hosted property management and distribution solutions in their four-star, award winning hotel, Ten Hill Place, in Edinburgh.

The hotel has recently celebrated becoming the tenth member of the BW Premier Collection making them the first in Scotland.

Guestline are already the largest supplier of hospitality solutions to Best Western properties across the UK with nearly half of all members operating their systems.

Scott Mitchell, Commercial Director of the Royal College of Surgeons of Edinburgh commented: "Joining the BW Premier Collection is an exciting prospect for us, and as such we required a superior technology platform to enable us to manage our bookings and hotel operations efficiently. Guestline's two-way interface to the Best Western booking platform will allow us to reach a vast audience and maximise our exposure. Their Rezlynx property management and distribution platforms have allowed us to become more efficient in operations and to manage our rates and availability more effectively, driving revenue and profitability."

Joining an esteemed collection of BW Premier Collection hotels, The Royal College of Surgeons of Edinburgh will also be able to process payments and store credit card details securely with Guestline's PCI compliant payment platform.

Ten Hill Place Hotel, one of Edinburgh's premier city centre hotels, offers 77 bedrooms and is ideal for both leisure and business travellers alike. Opened in 2006, Ten Hill Place Hotel is owned by the Royal College of Surgeons of Edinburgh with all profits going back into training surgeons worldwide.

David Hunter, New Business Sales Executive at Guestline added "It is an exciting time for The Royal College of Surgeons of Edinburgh with Ten Hill Place Hotel becoming the first hotel in Scotland to be recognised as a BW Premier member. The team are passionate hoteliers and it is great to have them on board operating the Guestline solutions and maximising the potential from their luxurious hotel."

Great Hospitality Show - preview

With technology playing an ever larger and more critical part in the success of the hospitality industry, the Great Hospitality Show is set to respond, laying on a winning line-up of class leading exhibitors, ground-breaking new products, insightful experts and business mentors, when it returns to England's second city this January (NEC Birmingham 23rd-25th 2017).

Registration is now live for a show with a focus like no other on the benefits of employing smart hospitality tech into daily operations, helping them grasp its growing importance, reap the efficiencies and become inspired.

Top tech exhibitors include: Open Table Ltd; Scanomat; PointOne Epos; Alacer Software Ltd; Givex UK; Guestline Ltd; Avenista Table Reservations; Tevalis Limited; Kobasand and IQI Charge Limited.

Products and services from smaller innovators and start-ups will also be getting top billing through the show's brand new Fresh Tech Zone showcase. With a host of exciting first-time exhibitors set to be on show, the zone will offer a taste of what's to come via the movers and shakers of tomorrow. As the beating heart of the Great Hospitality Show, the Business Briefing Stage is set to play host to a number of talks, held each day at 3pm, in association with the UK's largest hospitality technology trade body, HOSPA.

Monday sees Paul Nisbett, Financial Director for leading management company, Valor Hospitality, join hotel industry consultant, Melvin Gold, in a panel discussion chaired by Krupesh Patel, commercial director of Michels & Taylor, on using technology to aid smarter revenue management. On Tuesday 24th, two global market innovators, Siri Gonnæs Børsum of Google and Remy Merckx, VP of Marketing for the Carlson Rezidor Hotel Group, will be demonstrating how to unlock the creative talent in young employees. The session will also offer an intriguing look at the winning entry of the INNnovation room competition, run by Park Inn by Radisson Hotel, which invites some of the brightest young stars from the world's most prestigious schools of hospitality to submit innovative ideas to improve the guest experience.

The final HOSPA address on day three of the show sees Simona Pop, Head of Partnerships and Global Communication at mobile procurement solution specialists, Instasupply, demonstrate the profit potential of employing integrated back-of-house technology.

Simona and Krupesh are also set to play key roles in the show's business mentor programme which returns in 2017 to help show visitors with a host of challenges. The programme offers visitors

completely FREE, bookable face-to-face business surgeries with some of the best in the business with Simona offering advice on back-of-house technology and Krupesh dealing with revenue management.

Sessions can be booked from the 3rd January by visiting www.hospitalityshow.co.uk with a number of ad hoc appointments kept by to be booked during the three days.

Elsewhere in the show, the Business Briefing Stage will see a unique new feature - a visual technology showcase, hosted by HOSPA Chief Executive, Jane Pendlebury, which mixes live quick-fire pitches with expert feedback and audience participation, to help uncover some great new hospitality technology products for 2017.

The gongs don't stop there; the show is also set to crown the industry's ten best new products as part of its Great Product Awards scheme, aimed at exhibitors and giving show visitors the inside scoop on the innovations set to make waves in 2017.

Submissions into the Great Product Awards are already open with Great Hospitality Show exhibitors - hundreds of hospitality's most industrious innovators in the fields of Technology, Catering Equipment, Food & Drink and Design - entering new products. By the time the show opens, the submissions will be whittled down to a shortlist of ten with each product on display in a dedicated area throughout the three-day show for visitors to experience for themselves. Although the ten products could come from any part of the show, technology has a rich history in taking the spoils with Orderella's eponymous smart waiter app proving victorious last time out in 2015.

An overall winner for 2017 will then be selected by an esteemed panel of judges and announced on the Business Briefing Stage at 4pm on Monday 23rd January. Show visitors will also be able to have their say in a very special People's Choice accolade - decided via a Twitter vote.

HOSPA members can register now and receive a complementary upgrade to the show's Premier Club. Benefits include a hosted lounge with refreshments and meeting area, phone charging stations, free WiFi, free parking and a free cloakroom. Visit www.hospitalityshow.co.uk/hospa to register now.

HOSPA

Hospitality Finance, Revenue and IT Professionals
Professional Development



Airbnb makes its mark on London



Just five areas of London were responsible for over one million Airbnb overnight stays last year, according to a joint report by Colliers International, Hotelschool The Hague and AirDNA.

The study came as a report by IPPR - using Airbnb's own data - reported that London's housing crisis was the result of the failure to build enough homes to keep pace with growing demand, adding that, in "some high-pressure markets such as Camden and Islington there is potential for homesharing to worsen the situation".

In "Airbnb - Impact and Outlook for London" the report identifies the boroughs of Westminster, Tower Hamlets, Camden, Kensington & Chelsea and Hackney as hotbeds of Airbnb activity and account for more than half of all Airbnb bookings in London. These boroughs also account for the majority of the city's Airbnb supply at almost four million listings.

"The popularity of London as a travel destination continues to grow, with overnight stays and visitation numbers in the city on the up," said Marc Finney, Head of Hotels & Resorts Consulting at Colliers International. "Airbnb has been regarded as a 'disrupter' in the hotel industry for a number of years now and is said to have a major impact on the performance of traditional hotels, but until now there has been no publically available data to support these claims."

The report analyses Airbnb activity in London and considers how the accommodation rental website is performing across the city. The report shows that in total, Airbnb recorded two million overnight stays in London throughout 2015 and has seen the Average Daily Rate rise to \$142 per night, compared to \$220 for hotels in London. Whilst Airbnb hosts' recorded a total revenue of \$286 million, hotels realised a total revenue of \$8.1 billion in 2015.

A snapshot of January 2016 indicated that hotels saw year-on-year declines of -2% in demand, -9% in revenues and -5% in occupancy. Meanwhile demand for Airbnb's in London is showing staggering growth rates. Over the same period, Airbnb saw 182% growth in revenues, 126% growth in occupancy and a 206% increase in demand. In the future, supply growth in Airbnb's in London is expected to be more limited than demand growth, in part driven by increased pressure from local governments and complaining neighbours for regulation and residents experiencing negativity upon offering their property on the platform.

Dirk Bakker, Head of EMEA Hotels for Colliers International said: "Due to the current oversupply of Airbnb accommodation in

London and the increasing demand figures, a healthier balance in demand and supply is expected in the future. This will lead to higher ADR levels and revenues, which overall paints a very positive outlook for Airbnb hosts.”

Finney adds: “The hotels sector is strong in London, yet there’s no doubt that the continued growth of Airbnb presents a threat. An interesting finding of the report is Airbnb’s ability to perform even in the notoriously slow ‘off season’. Our research showed that demand steadily increased throughout the year, and although we see a much faster increase in the summer months, this demand continues to increase outside of peak season. This demonstrates that Airbnb does not seem to be impacted by seasonality in the market place, which gives it a distinct advantage as this is not something that we are seeing as much in the hotels sector.”

Jeroen Oskam at Hotelschool The Hague underscores the threat posed by Airbnb by explaining the impact of hosts with more than one listing, known as ‘multi-listers’: “Multi-listers account for more than half of all Airbnb listings in London. When you consider the characteristics of these units and their spatial distribution, it is clear that these rentals are primarily a commercial activity; the uncontrolled expansion of which is not only harmful to the hotel market, but also to city neighbourhoods and the housing market.”

A paper published by Morgan Stanley last month described Airbnb as “a threat” to the hotel sector overall. It added: “Airbnb will gain most of its market share at the expense of traditional hotels. Further, since Airbnb is mainly used by college students and millennials, Airbnb’s future impact could be materially larger as these users may stay with the sharing economy and

therefore not book traditional hotel rooms as frequently as their current user base.”

The study said that it had previously under-appreciated the risk of Airbnb on both hotels’ occupancy and pricing power. Its data showed that around 50% of Airbnb users had shifted demand from traditional hotel stays and Airbnb usage was growing faster than it had thought, supporting weaker than expected revpar growth, which should continue into 2017 “and beyond”.

The comments came as Airbnb said that it would act to limit the number of nights a home could be rented out on the platform in London, in line with local regulation. The move means that, from January hosts will be prevented from renting out their homes for more than 90 days. The new restrictions do not apply to rooms within homes. “This is a way of saying, you can trust people to paint within the lines, because we’re going to help with that,” said Patrick Robinson, Airbnb’s head of public policy in Europe, the Middle East, and Africa.

IPPR said: “Sensible regulation is already in place that permits casual lets for up to 90 days of a given year, but which also requires change-of-use planning permission for properties let for more than 90 days. The main issue, therefore, is one of the enforcement of existing rules, not the creation of new ones. We argue that policymakers, working with homesharing platforms, should act now to develop a sector-wide solution, and to better enforce existing rules on the commercial letting of property that specify that 90-day limit.”

The enforcement will now be key to restraining Airbnb’s influence on the sector.



HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

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- Relevant and practical learning
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Highest Achieving Hospitality Financial and Revenue Management learners named by HOSPA



The winners are the learners who achieved the highest HOSPA Professional Development Programmes' scores, based on their results in each of the HOSPA examination categories for Financial Management and Revenue Management - completed in February 2016 and August 2016.

The 2016 HOSPA Professional Development Learner Award Winners, completing in February 2016, the prize winners were:

HOSPA Professional Development Programme in Financial Management		HOSPA Professional Development Programme in Revenue Management	
Stage 1: Introduction to Financial Accounting	Kamila Lipnicka Accounts Assistant, Radisson Blu Hotel Belfast, Northern Ireland	Level 1: Introduction to Revenue Management	Bethany Parker Cluster Revenue Data Analyst, Principal Hayley Hotels, Glasgow Cluster
Stage 2: Operational Management Accounting	Begona Manzanero Accounts Payable Supervisor, Hilton Park Lane, London	Level 2: Operational Revenue Management	Pankaj Khanna Value Centre General Manager, Thistle City Barbican, London
Stage 3: Strategic Management Accounting	Sam Willetts Accounts Manager, Reporting, Jurys Inns	Level 3: Strategic Revenue Management	Zena Carter Revenue Manager, Farncombe Estate Holdings Ltd.

The 2016 HOSPA Professional Development Learner Award Winners, completing in August 2016, the prize winners were:

HOSPA Professional Development Programme in Financial Management		HOSPA Professional Development Programme in Revenue Management	
Stage 1: Introduction to Financial Accounting	Ketan Bhakta Finance Graduate Manager, Jurys Inns	Level 1: Introduction to Revenue Management	Sam Jennings Key Market Revenue Manager South West, Whitbread, Premier Inn
Stage 2: Operational Management Accounting	Kamila Lipnicka Accounts Assistant, Radisson Blu Hotel Belfast, Northern Ireland	Level 2: Operational Revenue Management	Diane Little Assistant Cluster Rooms Revenue Manager, Principal Hotels, Edinburgh
Stage 3: Strategic Management Accounting	James Bland Food and Beverage Stock Controller, Redworth Hall Hotel, Newton Aycliffe	Level 3: Strategic Revenue Management	Bethany Parker Cluster Revenue Data Analyst, Principal Hayley Hotels, Glasgow Cluster

Cash prizes and certificates will be presented to the winning HOSPA learners at a brand new event on the HOSPA calendar - the HOSPA Annual Student Awards Ceremony, a stand-alone celebration dedicated to the achievements of HOSPA learners. The first such event will be held on 25 January 2017 at the Hilton on Park Lane, London, commencing at 2pm. Prior to the Awards Ceremony itself, the afternoon's proceedings will start with a Panel Debate - chaired by Professor Peter Jones MBE, Chairman of the HOSPA Professional Development Committee - involving expert participants discussing 'Developing the hospitality Financial Management and Revenue Management professional - the next generation'.

In addition to the presentations to the award winners already named, the prestigious 'Overall HOSPA Learner of the Year Award Winners 2016' - for the HOSPA Professional Development programmes in Financial Management and Revenue Management - will be announced at the Ceremony and presented with their special prizes. The two top awards are based on the highest combined course work and examination results, recorded in the 2016 HOSPA Financial Management and Revenue Management programmes.

Commenting on the first ever HOSPA Annual Student Awards Ceremony, the Association's Head of Professional Development Debra Adams said: "We are excited to launch this newly revised format, which will enable us to focus on the celebration of the achievements of our highest performing learners in the presence of their company sponsors. The event is centered on the professional development of the next generation of revenue managers and financial

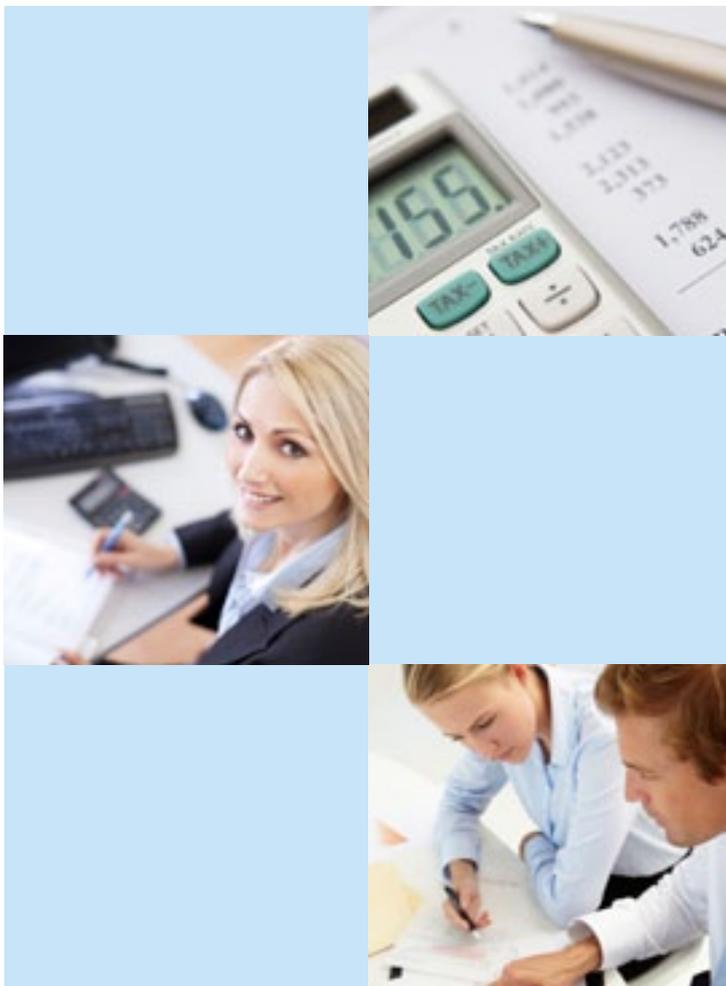
managers. It will enable our learners to network with industry leaders, whilst enjoying the hotel's hospitality.

Congratulations go to all our learners and prize winners, who have successfully completed each stage of their Financial Management and Revenue Management studies in 2016. We are very proud of them. They have all demonstrated outstanding commitment to their careers, combining study with demanding full-time roles in the hotel and restaurant industry.

"Our first ever HOSPA Annual Student Awards Ceremony is the culmination of a momentous year for the HOSPA Professional Development team. This has included recognition of our Financial Management and Revenue Management courses by People 1st - the skills and workforce development charity for employers in the hospitality, tourism, leisure, travel, passenger transport and retail industries; and the securing of funding from the Savoy Educational Trust to further the development of our Revenue Management courses and support the updating of HOSPA's highly acclaimed Revenue Management ebook."

For attending the HOSPA Annual Student Awards Ceremony on 25 January, tickets cost £50 per person. For bookings, email: education@hospa.org

The deadline date for enrolment for the next intake is 1 March 2017 - for both the Financial Management and Revenue Management programmes. Both courses are available at three levels - Introductory, Operational and Strategic - each at a cost of £780 (ex VAT). For further information, visit: www.hospa.org/education; or email: education@hospa.org



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- Leads to HOSPA Associate (Cert Finance) membership of HOSPA on completion
- Is convenient and relevant to your career in hospitality finance

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Build a revenue culture to gain competitive advantage



I strongly believe that building up a revenue culture in a hotel is crucial to success and education is central to creating that culture. I couldn't agree more with Jack Welch, former CEO of General Electric who said, "An organisation's ability to learn, and translate that learning into action rapidly is the ultimate competitive advantage". In other words, by educating your employees in revenue management, your company can win tremendously!

I have been giving training in revenue management for some time and it always makes me so happy to see when people reach the point of understanding a problem and reaching their solution. I love seeing them go through that "Aha" experience after just having realised for themselves that there is a totally new way of seeing and approaching something. I remember a colleague approaching me after a training session who said that I finally made her understand what the 100 index stands for in terms of market share. She still hadn't understood this after a year of revenue management courses in her university. Such comments prolong life a bit.

Building up a revenue management knowledge within the hotel and across all commercial departments makes life so much

easier for everyone involved to understand and to strive towards the same goals. It limits misunderstanding and those sometimes difficult discussions between the revenue manager and sales. For example, discussions about whether or not a wholesaler contract should be prolonged when considering the profit and RevPar of the hotel. If a sales manager truly understands a displacement calculation and what negative affects displaced room nights of a higher paying segment have on the RevPar, focus could be put elsewhere from the beginning. They could instead make sure to capture business that actually brings incremental revenue to the hotel.

This is also true for a group reservations manager who understands the correct pricing and displacements of group

business. This can eliminate unnecessary communication with the revenue manager and in turn, enables much faster reaction times resulting in getting an offer out to the client before the competition does, ensuring a much better chance of winning the business! In essence, education will increase the knowledge of the team, enabling them to make the right decisions and foster a company culture focused on driving profitable revenues.

Aligning departmental goals

So many times I have seen targets of sales and reservations that are not aligned at all with the total strategy of the hotel, and in the end it really hurts the bottom line result. One of the most common issues often happens when a hotel's overall strategy is to cut down on volume produced in a certain lower paying segment, like wholesaler or corporate business. However, the goals of the sales team still remain solely focused on bringing in volume. Inevitably, if the sales team bonus is based on volume only, that is what they will fight for. This creates a clear conflict of interests.

To tackle this problem, the education as described above is important, but can't solve the problem alone. What is needed is that management takes a deep dive into the goals of the hotel and transmit them correctly into department goals. This is something that is shockingly neglected in both small and big hotel companies. Actually, I think I have never come across a hotel which in my meaning does this 100% successfully.

It doesn't need to be that hard. Just having the mindset that this is important in itself and then carefully thinking it through will

get you a long way. For example: a hotel wants to decrease its wholesaler business on weekdays and increase the ADR by 5eur in that segment year on year. Then simply put a target on volume reduction for weekdays and ADR increase for the leisure sales manager. Another example would be to put a target of shifting at least 5 corporate accounts from last room availability (LRA) to non last room availability (NLRA) for a corporate sales manager who works in a hotel where less corporate business is needed.

So to conclude, keep your staff educated and up to date. Then, once a year during your budget and strategy process for next year, make sure to take some hours of your time to establish goals of the hotel and think carefully of how to translate these into departmental goals, and base the bonus programs on them. I guarantee that work flow, communication, staff happiness, and your bottom line results will see a positive development!

About the author

Pontus Berner is the Co-Founder & Managing Partner of *berner + becker*. Originally from Stockholm, Sweden, Pontus settled down in Germany in 2011. After graduating with a BA (Hons) in Int. Hospitality Management with Finance and Revenue Management from Glion Institute of Higher Education in Switzerland, he took on various leading roles in revenue management for big international hotel brands. Using his experience, he decided to follow his entrepreneurial mind-set and set up *berner + becker* with Lars Becker. With his visionary approach he ensures to keep creativity and growth a priority for the company.

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→ LEARNER RESULTS

Education & Training Programme results

The latest learners awarded Certified Associate membership status of HOSPA following successful completion of their studies during 2016:



Financial Management Programme

Begoña Manzanero - Hilton Hotels

Emilia Mielnicka - Leda Hotels Ltd

Miriam King - Principal Hayley

Alan Eaton - Eynsham Hall Hotel

Fiona Thomson - Hilton Hotels

Luke Taylor - Enterprise Inns plc

Enrolment is now open for both courses in Financial Management and Revenue Management commencing in March 2017.

Please contact education@hospa.org for more information.

Autumn Statement: Sober statement for serious times



BDO reports on a lack of detail casting doubt in pro-business speech.

The Chancellor put business at the centre of his speech and did his best to reassure firms facing uncertain times.

However, a lack of detail casts shadows over an otherwise pro-business statement with headline-grabbing announcements such as the £2bn R&D investment providing no real clarity for businesses.

With Brexit negotiations around the corner, and the impact it will have on the UK economy yet unknown, Hammond delivered a considered and targeted speech designed to help the UK economy cope with the current uncertainty and the likely turbulence ahead, says David Brookes at BDO.

R&D

David Brookes, tax partner at BDO, says: “The £2bn annual fund to support R&D investment will take time to trickle through and impact businesses positively.

“Companies love R&D reliefs; they are genuine triggers that boost investment in innovation and technology. However, the £2bn figure is misleading. R&D reliefs are a form of EU state aid rules and it would be difficult - if not impossible - to see how the Government can action this pre-Brexit without it being detrimental to the UK’s negotiations with the EU.

“The devil will be in the detail but, realistically, there will be limited action here until we have triggered Article 50.”

Tax simplification

The Chancellor finally addressed the complexity of UK tax code but much more needs to be done to help businesses succeed.

David Brookes, tax partner at BDO, said: “The Chancellor acknowledged the scale and complexity of UK tax legislation when he announced his first real tax simplification action - having just one major fiscal event each year from 2018, the Autumn Budget.”

“Businesses will welcome this move. Again, the impact won’t

be immediate but it is a step in the right direction and will make it easier to plan for the long-term, could improve the quality of legislation and result in less frequent change for businesses.”

“He also touched on the alignment of employees’ and employers’ national insurance thresholds - but Hammond could have taken it much further to align income tax and national insurance rules. More than half of the businesses we recently polled had this as their number one simplification measure to help reduce the administrative burden and bring employment taxes into the 21st century.”

He adds: “Businesses will be disappointed that more wasn’t done to progress tax simplification. UK tax legislation is almost 20,000 pages long. From a business perspective, the sheer volume and complexity of tax law is a major obstacle to growth.”

Infrastructure and productivity

Hammond spent a lot of time talking about infrastructure and productivity. His long-term focus will be reassuring to businesses that like certainty.

David Brookes said: “It is rumoured that every £1 invested in infrastructure results in £3 of economic activity so I can see why infrastructure, infrastructure, infrastructure was the order of the day.

“Boosting productivity and bridging the gap with G7 nations will benefit businesses and workers in the long term. However, the productivity puzzle is a tough nut to crack and the Government must realise that it’s not just about innovation and; it’s about getting more by doing less.”

“Making things simpler, helping businesses navigate the system and eradicating out-dated laws that make tax more taxing can only help growth and prosperity in the long term.”

See more at: <https://www.bdo.co.uk/en-gb/news/2016/autumn-statement-sober-statement-for-serious-time#sthash.NuYn8Ukt.dpuf>

Pubs and restaurants slip back in October



- Overall like-for-likes sales down 1.0% on October 2015
- Rugby World Cup hangover hits London trading in particular

Managed pub and restaurant groups saw sales slip in October, with collective like-for-like sales down 1.0% on the same month last year, according to latest monthly figures from the Coffer Peach Business Tracker.

London saw the biggest fall, with like-for-likes 2.5% down on October 2015, with much of this being put down to the boost eating and drinking-out, especially in the capital, received from last year's Rugby World Cup. Outside of the M25 like-for-likes fell just 0.5%.

"In October last year, like-for-likes were up 2.5% across the country, and ahead a bumper 3.8% in London, largely on the back of the popularity of the rugby tournament, with pubs doing especially well. This last month we seem to have seen the downside of that," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group and RSM.

"We have had three consecutive months of positive sales growth in the sector following the EU-referendum, but these October figures demonstrate that operators need to remain cautious with plenty of volatility, uncertainty and competition out there in the market," Martin added.

Overall, casual dining chains saw a 0.7% like-for-like decline in October, with pub groups down 1.2%. London pubs were down 3.3% on the same month last year.

Total sales for the month among the 34 companies in the Tracker cohort were up 1.9% on October 2015, reflecting the fact that

leading groups are continuing to open new sites.

The underlying annual sales trend shows sector like-for-likes running at 0.6% up for the 12 months to the end of October, little changed from the previous month.

"Although the sector is expecting some strengthening headwinds, at Davis Coffer Lyons we are finding strong undiminished demand for restaurants and other licensed property in our core markets. Demand for property in London and various provincial 'hotspots' remains unchanged, proving that the current successes and failings within the leisure and hospitality sector do vary considerably around the country. As we approach 2017, we may start to witness some areas with slower rental growth due to the pressure of food costs, wages and rates, but premiums will certainly hold for landmark or key leisure pitches with high footfall," said Trevor Watson, executive director, valuations, at Davis Coffer Lyons.

"October will be viewed as a disappointing month for many, but the longer term trend over the last 12 months is of slightly positive LFL growth which is largely reflective of the low-growth economic environment we are living in. However a perfect storm of rising inflation, relatively full employment and a potential interest rate hike on the horizon could result in an increasingly difficult trading environment for operators.

Christmas leisure and retail spend results this year will be nervously anticipated as a bellwether of how confident consumers feel about their prospects going into the New Year," added Paul Newman, head of leisure and hospitality at RSM UK.

Pub and restaurant group sales performance for last 12 months

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
LFLs	-0.2%	1.3%	1.9%	0.0%	0.6%	-0.8%	-1.4%	1.8%	0.3%	0.6%	1.8%	-1.0%
Total	3.5%	4.7%	5.4%	3.2%	4.9%	3.1%	2.2%	5.7%	4.0%	4.2%	5.0%	1.9%

Source: Coffer Peach Business Tracker



South West Hotels on course for profit

Profit per room at hotels in the South West region fell by 5.0% year-on-year in October, but remained on course for a third consecutive year of growth in 2016, according to the latest data from HotStats.

Further to the growth in 2014 (+9.5%) and 2015 (+11.7%), GOPPAR (Gross Operating Profit per Available Room) at hotels in the South West has increased by 2.6% year-to-date 2016, to £33.02.

The decline in profit in October was the largest monthly year-on-year drop in the region in 2016 and may be related to the demand associated with the Rugby World Cup 2015 fixtures hosted in the South West this time last year at venues in Exeter, Gloucester and volume displaced from nearby Cardiff.

As a result, year-on-year occupancy levels in the South West fell by 2.2 percentage points to 77.1% this month, with a 1.4% decline also recorded in achieved average room rate, as decreases were recorded in both the conference (-7.8%) and group tours (-6.1%) segments.

Despite the decline this month, hotels in the South West region have recorded an impressive 30.9% increase in profit per room in the 36 months to October 2016, to £32.51.

International Tourism Driving Huge Profit Growth at Edinburgh Hotels

Hotels in Edinburgh recorded an 18.4% increase in profit per room this month, which was primarily fuelled by growth in international visitors to the city.

As a result of top line increases in both room occupancy (+1.9 percentage points) and achieved average room rate (+10.1%), hotels in the Scottish capital recorded a 12.7% increase in RevPAR (Revenue per Available Room) for the month, to £92.29.

Consistently strong occupancy levels, averaging 82.6% in the 12 months to October 2016, have enabled Edinburgh hoteliers to leverage rates across the majority of segments, illustrated by the

increase in the achieved rate in the corporate (+6.4%) and leisure (+14.9%) segments this month, but it was the Best Available Rate segment which achieved the biggest increase in October, at 12.2%, to £120.65.

The strong demand for hotel accommodation is a direct reflection of the continued success of Edinburgh Airport, which handled 1.1 million passengers in October, a 12.5% year-on-year increase on the same period in 2015, of which the number of international passengers increased by 23.6%.

Despite year-to-date increases in both payroll (+6.5%) and overheads (+1.4%), a 7.3% increase in total revenue has helped Edinburgh hoteliers record profit growth of 9.8%, to £53.89.

Newcastle Hotels Feel the Effect of New Supply

The addition of approximately 820 bedrooms to the Newcastle hotel market has contributed to a 7.1% year-on-year decline in RevPAR and a subsequent 8.0% drop in profit per room year-to-date 2016.

Since the beginning of 2015, additions to the market have included a 160-bedroom Hampton by Hilton, 222-bedroom Motel One, 251-bedroom Crowne Plaza and 184-bedroom Premier Inn, which have undoubtedly contributed to falling room occupancy (-3.8 percentage points) and achieved average room rate (-2.4%) performance for year-to-date 2016.

The decline in profit accelerated this month, falling by 24.0% year-on-year, as the city was one year on from the exceptional performance in October 2015 when St James' Park hosted three group matches in the Rugby World Cup. The bottom line decline was primarily due to top line decreases as room occupancy fell by 3.3 percentage points, to 78.5%, and achieved rate plummeted by 15.0% to £69.43.

A 3.8 percentage point increase in payroll, to 29.1% of total revenue, added further woe to the falling profit performance of Newcastle hotels this month.

The month of October 2016

SOUTH WEST

	Oct'16	Oct'15	Var b/w	
Occ %	77.1	79.3	-2.2	▼
ARR	83.87	84.84	-1.4%	▼
RevPAR	64.48	67.24	-4.1%	▼
TrevPAR	103.45	108.26	-4.4%	▼
Payroll %	29.1	29.4	0.3	▲
GOP PAR	34.10	35.88	-5.0%	▼

EDINBURGH

	Oct'16	Oct'15	Var b/w	
Occ %	87.3	85.3	1.9	▲
ARR	105.75	96.01	10.1%	▲
RevPAR	92.29	81.93	12.7%	▲
TrevPAR	133.50	122.22	9.2%	▲
Payroll %	28.1	29.0	0.9	▲
GOP PAR	49.23	41.60	18.4%	▲

NEWCASTLE

	Oct'16	Oct'15	Var b/w	
Occ %	78.5	81.8	-3.3	▼
ARR	69.43	81.73	-15.0%	▼
RevPAR	54.50	66.82	-18.4%	▼
TrevPAR	101.79	114.14	-10.8%	▼
Payroll %	29.1	25.3	-3.8	▼
GOP PAR	32.87	43.26	-24.0%	▼

The Calendar year to October 2016

SOUTH WEST

	YTD'16	YTD'15	Var b/w	
Occ %	76.6	77.1	-0.4	▼
ARR	82.55	80.32	2.8%	▲
RevPAR	63.27	61.89	2.2%	▲
TrevPAR	101.18	100.49	0.7%	▲
Payroll %	30.4	30.3	-0.1	▼
GOP PAR	33.02	32.18	2.6%	▲

EDINBURGH

	YTD'16	YTD'15	Var b/w	
Occ %	83.8	82.8	1.0	▲
ARR	115.46	107.67	7.2%	▲
RevPAR	96.77	89.13	8.6%	▲
TrevPAR	136.75	127.83	7.0%	▲
Payroll %	26.9	27.1	0.2	▲
GOP PAR	53.89	49.10	9.8%	▲

NEWCASTLE

	YTD'16	YTD'15	Var b/w	
Occ %	74.9	79.7	-3.8	▼
ARR	66.16	67.77	-2.4%	▼
RevPAR	49.58	53.35	-7.1%	▼
TrevPAR	90.63	94.81	-4.2%	▼
Payroll %	31.9	30.1	-1.8	▼
GOP PAR	25.84	28.08	-8.0%	▼

The twelve months to October 2016

SOUTH WEST

	Rolling'16	Rolling'15	Var b/w	
Occ %	75.3	75.7	-0.4	▼
ARR	82.08	79.80	3.1%	▲
RevPAR	61.81	60.29	2.5%	▲
TrevPAR	101.13	100.16	1.0%	▲
Payroll %	30.7	30.7	0.0	▼
GOP PAR	32.51	31.52	3.1%	▲

EDINBURGH

	Rolling'16	Rolling'15	Var b/w	
Occ %	82.6	81.8	0.8	▲
ARR	111.71	104.92	6.5%	▲
RevPAR	92.27	85.85	7.5%	▲
TrevPAR	133.59	125.69	6.3%	▲
Payroll %	27.5	27.5	0.0	▲
GOP PAR	50.71	46.87	8.2%	▲

NEWCASTLE

	Rolling'16	Rolling'15	Var b/w	
Occ %	74.1	78.9	-4.8	▼
ARR	66.57	67.43	-1.3%	▼
RevPAR	49.32	53.19	-7.3%	▼
TrevPAR	91.45	95.87	-4.6%	▼
Payroll %	31.8	30.1	-1.7	▼
GOP PAR	26.09	28.28	-7.8%	▼

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

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

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

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

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

For more information please:

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Members' Events

17th January

Hotel Revenue Management: Pricing, Marketing and Distribution

A SnapShot in revenue management, introducing a more collaborative approach to Demand Management.

The course aims to broaden an understanding of Revenue Management, promising some hard work, fun interactive exercises, along with opportunities to network. Attendees will apply their learning by taking part in a competitive web based simulation, responding to business situations, and using market intelligence to make decisions throughout a year of trading. The course will wrap up with an analysis of 'big data' together with discussions on future trends in Revenue Management.

The course is designed and delivered by University of Surrey in partnership with SnapShot, a Berlin-based startup which provides analytics for hotel data, stored in the cloud, and presented on an intuitive, actionable dashboard. The School's Centre for Research and Enterprise offers open and bespoke executive education programmes to meet the increasing demand for industry-specific learning and development.

The partnership between the University of Surrey and Snapshot ensures the course provides attendees with access to the latest in both academic research and industry real time developments in the area of Revenue Management.

You will find yourself in a friendly and mutually supportive atmosphere of interactive discussions, and practical workshops.

The programme will provide attendees with an in-depth understanding of:

- The pillars of Revenue Management: Pricing, Marketing and Distribution
- The key areas that Revenue Management tackles
- The breadth and types of data available to revenue managers
- The importance of consistent data structure and analysis
- The Key Performance Indicators used in benchmarking and why they are important
- Pricing strategies relative to demand and value and their impact on hotel performance
- The importance of adopting a collaborative approach to managing demand through distribution channels
- Developments in the area of Revenue Management and current trends

As Revenue Management evolves, it is important for knowledge of the revenue function to be extended across departments. This programme will allow you to contribute more effectively to the revenue decisions being made in your hotel and understand how to answer those difficult queries from your customers around pricing.

For more information and to book:

<http://www.surrey.ac.uk/school-hospitality-tourism-management/news/two-day-course-in-hotel-revenue-management>

Please contact: cre@surrey.ac.uk or +44 (0)1483 683780
University of Surrey, Guildford, Surrey, GU2 7XH, UK

17th January

Finance Members Meeting - The Apprentice Levy

Following on from the successful Workshop during HOSPACE 2016, we are pleased to invite you to join the Finance Members for the meeting on everything you need to know about the Apprentice Levy in the Crown Suite at the Grange City Hotel, 8-14 Cooper's Row, London, EC3N 2BQ from 18:00 - 20:00

Listen to the experts:

- Vanessa Clynes, Skills Funding Agency
- Keith Smith, Director of levy implementation - Department for Business, Innovation and Skills

£10 payable in advance for non members

Register for your place now by emailing: Hospa@Hospa.org by sending us the following information:

- First Name
- Surname
- Job Title
- Company
- Membership Number

23rd January

Great Hospitality Show

Event Details

Great Hospitality Show will be the UK's largest exhibition for foodservice and hospitality in 2017, a celebration of everything new in British hospitality, and the only show focusing on the business of hospitality. Great Hospitality Show is the place for the British hospitality industry to meet and do business and a showcase of the broadest range of future trends, fresh talent and new ideas to help the industry push the boundaries in quality and innovation.

www.hospitalityshow.co.uk

25th January

Professional Development Awards

Location

Hilton on Park Lane, London

Event Details

Join us for the HOSPA Annual Student Awards Ceremony on the 25th January 2017 commencing at 2.00pm at the prestigious Hilton on Park Lane, London

The event commences with a Panel Debate with expert participants discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this prestigious celebratory networking event.

Tickets £50.00 per person to include afternoon tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

HOSPA

Hospitality Finance, Revenue and IT Professionals

Join us for the HOSPA Annual Student Awards Ceremony on Wednesday 25th January 2017 commencing at 2.00pm in the prestigious Crystal Palace Theatre at the Hilton on Park Lane, London.

The event commences with a Panel Debate with distinguished expert speakers discussing 'Developing the Hospitality Professional - the Next Generation' chaired by Professor Peter Jones MBE. We will then be celebrating the achievements of all our highest achieving learners on the HOSPA Revenue Management and Financial Management programmes with a special Afternoon Tea followed by networking.

Join our HOSPA learners, guest speakers, HOSPA Board members and invited guests for this celebratory networking event.

Tickets £50.00 per person to include Afternoon Tea, speaker presentations and the Ceremony. To book your place email education@hospa.org

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