

# THE OVERVIEW

ISSN 2048-4844 FEBRUARY ISSUE 2014

**OTAs vs OFT -**  
committed to customers

**Hotelympia** preview

Hotels get a taste for restaurants



**Expedia**

# Welcome to THE OVERVIEW

Dear members,

This month has seen the OFT close its investigation into InterContinental Hotels Group, Expedia and Booking.com, with the conclusion that it would not be looking to decide whether the three had broken any competition laws.

This has left many disappointed and confused as to what this means for the sector. There had been hopes that this would mean an end to rate parity, but, by failing to act, many believe the OFT is condoning it. It is unclear what is and is not allowed, although the OFT has said that it would consider its options should any rate parity obligations be enforced against hotels in a way that makes it very difficult for them to give discounts.

There are signs that the market will become fairer of its own accord. Many had already called the end of rate parity, as hotel operations became more sophisticated and yield management techniques became more widespread.

It must also be pointed out that the OFT's concern is that of the consumer and, with the hotel market fragmented, there is a wide choice of a number of rooms across many price points. Monopolies are not an issue.

For more details on the commitments, please see page 9.

Finally, best of luck from all the team at The Overview to one of our own, Debra Adams, Head of Professional Development at HOSPA, who is trekking across the Annapurna region in Nepal in aid of the Springboard Charity. The group of trekkers are hoping to raise a grand total of £100,000 for the charity to support its work within the UK and also to develop a similar legacy in Nepal. It's not too late to sponsor Debra at [www.justgiving.com/Debra-Adams1](http://www.justgiving.com/Debra-Adams1).

We'll be thinking of you as you put months of going up hill and down dale into practice.



*Katherine Doggrell*

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Hospitality Finance, Revenue and IT Professionals

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## PCI DSS– let’s put it back and higher on the Agenda

**We live in a connected world more than ever – just wait for the term ‘The Internet of things’ if you have not heard of it before. (see [http://en.wikipedia.org/wiki/Internet\\_of\\_Things](http://en.wikipedia.org/wiki/Internet_of_Things))**

**T**he consumer today is using the internet more and more – from shopping to travel and hospitality – and so by default credit cards and their like (I count PayPal in this).

The internet, Google, the OTAs and Meta-mediaries (E.g. Room 77, Hotel Tonight) have brought hotels and hospitality more in towards the general retail and consumer market – rooms and meals can be booked online in the same session as buying clothes and music on Amazon.

In the book ‘The end of Money’ David Wolman writes about cash now just being the realm of tax dodging and crime and manages to go a whole year without cash.

Why would you try and pay for a hotel room with cash when you can earn points on your credit card company’s rewards scheme? Contactless card payments are seriously on the rise already to take things to the next level.

So from a hotel business point of view – less worrying about the contract for collection of cash and cheques to be delivered to the bank like in ‘ye olde days’. However all this credit card data is now circulating in the business and industry creates just the right opportunity for lax Data Security and fraud – and hence the need for PCI DSS. (Payment Card Industry (PCI) Data Security Standard)

Our strategic partners HFTP and their CEO Frank Wolfe have recently released a blog on the latest issues and breaches – see <http://blog.hftp.org/another-credit-card-breach-what-now/>

Frank says, to quote briefly about a breach at White Lodging in the US, “Regardless of the tens of millions of dollars industries spend to protect credit card data, criminals who try to steal this data are constantly attacking our information systems and eventually they get lucky — for a short time. As in these recent cases, they were shut down.”

PCI DSS is really all about Data Security – and the question I would have for any hotel or hospitality business as a start point is: Who has responsibility for it in your organisation?

If you don't know you need to define it PDQ (pun intended..) – As it can vary from Finance to IT Departments – but whichever way – make it clear who is responsible.

After that it is a case of working through the disciplines and controls – the PCI Security Council has produced a pretty good basic InfoGraphic as a summary (see <https://www.pcisecuritystandards.org/pdfs/PCI-Top-Ten.pdf> ) and below.

# Stay Smart on Protecting Against Card Fraud!

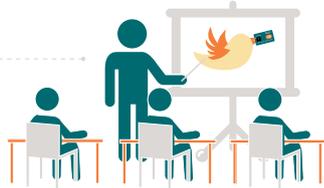
Trying to understand what you can do to keep your customers' card data safe and protect against fraud? Unsure of where to begin?



Take a look at these ten simple steps to help you get started in your security efforts:

## 1 Educate

Employees should be trained annually on both online and physical security threats as well as on the best practices for protecting cardholder data.



Just a reminder, you can also check with your Acquiring Bank or payment service provider to see what training or education they provide.

## 2 Update

Keep your employee manuals up-to-date with information on the proper handling of sensitive information, including cardholder data.



## 3 Screen

Pre-employment screening is a basic and essential practice for any business owner, especially for those employees that have access to sensitive customer or financial data.



## 4 Protect

Make sure your business has a firewall, anti-virus, malware and spyware detection software. And don't forget to regularly update the software.



## 5 Be Aware

Pay attention to fraud prevention alerts from your virus and malware services, make sure you install updates as soon as they become available.

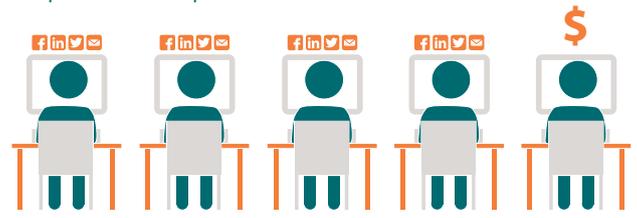
## 6 Control

Tightly control downloads, software installations, the use of thumb drives and public Wi-Fi connections on computers used for payment card processing.



## 7 Separate

Designate a separate computer for processing of all your online financial transactions. Try to keep this computer separate from social media sites, email and general internet browsing which can present chances for the computer to be susceptible to vulnerabilities.



## 8 Change

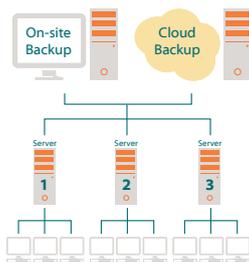
Change your passwords regularly, and especially after you have outside contractors do hardware, software or Point of Sale System installations or upgrades.

Make sure that you use complex passwords to make them more difficult to guess (include upper case letters, numbers and special characters).



## 9 Back Up

Make sure you regularly back up your computers and the key data you want to protect, whether it's to a local machine or an offsite facility, so your business can be up and running again quickly in the unfortunate event of an unauthorized attack.



## 10 Learn

Check out the **PCI Security Standards Council Website** for more information on the Data Security Standards, education and training resources available to your organization.



Stay smart and safe by following these important security best practices. For more information on PCI Standards, visit [www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)



I have spoken with a few Hospitality people involved with PCI – It can be a bit like Tax as being seen a specialist ‘nerdy’ type of field of expertise. But here is the thing – PCI DSS enforcement is on its way – and any problems in this area could affect your business and brand much harder than any tax issues.

Let’s be more specific...What about attacking this from the manual processes and guest journey point of view? Mark Jelley of Avenue9 and a previous Hotel IT Director for Mark suggests the following:

- **Update.** Your employee manuals with information on the proper handling of sensitive information, including cardholder data.  
*Have you got your SOP's in order?*

- **Educate.** Employees should be trained annually on both online and physical security threats as well as on the best practices for protecting cardholder data. *This should include the retaking of any assessment program AND the re-signing of any HR documentation.*

### Other points I would consider...

1. Have you got your process SOP's updated for PCI?
2. Have your contracting companies (outsourced housekeeping, the fitness class tutor, golf professional) acknowledged AND SIGNED your PCI SOP?
3. Have you got your manual procedure written? What do you do if the power goes off/you lose connectivity?
4. This a BUSINESS project and NOT a Finance or IT one. Therefore operational engagement is key to successfully MITIGATING THE RISK.
5. It affects EVERY department in the business.
6. Physical security is key. Operational areas such as Reception, C&E office, back office, finance should be protected by a punch key lock OR a Vincard equivalent.
7. Archive and storage needs to be logged AND locked.

There are a few systems out there that can scan your computer networks for PCI Type Data (Credit Card numbers and patterns) and can start (and scare) you into taking action.

PCI DSS was ‘all-the-rage’ a few years ago and has probably drifted. Frank Wolfe believes that there are more breaches to come – or be announced. Does the UK hospitality business want to be part of this?

If we owe it to our guests to have all the Health and Hygiene disciplines for their food, all the Health and Safety managed and Fire Regulations adhered to – surely we owe it to our guests to protect the payment and financial details safe as well?



And if you don’t know what to do – then find a resource to help you and talk to other HOSPA Members.

**Carl Weldon – February 2014.**

*PCI DSS is Short for Payment Card Industry (PCI) Data Security Standard (DSS)*

*PCI DSS is a standard that all organizations, including online retailers, must follow when storing, processing and transmitting their customer’s credit card data.*

*The Data Security Standard (DSS) was developed and the standard is maintained by the Payment Card Industry Security Standards Council (PCI SSC).*

*To be PCI complaint companies must use a firewall between wireless network and their cardholder data environment, use the latest security and authentication such as WPA/WPA2 and also change default settings for wired privacy keys, and use a network intrusion detection system.*

Resource at:

<https://www.pcisecuritystandards.org/index.php>  
<http://www.hftp.org/Pages/PCI/HotelPCIResources.aspx>  
<https://www.pcisecuritystandards.org/pdfs/PCI-Top-Ten.pdf>  
<http://www.hftp.org/Pages/NewsPress/NewsPressContent.aspx?article=http%3a%2f%2fwww.hftp.org%2fContent%2fNews%2fHFTPNews%2f2011-03-15a.html&RSS=HFTP&auth=None>



**Chris Denison Smith**  
Director, FM Recruitment

## Trendwatching: what's next for hospitality?

Each year Rohit Verma and Glenn Withiam of the Cornell Centre for Hospitality Research pick out important trends for the hospitality industry. Here's our take on their list for 2014.

### Sustainability

At once a simple and complicated concept, sustainability is the watchword for the 21st century. On the one hand most of us 'get' what sustainability means. The notion that for something to be sustainable it simply means there must be enough of it to continue indefinitely.

Yet, on the other hand, sustainability is a complex beast that touches many aspects of our personal and business lives. To be 'sustainable' we know we have to:

- *Manage and plan energy consumption*
- *Consider waste and recycling*
- *Look for ethical partners and suppliers who will sign up to a commitment to sustainability.*

Of course sustainability's big picture is the healthy survival of the planet. Taking such social, global imperatives into a commercial hospitality environment isn't always easy. Hotel executives know what is the right thing to do. But they face competing pressures in the form of the bottom line and board reports.

Verma and Withiam (Cornell) suggest that “adding sustainable features does not give a hotel a competitive advantage on average.” At the same time they found that sustainable programs do not damage the average hotel’s rate and occupancy. “Instead, we found that on balance hotels are essentially expected to offer green programs, and on average those programs neither help nor harm the bottom line.”

So there it is. We know being sustainable is the right thing to do and that it is cost-neutral (based on Cornell’s research); so we really ought to build it into the management ethos.

There are a couple more practical and pressing reasons to act within the green agenda:

- **Regulators will increasingly incorporate the sustainability within their rules.**
- **Planners already demand ‘a green build’ to be integral to all new developments.**

Sustainability is particularly ingrained into the minds of younger people who have grown up with green issues and the parlous state of the world environment constantly on the daily news and quite possibly on their school curriculum.

## Social media

There have been endless blog posts, articles and papers written on the subject of social media (indeed we have published several here!) and for good reason. Social channels are unquestionably embedded into the lives and workflows of many customers — and therefore should be for brands.

Distributors, intermediaries and resellers have all got very smart with these platforms, investing in teams or people to manage their brands online. Have any hotel brands achieved the same levels of service and subsequent marketing advantages? I’m not so sure.

The challenge for the hospitality industry is to understand:

- **How to open up profitable conversations**
- **Which are the best channels.**

## Sentiment mining

A relatively ‘new kid on the block’, sentiment mining lies in the domain of Big Data analysis and aims to make sense of the terabytes of customer data available online, and particularly on social channels.

Brands are buying into specialist agencies running highly sophisticated social media monitoring tools that aim to identify the emotional sentiment towards brands. These tools use ‘intelligent algorithms’ to pick out any mentions of keywords and analyse the context for positive or negative sentiment. The subsequent reports (which can be in real-time given the cloud-based nature of



the technology) flag up individual issues, people and trends to be dealt with by brand managers.

When last reviewed, these services are not cheap, but need to be considered seriously if brand management is under your remit. The technology is theoretically ‘autonomous’, but, in my experience, there is some manual input required in setting things up so the searches deliver meaningful insights on what’s being said about your brand, partners and competitors.

### Starwood launches mobile check-in app

*In January 2014 Starwood Hotels & Resorts launched a new technology allowing their guests to check-in and enter their rooms without having to visit the front desk. The technology is currently in a pilot phase in specific California and New York hotels. It works by guests receiving notification on their mobile phone containing a virtual key, they will then be able to unlock the door through the use of Bluetooth that is built into most modern mobile devices*

## People issues and change

All industries are seeing the rise of ‘the new worker’ and none more so than hospitality. The days of a job for life’ are long gone; and a younger demographic has an attitude to work unrecognisable to earlier generations.

Generation Y (also known as ‘Millennials’ and generally agreed to be born after 1982) exhibit a distinct set of traits and values:

- **High confidence levels, open-mindedness and tolerance**
- **A sense of entitlement and a kind of narcissism**
- **Very high engagement with the internet and social media (this group is sometimes described as being ‘digitally native’ ie they use digital media naturally as it has been a staple throughout adult lives).**



The greater entitlement felt by Gen Y has an impact in the workplace. Some hotel HR managers report that Millennials have unrealistically high expectations for remuneration, progression and conditions. When dissatisfied they are more likely to switch jobs frequently, seeking an elusive position that satisfies their expectations.

It's also true that the rapid job-switching described is, in part, a consequence of the poor economic prospects faced by Millennials. The recession is very much still with us; and the reason these younger workers make so many changes in career reflects the chaotic nature of the job market following global financial crisis post-2008 .

Some larger employers are devising development and workplace programs to help Gen Y workers feel less estranged. Gen Y has high expectations for advancement and salary; they seek more feedback and involvement in decision-making. Interestingly they also desire 'a coaching relationship' with their manager. Some organisations are recognising these generational changes and adapting to accommodate and make the best use of Generation Y.

*NOTE: The Overview will be covering some of these topics - sustainability and people issues - in more depth in future editions*

# HOSPA BOOKSHOP

## **Uniform System of Accounts for the Lodging Industry (10th Edition) published 2006**

The most recent edition of the USALI addressed the current industry trends, which emerged since the 9th edition was published in 1996. Some of the evolving issues which were addressed by the 10th edition included how to deal with condo hotels, reporting for internet wholesales, and resort fees, which seems to have particular relevance in this day and age of a la carte pricing which the airline industry has recently adopted.

**£65 HOSPA members, £75 Non-members**

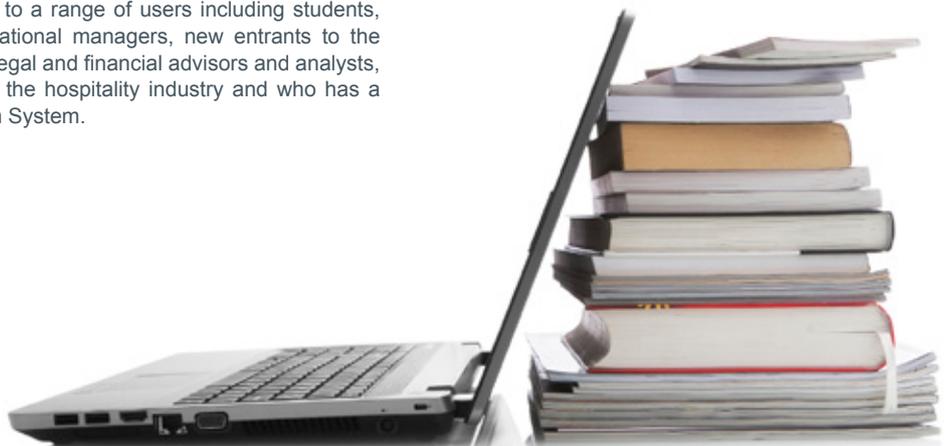
## **Guide to the Uniform System of Accounts for the Lodging Industry (10th Edition) written by Howard Field and published by HOSPA**

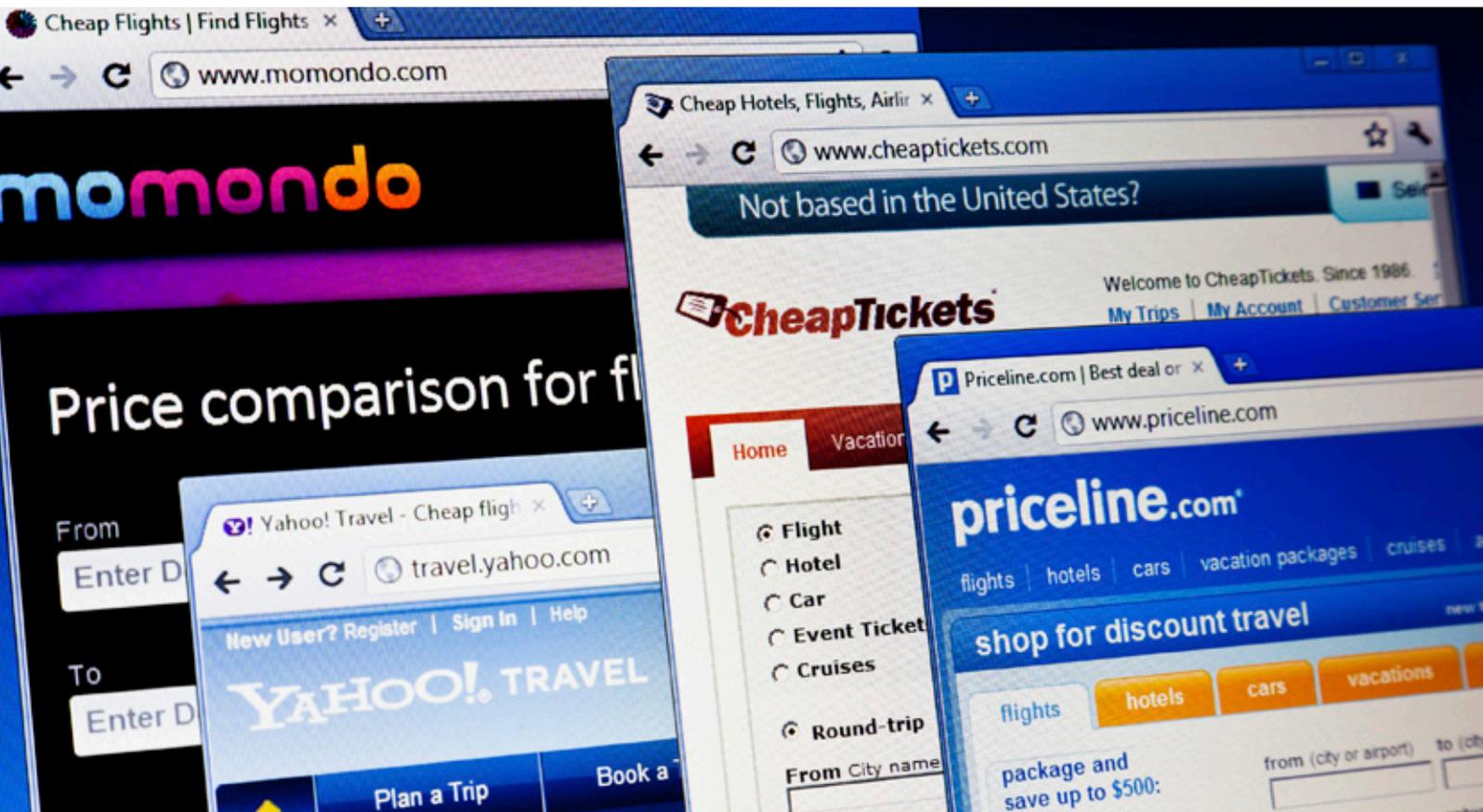
The aim of this guide is to provide help to a range of users including students, trainee accountants, financial and operational managers, new entrants to the hotel sector, teachers, asset managers, legal and financial advisors and analysts, auditors and anyone who is involved in the hospitality industry and who has a need to become familiar with the Uniform System.

**£25 HOSPA Members & Non-members**

Postage: Standard UK postage £2 per book, other destinations and multiple books on request.

[www.hospa.org/resources/books](http://www.hospa.org/resources/books)





**Katherine Doggrell**  
Editor of The Overview

## OFT fails to call time on rate parity

Katherine Doggrell looks at what the OFT's decision means for the hotel sector

The OFT has said that it expects the commitments agreed with InterContinental Hotels Group, Expedia and Booking.com to promote competition across the hotel online booking sector.

The sector, which had been hoping for a judgement on rate parity, was left instead in confusion by commitments which run for only two years and offer discounting to members of closed groups only.

The OFT said that it had ended its investigation and would not be proceeding to a decision on whether or not the Competition Act 1998 and/or the Treaty on the Functioning of the European Union had been infringed.

Gauche Rasmussen, director at the OFT, said: "The commitments address the OFT's competition concerns by allowing greater competition on price between OTAs, and also between OTAs and hotels. They should also enable new online agents to enter the market or expand by offering attractive discounts."

The agreed discounting scheme is at the centre of the commitments. The OFT described them as "a minimum type of discounting freedom" for OTAs in relation to room-only (non-package) rates, under which discounts can be provided to members of OTA closed groups (for example, OTA membership schemes), where those members have made a prior full-price booking with the OTA. The same discounting rules apply to members of similar hotel groups. The OFT said that these discounts by OTAs should be funded out of their hotel commission, although did not offer a mechanism to monitor this.

For customers to see the discounts, they need to sign up to an OTA (or hotel) membership scheme and in order to receive the discounts on offer they would also need to have made one full-price booking with the OTA or hotel offering the discount. The first full price purchase needs to be made after the customer has signed up as a member of the loyalty scheme. The OFT said: "There should be no limit to the amount of discount a hotel can offer."

On the issue of rate parity, which many hoped the investigation would resolve, the OFT advised OTAs that "you should take advice to ensure that any rate parity provisions in place between you and your hotels do not apply to discounts to such closed group members".

The OFT acknowledged that the commitments' principles did not prevent another OTA insisting that a discounted rate being offered to a closed group was matched by them under rate parity agreements. The OFT said: "If we become aware that rate parity obligations are being enforced against hotels in a way that makes it very difficult for hotels or their OTA partners to give discounts to members of closed groups who have made a prior full price booking, we will consider our options carefully."

By not looking at rate parity the OFT appears instead to have signed off on it. In the meantime customers will have to join membership schemes which the OFT has promised will not be onerous, but which one source described to this correspondent as "only likely to attract people who change their bank accounts every year to get the best rate".

When asked how greater competition would result from the commitments, Rasmussen said: "IHG have committed to seek to

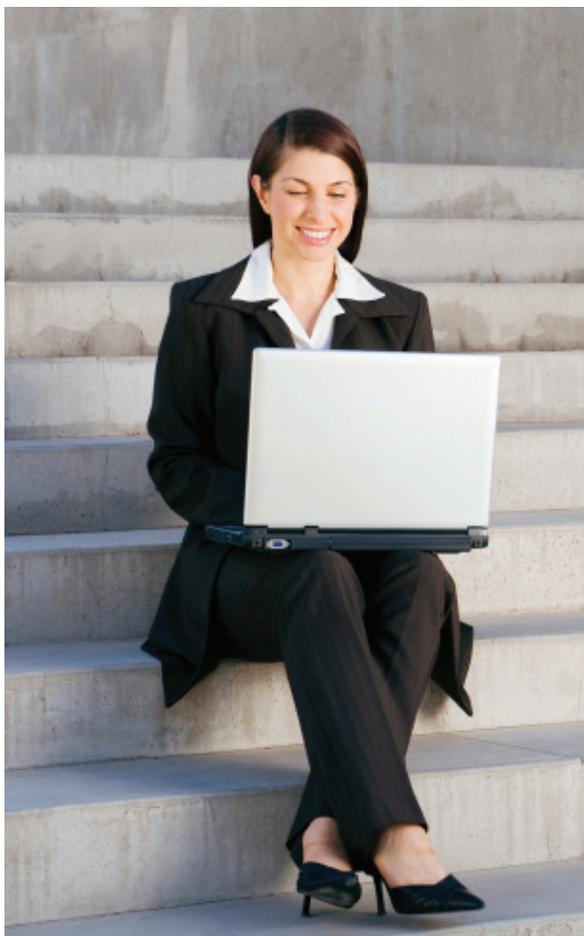
ensure that ALL their OTA partners are able to offer the discounts provided for in the commitments. The commitments have been offered by Booking.com, Expedia and IHG in relation to their dealings with each other and their other hotel and OTA partners.

"However, we expect the commitments to promote competition across the hotel online booking sector. As a result, we think that, in relation to room-only accommodation, it is likely that non-IHG hotels in the UK and OTAs other than Booking.com and Expedia will want to introduce, as a minimum, discounting schemes for closed group members who have made a prior full-price booking with them."

The OFT's investigation into "suspected breaches of competition law in the hotel online booking sector in particular in relation to arrangements between hotels and online travel agents" was triggered by a campaign started by the owner of online travel agency Skoosh, Dorian Harris.

He has said on his blog that "rate parity is tantamount to price fixing" and has claimed that he had lost several hotel clients because he failed to abide by their rate parity demands. Skoosh's model sees it acquire rooms from wholesalers at a net rate and then add a margin, often less than the larger OTAs, allowing it to compete for consumers on price.

Harris, as with much of the sector, said that the changes did not go far enough and pointed to efforts in Germany, where price agreements are to be made illegal. He called for a free market for hotel rooms and said that the proposals would not offer any "meaningful" savings.



## Enrolling now for HOSPA Revenue Management Programme

HOSPA's Revenue Management course provides an entry route to Associate membership status with HOSPA. This route aims to provide a career path for revenue managers and directors in the hospitality industry. The course is developed to provide learning and development for aspiring hospitality revenue management professionals to gain the skills and knowledge required to manage hospitality revenue management divisions of the future, or to gain a more detailed understanding of the revenue management function of a hospitality organisation. Course members study whilst working, with access to an online classroom with tutor support and resources to support their learning.

The course materials have been written by experienced educators specifically to match the needs of revenue management professionals in the hospitality industry. The course will enable students to solve problems in the workplace as a part of their assessed course assignments. Support will be available from a tutor via email, telephone or the online classroom for UK and overseas based learners and is accredited by Oxford Brookes University.

**Interested?**

Learn more from our website [www.hospa.org](http://www.hospa.org) or phone the Membership and Education Services on + 44 (0) 1202 889430



## Annapurna Adventure Approaches

In a few days, Debra Adams, Head of Professional Development at HOSPA, embarks upon her Annapurna adventure. Debra, alongside 21 other participants, will trek across the Annapurna region in Nepal in aid of the Springboard Charity. The group of trekkers are hoping to raise a grand total of £100,000 for the charity to support its work within the UK and also to develop a similar legacy in Nepal.

Commencing on the 1st March 2014, the 10 day trip will challenge the group of intrepid trekkers to 83km in distance, 2540m in height and 28 hours of walking time. If this wasn't enough of a challenge, with the Annapurna region comprising of the wettest, driest and windiest areas of Nepal, as well as temperatures reaching freezing at nightfall, the trekkers will also have to face the harsh climate.

Walking for five days of the trip, trekkers will spend the remaining time volunteering at Shree Mahendra Bal Lower Secondary School, which has been substantially damaged by a recent earthquake and also flooding. Over the course of three days, the trekkers will work alongside the local community on a project to rebuild three classrooms. Speaking about the community project, Debra commented:

*"The main objective is to improve the lives of other people and the environment in a meaningful and sustainable way. Each project is jointly run with the community, encouraging ownership of the project at the local level and transferring skills to the local community, which assists in the long-term continuity of the project."*

As well as contributing to the labour force of the community project, the trekkers will have the opportunity to share their

experiences with Nepali youths and offer advice to those that have an interest in a career within the hospitality, leisure and tourism industry. Anne Pierce, the CEO of Springboard, is participating in the trek and commented:

*"I've seen a number of this type of event, but never one that challenges the participants in such a way and delivers the opportunity to work with Nepali youths – we'll truly be helping to share the message around the globe that the UK hospitality industry is amongst the very best in the world."*

The Springboard Charity promotes the hospitality, leisure and tourism industry as a sustainable and rewarding employer. Through the provision of careers advice, mentoring, training schemes and work placement opportunities, Springboard helps young and disadvantaged people within the UK to achieve employment in the industry.

As well as raising funds for this excellent work with UK individuals, money raised from the trek will be used to develop a similar training programme in Nepal to benefit young people and the local tourism industry.

Please dig deep and support the Springboard Charity by sponsoring Debra for her Nepal Trek at [www.justgiving.com/Debra-Adams1](http://www.justgiving.com/Debra-Adams1). All donations are greatly appreciated. Follow Debra's preparations for the trek via her blog [Debra's Mountainous Challenge](#).

To find out more about the Springboard Charity and their work throughout the UK, please visit their website [www.springboard.uk.net](http://www.springboard.uk.net).



## Hotels: A taste of something different

Something big is happening to food and drink in hotels, and it's happening worldwide. Hotels are looking at their restaurants and bars in a new light. The food and beverage department has of course always been an integral part of a hotel's operation – but now it looks increasingly pivotal to a hotel's success as BDO's Govinda Singh explains.

Food and beverage (F&B) has gone from being merely a "must have" space to being one that, if managed correctly, could be a major destination, attraction, and profit generator in its own right.

What is offered will of course depend on each hotel's market positioning and the facilities within the building. Some hotels have substantial meeting and function facilities which distort the picture as far as our review is concerned, so for the purposes of this article we have ignored the conference and banqueting side of hotel F&B operations.

Nevertheless, in broad terms the food and beverage concept in hotels is being reinvented, given the huge development of the eating out market as a whole, especially in mature markets where there is now a plethora of choice. What does this mean for hotels and indeed restaurateurs – most notably in the UK?

The UK is often the guinea pig for creativity in F&B, the key market in which new concepts are tested – even if those concepts started life elsewhere, such as in the USA or the Far East. Examples here include "super foods", the cupcake craze, American BBQ, cocktails and street food, as well as the gourmet hamburger joint (Five Guys, Shakeshack), the single and dual dish restaurant, Bubbledogs, Burger and Lobster, Tramshed (chicken and steak) and Dirty Burger. If it works in the UK, the signs are good.

Faced with a multitude of pressures – the need to maximise 'other' revenue and space, rising food costs and wages, and the increasing choice for the discerning palate in city centre locations – hotels have had to raise their game when it comes to food and drink.

Gone are the days when a hotelier could just focus on the rooms side of the business – now, with room occupancy and average rates at some of their highest levels yet (especially in London), there is little upside to manoeuvre. So owners must look at other ways to improve returns on their investment.





## Food trends in hotels

There are some interesting trends out there now. A popular one – though of debatable impact for hotels so far – is the collaboration between a hotel and a renowned chef, such as Heston Blumenthal at the Mandarin Oriental, Marcus Wareing at the Renaissance St Pancras, or Gordon Ramsey at the Marriott Grosvenor Square.

Admittedly this may work for the upscale and luxury brand hotels, but what about the mid-scale and boutique sectors?

A possible answer here lies in the High Street coming into hotels, as we have seen in the proliferation of the big coffee shop brands, think Starbucks, Nespresso and Costa.

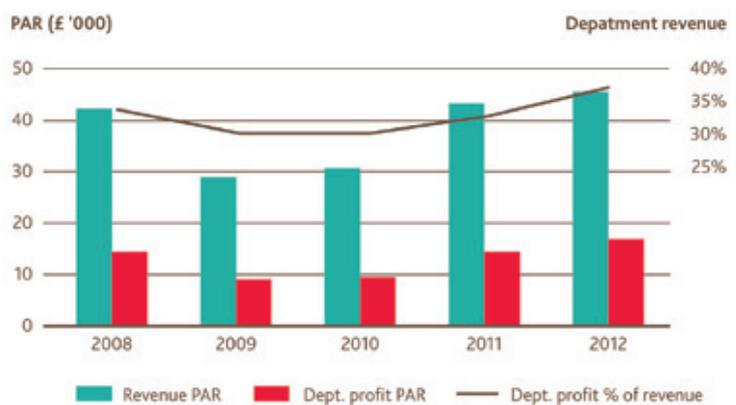
Hotel restaurants have also shown an aptitude for keeping up with food fads or the latest diets. Not so long ago fresh, local produce and highquality products were a novelty – now most customers expect them.

And the ever-popular cocktail has recently hit new heights of fashion, particularly within hotels, with more ingredients, more exotic varieties of spirits, flavoured syrups and even ice cubes, and serving is becoming an art in itself: how about a touch of liquid nitrogen, with flavoured smoke, in an Alice in Wonderland glass?

They're even playing with time: the rise of the digestif cocktail on London menus means that cocktail hour can now be after dinner.

A recent suggestion from the hotel industry is that the term “food and

Upscale London hotels food and beverage PAR trends 2008-2012



Source: GfK, NOP, ICAEW

beverage” could make way for “food and fitness”. There is a growing trend and demand for hotels to have light and healthy options on menus for both adults and children.

Hotels will also need to think more about how to cater for the world’s ageing population, with food and beverage offerings to reflect the health requirements of older people, a key target market that will only expand.

Finally, shifting trends in inbound travel are bringing new visitors to UK shores, such as from China and other emerging markets. Hotels are already responding with more diverse menu offerings aimed specifically at these new markets, and chefs too are no doubt honing new skills!

## Do hotels benefit from investing their own money in F&B?

History would seem to be against it. A full food and beverage service offering is hugely labour intensive and thus not so profitable as rooms.

Indeed, many hotels have tended to run this department at a break-even, or even at a loss to attract guests (much like the swimming pool in a city centre hotel). So is it a bit of a radical idea to suggest that it should actually contribute more to the bottom line? Can it be done – and is it worth all the hurdles involved in getting it right?

What do hotel guests spend on F&B? Our BDO database shows us the performance of upscale London hotels (excluding those properties with significant conference and banqueting facilities to allow a more balanced comparison) in terms of annual Food and Beverage Revenue per sleeper. We can see that this is varied, with an average of £39.35 per sleeper for the

hotels sampled; however, if one excludes the seven top performers, this drops to £24.53. One interesting detail was that the best performers were either in the W1/Knightsbridge area, or near to major commuter stations. This is no surprise, giving the high footfall of such locations and the typically upmarket affluent clientele.

Within the upscale sample of hotels analysed, this translates to average revenue of £28,899 per week. Excluding the luxury properties, some of whom already have a well established fine-dining experience this reduces to circa £18,580 per week. For many restaurateurs these can be considered good 'base' numbers and we all know what the value of a good brand could potentially do to increase these numbers further still.

## So what does this mean for restaurateurs?

In this author's opinion, there is clearly a symbiotic relationship that could be further explored between hoteliers and restaurateurs. Think Trader Vic's relationship with Hilton, Gordon Ramsay at the Savoy, and Nobu at the Metropolitan.

A full-service hotel needs to provide breakfast, lunch and dinner to guests, but this can be within the combination of one or more restaurants. A partnering or straight rental arrangement with a food brand is an opportunity for hotels to rent 'dead' or outlet space to a restaurateur.

This benefits both parties in a number of ways: the hotel is able to offer a recognised 'fine-dining' or alternative experience, thus enabling it to concentrate on its core activity, the business of selling rooms. A source of rental income provides the hotelier with less distortion in cash flows, and indeed if managed correctly, can become an attraction to the hotel itself.

For the restaurateur, it provides an opportunity to have an establishment in a good location, which can provide instant visibility, whilst having a 'base' source market of guests in the hotel. Having this base market in the first instance immediately allows the

restaurateur the flexibility to concentrate on what it knows best, ie food and service and build on the strong F&B spending levels noted above. On the downside, access and branding issues can be a challenge for restaurateurs, as can the need to provide breakfast and occasionally room service, not part of their core business.

Clearly, the right concept must fit the right hotel, and issues such as revenue/profit sharing and access will need to be addressed from the outset, not in hindsight. But clearly this is an opportunity which should be explored by both sides further.

## A glance into the crystal ball

So we cast our eyes towards the future, and some possible trends to look out for. We can expect to see more menu-pairing with cocktails and beer, not just wine. In the UK this is very much in its infancy but is gathering pace, thanks to growing enthusiasm such as the recent 'Let There Be Beer' campaign.

We should also see hotels further developing the existing "pop-up restaurant" concept, which has proved the most popular of the pop-up ideas (the others including art galleries, shops and salons). It can be a way for a hotel to earn revenue from otherwise dead space, particularly during periods of low demand. Recent examples include Nobu's presence in Claridges (2012) and the Crustacean Bar on the Terrace of The Churchill Hotel near Marble Arch (June 2013).

Expect greater customer customisation of food and drink, too. Although this is mainly being seen in the restaurant sector, there are examples of it creeping into hotels. The most recent example is the interactive sushi station at Jumeriah Carlton Towers, which forms part of their live canapé stations for meeting and events, and the smoothie bar at the Four Seasons for corporate and other guests.

A move towards more female-friendly environments comes not a moment too soon. Already being rolled out in hotels as part of their rooms offering, this (perhaps obvious) idea is also being tested in the restaurant and bar areas, which may



historically have been intimidating for single female travellers.

Finally, there is a growing notion that restaurants and bars operators can translate their business or their brand into a successful hotel concept, with early examples being the Buddha Bar, Soho House and Hard Rock.

This looks like the flip-side of the trend we have been talking about: just as hotels are putting more effort into their restaurants and bars, successful restaurant and bar brands are aspiring to open hotels.

Both sectors are hankering for something that the other can offer – so perhaps it will be a natural synergy for the two to cohabit. As ever, time – and the bottom line – will tell.

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## The allergic minefield

Running hotels and hospitality businesses is about to get (even) more complex. This December operators will be receiving a Christmas present in the shape of EU-wide legislation that will make it mandatory to provide customers with key information about the contents of their food.

There are two major parts to the snappily-named 'European Union Food Information for Consumers Regulation' (EU FIC): the provision of nutritional information, including calorific, salt and fat content; and allergen and intolerance information.

Of course, this isn't an alien concept – such information is already present on pre-packed food in shops and supermarkets – but this is the first time such legislation will require hospitality operators to provide allergen advice.

Like most, although not all, pieces of legislation (especially those originating in Brussels), the EU FIC is well intentioned, but nevertheless causes a major headache. There are no exceptions so myriad food and beverage businesses will be caught by the new law, whether the business comprises hundreds of locations, or just one. It is also a headache for suppliers and upstream foodservice businesses involved in creating or providing dishes for food operators.

Listed on the right are the 14 major allergens and intolerance-causing substances the new legislation covers:

- Cereals containing gluten (such as wheat, rye, barley and oats)
- Crustaceans (shellfish)
- Fish
- Eggs
- Molluscs
- Soybeans
- Milk (including lactose)
- Nuts
- Peanuts
- Celery
- Mustard
- Sesame seeds
- Sulphites
- Lupin flour



WHEAT FREE



DAIRY FREE



NUT FREE



GLUTEN FREE



SUGAR FREE



SHELLFISH FREE



LACTOSE FREE



EGG FREE

Various bodies, including the Food Standards Agency, Environmental Health and Trading Standards, have been promising guidance for businesses (this is now due in May) but what we do know is that responsibility clearly lies with the vendor to be able to provide full information on any dish sold on its premises. The legislation states that this mandatory information should be “easily visible, clearly legible and, where appropriate, indelible”. The obvious home for this information will be menus, although where the specific allergen information is not provided upfront (on entry to the venue, at the table or till) “clear signposting to where this information could be obtained must be provided”.

It raises the spectre of brass-mounted signs placed prominently on the walls of dining rooms warning customers that “dishes may contain allergens” and to “please refer to our menu”. It also has obvious implications on the freedom of kitchens to create ‘specials’ dishes or a fresh menu that changes regularly. Specials boards may have to carry precise information regarding dish contents. There is also an expectation that all staff will be able to answer questions and to provide customers with more information.

At present, alcoholic beverages have been excluded from the legislation, and bottled wine, beers, ciders and soft drinks are already covered by separate regulation. However, the EU Commission plans to produce a report in 2017, addressing whether alcoholic beverages should be included in this legislation. The challenge for operators is to navigate these new laws and their implementation with as little complication and expense as possible. The associated costs are potentially substantial, given that the legislation will require operators to invest money, time and resource into (for example) due diligence with suppliers, staff training, creating in-venue signs, changing kitchen and till systems, and menu reprints amongst other things.

While the financial penalties for non-compliance will focus the mind (the maximum fine is £5,000), in reality the potential indirect financial consequences of getting this wrong are far more serious. There is a significant risk to reputation should a customer suffer an acute allergic reaction, or worse, as the result of flawed (or absent) allergen advice once the legislation is in place. The risk

is greater for brands where one high-profile incident could impact multiple locations.

As above, guidance for hospitality businesses will be released in May, which should hopefully deliver absolute clarity. For now, the Food Standards Agency’s specialist allergy branch is emphasising that the onus is firmly on operators: “Businesses will have to have processes in place, and make sure all staff are aware of these processes, by December 2014. The information must be readily available within the premises, and all staff should know where to get this information following a customer request.”

## Looking for solutions

The next 10 months will see operators searching for the solutions that deliver minimum cost and disruption to their businesses, however inevitably, there will financial implications. It is a complex and multi-layered problem that will require:

- *Greater collaboration with suppliers*
- *Complete transparency through the supply chain*
- *Heavy reliance on internal systems*
- *Internal staff communications and training programmes*

Unfortunately it will bring more bureaucracy to the business of serving fresh food, especially for limited-period or “specials” dishes. It will almost certainly lead more operators to implement a completely closed and systemised supply chain.

There are also some softer considerations. This legislation is likely to raise customer expectations regarding how much of this type of information operators provide: being compliant may soon not be enough. Consumers may wish to see information at the table side, at the till, on the website – and to be guided by savvy staff who know what they are talking about. This legislation may accelerate the proliferation of iPad-armed servers dispensing all sorts of advice.

Notwithstanding some rather obvious personal allegiances, it is clear that technology in a wider sense has a role to play. There are compelling, low-cost integrated solutions out there, such as those offered by Adaco, which will do the heavy lifting in calculating nutritional values and the presence of allergens in dishes and dish components. Such systems can be owned centrally by a multi-site company but be made available to each venue. The contrast with manual calculations and processes is stark.

For now the industry awaits the FSA guidance. There is however one absolute certainty: these (legal) allergen and nutritional requirements won’t recede, especially with the potential inclusion of alcoholic beverages in three years. Dealing with costly legislation that adds complexity to foodservice businesses is a requisite part of the skill set for the modern operator. As ever, planning and preparation will be key.

James England is a director at Fourth, the technology firm that owns and operates Adaco, a software systems specialist serving the global hotels and hospitality industries. Email james. england@fourth.com

# → HOTELYMPIA 2014 - Technology Preview



**HOTELYMPIA**  
EXCEL LONDON  
28<sup>TH</sup> APRIL – 1<sup>ST</sup> MAY 2014

Hotelympia 2014 returns this April (28th April – 1st May) with the revitalised event undergoing more changes in a single year than ever before.

Unveiling a completely new look, a new four-day format and a new spring date in the diary, the show will also be situated in one extended, single access hall benefitting from FREE WiFi, making the Hotelympia show-floor the UK's biggest-ever hotbed of hospitality activity.

Groundbreaking hospitality technology also has a brand new focus with the show announcing a landmark link-up between HOSPA (Hospitality Professionals Association) and HFTP (Hospitality Financial & Technology Professionals) – the two biggest associations of their

type in the UK and US, respectively. The partnership will also showcase the HOSPACE HUB alongside top billing sponsorship from Barclaycard and PAR Springer-Miller, and paves the way for a powerful four-day programme of technology briefings, case study presentations, one-to-one mentoring and a standout CEO/CIO/FD one-day technology summit.

Commenting on the link-up and plans for 2014, HOSPA Chief Executive, Carl Weldon said: "This is a tremendously exciting link-up and will put state-of-the-art technology, laser guided insight and discourse at the top of the agenda when Hotelympia returns. Pooling the strengths of both HOSPA and HFTP – and a combined membership of almost



6,000 – means that, over four days, show visitors, exhibitors and our members have a unique opportunity to reap the business benefits on offer. We are also delighted to be hosting a key Industry Dinner and Debate on Hospitality Technology kindly sponsored by HFTP”

The newly-named HOSPACE Hub will welcome networking opportunities together with a host of presentations and lively panel discussions, giving visitors unrivalled access to new ways of thinking and the very latest trends shaping the market. Digital Blonde Karen Fewell will be hosting a very special discussion on the impact of social media, and specifically the cult of #foodporn – the practice of sharing pictures of food online while eating out. Celebrated chef Tom Aikens; Ed Martin from online hospitality guide, Square Meal; Daniel Doherty of high rise success story, Duck & Waffle and catering consultant, Jonathan Doughty, will be on hand to discuss and debate the practice and its implications for the wider industry.

Other hub highlights include debates on the links between marketing and revenue and the role of reputation management

with Minesh Shah, director of review services for TripAdvisor, and how smartphone technology can aid kitchens catering for allergen regulations. The latter will feature turns from John Dyson, food and technical advisor for the British Hospitality Association and Anne Maloney from Coeliac UK.

Alongside this there will be in-depth examinations of mobile technology and payment solutions, apps, big data, wearable technology, the kitchen of the future, funding and training as well as HOSPA sourced masterclasses in the areas of Hospitality Finance, Revenue Management and Technology.

As well as the bespoke program of focused workshops, a brand new technology summit is also set to take place on Tuesday 29th and Wednesday 30th April (details TBA at a later date) bringing together CEO, CIO and FDs from throughout the industry with the opportunity to hear key speakers and updates on current issues and developments. Wednesday 30th April will also see a networking dinner – in association with HFTP – open to summit delegates. Throughout the four days,

Hotelympia’s PVP (Priority Visitor Programme) will also give exhibitors the opportunity to pre- book meetings with MDs, CEOs and technology buyers from leading technology companies in the UK and abroad.

Free Business Advice at the ‘Buell Business Advice Clinic’ Hotelympia has partnered with hospitality consultants and recruiters the Buell Group to offer free specialist technology and finance business advice to visitors across all four days of the show.

Also located in the Technology Section at Hotelympia will be the Buell Business Advice Clinic which will offer ‘money can’t buy’ one-to-one, specialist mentoring on some of the most vital components to running a successful hospitality business including: property management systems, procurement platforms, leveraging data management, online training, acquisitions, successfully selling a business, outsourcing financial management, managing and reducing energy costs, revenue management and marketing & social media.

The clinics will also feature a range of bespoke packages from Buell Consulting, the advisory division of the group. Visitors have the unique opportunity to discuss any aspect of their business in complete confidence, with six defined packages on offer ranging from advice for inexperienced start-ups to IT health checks and business recovery and refocusing support.

All sessions are available to pre-book now on a first-come-first-served basis. Those interested in taking advantage of this exceptional opportunity should email [tora.stanistreet@buellconsult.co.uk](mailto:tora.stanistreet@buellconsult.co.uk) indicating the area of advice they are after along with a preferred date and time. Toby Wand, Managing Director at Fresh Montgomery, comments: “With over 22% of Hotelympia’s audience in 2012 visiting with a specific interest in purchasing hospitality technology, the brand new programme of events is set to further strengthen our offering. An exciting programme of events overseen by HOSPA and HFTP, our plans should send a signal to the technology community that Hotelympia is the only show you need visit in 2014.

Over four days they will find the very latest innovations, and a host of likeminded people looking to do business



in a setting created especially for that purpose. We look forward to welcoming the technology fraternity to our doors.” Hotelympia’s standard-bearing Innovation Awards make a welcome return to the fold, providing exhibitors with a FREE high profile platform and an unprecedented means of recognition for new product launches.

Six finalists in each category – Technology, Tabletop & Design, Catering Equipment, Food & Drink – will be required to pitch their products to Innovation Idols – captains of industry in their chosen fields – in a highly charged behind-closed-doors-arena. Each product will be on display in a dedicated area throughout the four days, offering show visitors an unmissable snapshot of the six most innovative, new technology products on the market.

Innovation Idols confirmed so far for 2014 include: Nick Sandler, creative chef for Pret A Manger, acclaimed restaurateur, chef and ‘Spice Man’ Cyrus Todiwala OBE, chief executive of London-based pub and bar group, Grand Union, Adam Marshall and David Russell and David Bentley from respected catering consultancy, The Russell Partnership. Toby Wand, Managing Director at Hotelympia organiser, Fresh Montgomery, said: “Innovation has been at the heart of each and every Hotelympia since the show’s inception – creating the most comprehensive snapshot of the hospitality industry in one dedicated place. In 2014 we will, once again, be uniting the very best in Technology, Catering Equipment,

Food & Drink and Tabletop & Design through our dedicated awards. As previous finalists can attest, the benefits of entering are far reaching. With an ever-growing lineup of respected names as Innovation Idols, we look forward to raising the industry bar yet again.”

The Hotelympia experience is set to be made even more unique by the presence of ‘Show Makers’ – a team of specially trained ambassadors, there to ensure visitors can make the very most of their time at the show.

The Show Makers will be on hand throughout the four days, offering advice and guidance on forthcoming attractions and creating bespoke pathways through the show, depending on visitor criteria and interests.

Show Makers have been recruited from leading catering college, Westminster Kingsway, with students trained by front-of-house expert, Esher Williams and Lisa

Campagnola, the lady behind the training programme for the London Games Makers – one of the 2012 Olympics’ great success stories.

Toby adds: “We recognise just how precious a day away from the business can be, which is why we are simplifying the whole visitor experience. The Hotelympia Show Makers can offer a warm hospitality welcome and help to tailor the show journey, while the single hall makes it even easier for visitors to navigate the attractions without the disruption of the central boulevard. From an exhibitor perspective, this move should also encourage even greater dwell times – the show is already 75% sold, so I encourage those companies who are thinking of how best to maximise their business profile in 2014 to get in touch with our team today.”

**For more on Hotelympia, see next month’s Overview.**

This year at Hotelympia visit the



HOSPAC hub

BROUGHT TO YOU BY HOSPA AND HFTP



## Regions see profits up

Out of the 12 UK regions, the North West is one of eight regions to achieve a year-on-year increase in gross operating profit per available room (GOPPAR) for 2013. Those posting negative year-on-year movements in GOPPAR are Greater London, the East of England, the North East and the West Midlands, according to the latest HotStats.

In 2013, hoteliers in the North West experienced a 6.1% rise in revenue per available room (RevPAR) to £51.63 driven by a combined surge in average room rate (ARR) and occupancy of 3.7% and 1.6 percentage points respectively. The corporate segment usurped leisure as the biggest market in this region accounting for 28.8% of the business mix against a leisure-driven proportion of 27.5%. With total revenue per available room (TRevPAR) growing by 3.8% to £98.49 and payroll remaining stable, GOPPAR increased by 5.0% despite an uplift in overheads per available room.

In December, hotels recorded positive results across all key performance indicators with TRevPAR and GOPPAR figures contributing to enhance the overall performance.

## Birmingham behind the pace

In line with the West Midlands region results, Birmingham saw increases in RevPAR and TRevPAR by 2.3% and 1.1% respectively, but hotels were not able to convert these gains into profits, recording a 1.6% drop in GOPPAR during 2013, according to HotStats.

The rise in RevPAR performance was due to a 1.6 percentage point increase in occupancy offsetting a minor decline in ARR. Mixed results were recorded in other departments leading to a 1.1% increase in TRevPAR. Efficient operating cost control improved departmental operating profit per available room (DOPPAR) by 1.4% to 54.49. However, overheads per available room increased significantly by 5.7%, led most notably by 7.1% and 6.9% uplifts in utilities and administration and general costs. With payroll going up by 0.4%, GOPPAR declined by 1.6% to £31.30.

In the month of December, despite a RevPAR surge of 5.1% GOPPAR went down by a staggering 21.4% due to overheads per available room and payroll increasing by 37.9% and 2.0% respectively.

## Nottingham nudges forward

In 2013, Nottingham hoteliers managed to increase occupancy by 4.9 percentage points to 68.7% at the expense of the ARR, which declined by 1.0%. As a result RevPAR grew 6.6% to £37.46. With growth in food sales (5.4%), beverage revenue (4.4%) and meeting room hire (2.5%), TRevPAR rose by 5.9% to £69.67 which combined with cost reductions to deliver a 7.8% increase in DOPPAR. Payroll decreased by 2.0% and despite an unavoidable rise in overheads per available room common to most UK markets, GOPPAR grew by an impressive 11.4%.

In December, RevPAR significantly increased by 10.0% but GOPPAR declined by 8.5% demonstrating once again the importance of looking beyond rooms key performance indicators when assessing hotel performance.



## The month of December 2013

	Dec'13	Dec'12	Var b/w	
NORTHWEST	Occ %	66.9	64.5	2.4
	ARR	71.53	67.67	5.7%
	RevPAR	47.86	43.86	9.6%
	TrevPAR	105.31	100.61	4.7%
	Payroll %	30.5	30.7	0.2
	GOP PAR	30.14	28.77	4.8%

	Dec'13	Dec'12	Var b/w	
BIRMINGHAM	Occ %	56.5	55.4	1.1
	ARR	68.12	66.12	3.0%
	RevPAR	38.52	36.66	5.1%
	TrevPAR	82.57	82.09	0.6%
	Payroll %	33.5	31.5	-2.0
	GOP PAR	22.83	29.04	-21.4%

	Dec'13	Dec'12	Var b/w	
NOTTINGHAM	Occ %	58.6	54.6	4.1
	ARR	53.93	52.69	2.3%
	RevPAR	31.63	28.76	10.0%
	TrevPAR	71.47	67.72	5.5%
	Payroll %	33.6	32.0	-1.6
	GOP PAR	15.55	16.99	-8.5%

## The Calendar year to December 2013

	YTD'13	YTD'12	Var b/w	
NORTHWEST	Occ %	73.5	71.9	1.6
	ARR	70.20	67.68	3.7%
	RevPAR	51.83	48.68	6.1%
	TrevPAR	96.49	94.85	3.6%
	Payroll %	30.8	30.8	0.0
	GOP PAR	27.78	26.45	5.0%

	YTD'13	YTD'12	Var b/w	
BIRMINGHAM	Occ %	67.9	66.3	1.6
	ARR	72.22	72.30	-0.1%
	RevPAR	49.04	47.94	2.3%
	TrevPAR	94.89	93.85	1.1%
	Payroll %	30.5	30.1	-0.4
	GOP PAR	31.30	31.80	-1.6%

	YTD'13	YTD'12	Var b/w	
NOTTINGHAM	Occ %	68.7	63.9	4.9
	ARR	54.49	55.05	-1.0%
	RevPAR	37.46	35.15	6.6%
	TrevPAR	69.67	65.80	5.9%
	Payroll %	31.8	33.8	2.0
	GOP PAR	17.39	15.62	11.4%

## The twelve months to December 2013

	Rolling'13	Rolling'12	Var b/w	
NORTHWEST	Occ %	73.5	71.9	1.6
	ARR	70.20	67.68	3.7%
	RevPAR	51.83	48.68	6.1%
	TrevPAR	96.49	94.85	3.8%
	Payroll %	30.8	30.8	0.0
	GOP PAR	27.78	26.45	5.0%

	Rolling'13	Rolling'12	Var b/w	
BIRMINGHAM	Occ %	67.9	66.3	1.6
	ARR	72.22	72.30	-0.1%
	RevPAR	49.04	47.94	2.3%
	TrevPAR	94.89	93.85	1.1%
	Payroll %	30.5	30.1	-0.4
	GOP PAR	31.30	31.80	-1.6%

	Rolling'13	Rolling'12	Var b/w	
NOTTINGHAM	Occ %	68.7	63.9	4.9
	ARR	54.49	55.05	-1.0%
	RevPAR	37.46	35.15	6.6%
	TrevPAR	69.67	65.80	5.9%
	Payroll %	31.8	33.8	2.0
	GOP PAR	17.39	15.62	11.4%

# Members' Events Forthcoming events

**10th March**

## **HOSPA Regional Meeting - Birmingham**

The first event in the HOSPA Regional Tour 2014 is to be held at Malmaison Birmingham on Monday 10th March 2014 from 6.00pm for a 6.30pm start.

Speakers for the event:

· Paul Nisbett, Finance & Commercial Director, Puma Hotels Collection - What does a CFO expect of a Hotel Financial Controller?

· STR Global - Industry Update with a focus on Birmingham

· Andrew Evans, Managing Director, Keystep - Near Field Technology slips, slowly, into hospitality!

Time: 18:00 - 20:00

Venue: Malmaison Birmingham, The Mailbox, 1 Wharfside Street, Birmingham, B1 2JR.

We would like to express our thanks to Malmaison for providing the venue for this meeting.

**14th March**

## **Revenue Management: Turning Insight into Performance Stage 1**

This activity based workshop is ideal for both current Revenue Managers and those looking to make a move into this dynamic discipline.

This one day workshop will provide insight into the "soft skills" required to be successful in this rapidly evolving area of hospitality, and is ideal for those new to the role or those in need of a lively refresher! Delegates will emerge brimming with newfound confidence, motivation and new ideas. The relaxed environment will inspire creativity and the ability to visualise how you can make a real difference to your team and your business.

Location:

Hotel du Vin & Bistro Birmingham Church Street, Birmingham, B3 2NR

**Price: £75 + VAT per HOSPA Member attendee**

**£89 + VAT per Non-Member Attendee**

Price includes 2 x coffee breaks & lunch at the event. All training material included.

**20th March**

## **HOSPA Revenue Management Workshop - London**

The HOSPA Revenue Management community are pleased to provide a HOSPA Revenue Management breakfast workshop taking place in London on 20th March 2014.

Venue, speakers and topic will be confirmed in due course, please save the date in your diary!

**27th March**

## **HOSPA Revenue Management Workshop - Edinburgh**

The HOSPA Revenue Management community are pleased to provide a HOSPA Revenue Management breakfast workshop taking place in Edinburgh on 27th March 2014.

Venue, speakers and topic will be confirmed in due course, please save the date in your diary!

**7th April**

## **HOSPA Regional Meeting - Manchester**

The next event in the HOSPA Regional Tour 2014 is to be held at The Midland, Manchester on Monday 7th April 2014 from 6.00pm for a 6.30pm start.

Speakers for the event will be announced in due course.

Time: 18:00 - 20:00

Venue: The Midland, Peter St, Manchester, M60 2DS (For Sat Nav please enter M2 3NQ)

We would like to express our thanks to Q Hotels for providing the venue for this meeting.

**28 April**

## **Hotelympia 2014 Excel London (running until 1 May) 9:30 a.m.**

Hotelympia 2014 will inspire you with new ideas to develop your business. Hotelympia is the best place to source new products and ideas from the great volume and variety of suppliers - more than any other UK show.

Hotelympia is also famed for its unique attractions and has a number of surprises in store for 2014.

A new Hotelympia for 2014

A number of new and exciting changes are planned for 2014, which will make this edition of Hotelympia more vibrant:

**A new layout**

**A new spring dateline: 28 April – 1 May 2014**

**New floorplan**

Reasons to Visit

Hotelympia is the UK's largest exhibition for foodservice and hospitality and the perfect environment to:

**Experience new, innovative products**

**Network with contacts and meet new ones**

**Source new ideas**

**Improve your business performance**

The HOSPA Hub

As in previous years, the HOSPA Hub will again be present at Hotelympia 2014 to allow attendees to gain access to new ways of thinking and the very latest technology trends shaping the market.

The HOSPA Hub will highlight how technology can improve your business efficiency as a whole with insightful presentations giving visitors unrivalled ground-breaking technology solutions.

HOSPA members will have special access and VIP privileges at Hotelympia so keep an eye out for the HOSPA e-news containing the unique HOSPA member registration link!

For full event information, please visit [www.hotelympia.com](http://www.hotelympia.com)

**Registration is necessary to attend all HOSPA events. To register your place, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details stating which event you would like to attend.**



# HOSPSPA

Hospitality Finance, Revenue and IT Professionals  
Education & Training

## Enrolling now for the HOSPA Education Programmes in Financial Management and Revenue Management for intakes for March 2014

The HOSPA Education Programmes provide a framework for developing the skills and knowledge needed at first-line and middle management levels. Our courses have been developed by leading educators in the appropriate field of expertise in conjunction with hospitality industry experts.

Ideal as a stand-alone education programme or one that can sit alongside your existing in-house training, this suite of courses is pitched at undergraduate level and acknowledges the increasing significance of encouraging employees to not only obtain appropriate qualifications, but also to continue in full-time work – earning while learning.

Studying in their own time, learners are supported by a study pack, online classroom resources including EBSCO and subject tutors, plus all learners are encouraged to have a work-based mentor. Our study materials utilise both contemporary terminology and professional examples from the industry, together with a mix of work-based and academic assessments. This means that learners can apply what they learn directly to their workplace.

Each programme is studied in three separate stages, each taking six months to complete.

**For more information call Debra Adams, Head of HOSPA Education Services, on 01202 842809 or visit the HOSPA Education pages at: [www.hospa.org/education/education-and-training-programmes](http://www.hospa.org/education/education-and-training-programmes)**

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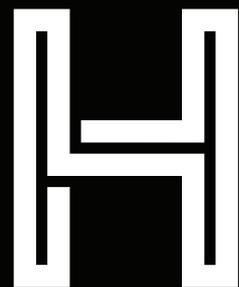
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