

# THE OVERVIEW

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**HOSPACE**   
Conference & Exhibition 2013

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**HOSPACE 2013**  
we're there, are you?

**It all adds up** - what makes a good CFO | **Mark Jelley** - from poacher to gamekeeper

# Welcome to THE OVERVIEW

Dear members,

As you read this, you could very well be at HOSPACE and if so, please seek me out and come and tell me what you think of The Overview. Good or bad, I'm open to suggestions, with the exception of adding a word search.

If you don't want to tell me to my face, then please join the HOSPACE debate online. This year we'll be tweeting from the event (follow HOSPA on @HOSPAtweets and me on @KDoggrell) with live updates, thoughts and photos - just look for the #HOSPACE2013 hashtag.

You can also comment on the panel sessions, which will be covering key issues such as finance, revenue management and IT, with thoughts from industry leaders. As ever with HOSPACE, there will also be the chance to attend educational workshops on a range of topics.

But sadly every event must end and we'll be looking back over it and covering sessions that you may have missed in the next issue. We'd like to hear what you thought and what you'd like to see next year.

A topic which is likely to come up multiple times at the event is covered this month by FM Recruitment. What makes a good CFO? There has been chat at conferences this season about the beleaguered regional hotel market in the UK and a good deal of the blame has been laid at the feet of poor CFOs, by sector bankers in particular.

The complaint amongst those with the cash is that, when they go to visit a site, they are met by a book-keeper, not a CFO. Someone who, quite competently, has been keeping a track of incomings and outgoings for the Revenue. Not someone who would know how to expand your hotel to a small chain. Those with aspirations, take note.



*Katherine Doggrell*

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**Land preserved (sq. metres):**  
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# HOSPA

Hospitality Finance, Revenue and IT Professionals

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## The Overview online

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

# → THE INDEPENDENT HOTEL SHOW



## Independent Spirit

HOSPA CEO Carl Weldon reports from the Independent Hotel Show

**H**OSPA was very pleased to be able to attend the Independent Hotel Show in Olympia West for the first time, at the end of October. The IHS is a sister event to the Hospitality Show and Hotelympia and, despite only being in its second year, saw over 4,500 visitors.

The two-day event included everything for the independent hotelier, from vibrating beds to state-of-the-art revenue management software, and, of course the HOSPA stand. Those looking for inspiration or advice could visit two presentation theatres running a full programme with plenty of varied topics, as well as an awards event for 400 on the Wednesday evening.

I – on behalf of HOSPA - was pleased to be asked to host two technology sessions - one about the technology available for the independent hotelier and one on the future of in-room guest technology.

On the HOSPA stand myself, Wayne Gosden and Lisa Barnard (on her first HOSPA outing from the office) were pleased to meet a number of members, sponsors and friends – plus a fair few potential new members and students – especially for the Revenue Management ETP for which there was a fair amount of interest.

I was pleasantly surprised by the vibrant atmosphere of the event – and by the energy and enthusiasm from the independent hoteliers (all eager for information) attending the event - we had over 150 attending one of our technology sessions alone - and the exhibitors we spoke to all seemed very pleased.

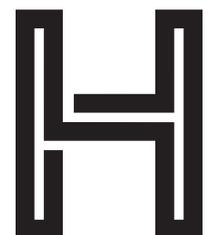
The IT Panel on the first day generated a number of interesting angles from use of your current telephony systems, organising your wi-fi for hotel guests use, making sure you survey your hotel for wi-fi black-spots plus use of Cloud-based systems for everything from front office to marketing systems. Interestingly enough there were quite a few questions subsequently not just on the guest technology but on implementing a revenue management set-up for a hotel.

The second technology session was focused on in-room and entertainment – where the panel looked at what is available today in terms of content and hardware, how to design it in for new hotels and also what current guests are expecting - and what the issues are when implementing from the perspective of a hotelier – in this case from James Byrne a hotelier and director of Eccleston Square Hotel.

From our point of view it was interesting being part of a relatively new event of this nature and would certainly recommend it for any Independent hotelier.

**HOSPA** hub

*We will next be taking part with the in the Technology section at Hotelympia in April (28th April – 1st May 2014) next year including some HOSPA Master-classes.*



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**Jillian Malone**  
Director  
FM Recruitment

## How to be a great CFO or FD

To reach the top of the tree and have a successful career as Chief Financial Officer or Finance Director in the hospitality industry, being good at the numbers simply isn't enough. You'll need a mix of skills far beyond the ability to set an annual budget and produce monthly management reports. Jillian Malone looks at what marks out a truly great CFO and identifies the top nine characteristics of leading financial officers.

### Credibility

Personal credibility is perhaps the senior finance manager's single most important asset. It is hard-won over many years. If you're not a credible professional - in the eyes of the senior management, the CEO, the board, and investors - you will not sit at the top table.

Your credibility is a function of many factors including good judgement, consistency, honesty - indeed of many of the characteristics listed.

It's important to note that credibility is portable. That is, when it is time to take the next step on your career ladder, it's the integrity around your personal brand that will get you the interview, even if you are moving into a new sector.

## Honesty

Yes, you want to present positive financial reports. But ask yourself “Is this the true and honest picture from the perspective of all stakeholders?” The CFO is the CEO’s ‘right hand man’ and there must be an immutable trust between them. This is built on honesty.

Strategy, investment, location, premises, large asset purchases... big decisions rely on solid reliable financial reporting and projections. Balancing risk and return, making choices; ultimately the final decision will lie with the CEO. But your role is to present an objective financial view of all sides of an opportunity. If you have a view on strategy, you can certainly exert influence, but only if the CEO and the board listens and respects your honesty.

## Perspective

As organisations become bigger they invariably become more complex. The FD or CFO needs to maintain an overview or perspective that encompasses the whole enterprise.

People may believe FD’s are up to their necks in spreadsheets all day, but the truth is often very different. For example, it’s very common for IT and sometimes even HR functions to report to

the FD. You’ll need to lead and motivate managers to get the most from their teams.

An understanding of how operations work across the business pays double dividends. It allows you to see opportunities that may have been hidden or ambiguous, thus supporting your strategic judgement. And it builds that all-important credibility.

## Straight-talking

No-one sees the financial landscape like you and sometimes you will need to be brutally frank with colleagues. The fortunes of every hotel, group or brand are cyclical, going through ups and downs over the years. Mistakes will be made. External factors beyond your control will mean it won’t all be plain sailing. So when times do get tough you have to ask the hard questions and be blunt about options. For example:

- “Costs need to be cut; we can’t leave this room until we’ve got a plan.”
- “I’m not sure these sales projections are defensible; please explain how you will hit these targets.”
- “This new initiative doesn’t make sense financially. We should drop it.”

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The advertisement features a smartphone displaying the iRiS app interface with options like 'Welcome Mr. Paul West', 'LONDON', 'LUX CARD', 'OUR HOTELS', 'BOOK A ROOM', and 'YOUR RESERVATIONS'. Below the phone, a diagram shows a building icon (Hotel Group), a plus sign, a smartphone icon (BrandApp), an equals sign, and a person icon (Happy Guests).

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The advertisement features a silver door hanger with a red KeyStep logo. The logo consists of a stylized key with a red head and a white shaft, set against a red background with a grid pattern. Below the logo, the text reads 'Supporting critical hospitality systems'. The advertisement lists various services and provides contact information.



a deep understanding of the business, its market position and wider trends in the hospitality sector.

In short you need to see things from the investor's point of view and talk their language.

## Confidence

The public visibility of senior finance executives is growing. You need to project authority and confidence. Mostly this will come naturally to one who is extremely good at his/her job. However, senior finance officers are not generally renowned for their exuberant personalities and social confidence. Mastering how to make body language work in your favour; and how to be a persuasive public speaker are both becoming increasingly useful skills for an ambitious finance officer.

## Consistency

Consistency in thought and action breeds confidence and credibility. It can also be a way of managing expectations. For example, if you feel monthly management reports are required, do them from the outset. Then the expectation will be set. Think about how changing a reporting pattern might set the hares running: "Why are there no reports this month? What's wrong?"

Another overlooked aspect of consistency is fairness. This simply means dealing with issues and people in the right way and without favour. If you are seen as the silent, suit-wearing accountant at the beck and call of the MD or CEO - but too grand for everyone else - it won't do you any favours.

## Think long-term

While the sales director lives and dies by his team's monthly quota (and his or her own bonus is often dependent on quarterly performance) a great CFO thinks and talks strategically and long-term.

Business owners and managers seem to operate on increasingly short time horizons but the CFO must keep an eye on the longer term prize. Colleagues may be interested in the next quarter - and you obviously need to be able to present those quarterly financial reports - but short-termism is a trap CFOs must not fall into.

The Chief Financial Officer is Dr Who. Yes, FDs and CFOs need to know how to time travel. They look back over prior performance to spot meaningful trends and insights; forward to evaluate possible futures; and they also deal with what's on the desk today.

To deny difficulties is like sticking your head in the sand: not a good look and one that can destroy credibility overnight. Much better to grit your teeth and point out the good, the bad and the ugly about the business. It's also handy to have some actionable suggestions about how to turn things around in that scenario!

Finally, straight-taking needs to be done in such a way that you don't alienate the team and kill their enthusiasm. After all, business growth relies on people to keep coming up with new ideas and initiatives.

## Good communication

Successful FDs need good influencing skills. Most business people don't really 'get' finance and many of them feel uncomfortable about that. To be able to have a positive impact, the FD needs to be able to present the financial figures in a language that every member of the management team understands. More than that, to properly influence strategy you need to make compelling arguments backed by logic. That way you can fight your corner with confidence.

## Understand investors

The CFO often manages investor relations and will need to draw on all the characteristics listed here to fulfil this key role. Ultimately investors want to be confident in their assessment of a business. They are interested in the numbers but more interested in what lies behind and drives the numbers. To properly communicate to investors the real value of your enterprise or brand you will need



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Cornell University Center for Hospitality Research, November 2012

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Cornell University Center for Hospitality Research, November 2012

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## HOSPA can help you to develop your company's emerging talent!

At HOSPA, we recognise that nurturing talent and building expertise is the key for the future success and growth of your organisation. Our courses, from undergraduate to post-graduate level, are developed with credible content, rigorous assessment and recognised accreditation, meaning your investment in developing your finance, revenue management and IT professionals is in capable hands.

### Study with us on our flexible, self-study programmes in Finance or Revenue Management

The HOSPA Education & Training Programmes provide the skills and knowledge needed at both first line and middle-management level for those hospitality professionals developing their careers in the finance or revenue management disciplines.

Pitched at undergraduate level, they have been specifically written for the hospitality sector by specialist educators and industry-leaders. They recognise the significance of encouraging employees to not only obtain appropriate skills and qualifications, but also to continue in full-time work whilst doing so.

The programmes are designed to utilise both contemporary terminology and professional examples from the hospitality industry and are assessed through a combination of work-based and academic assessments, meaning learners can apply what they learn directly to the work-place.

In addition to their study packs, all learners log into our online classroom with access to subject matter experts, additional resources and EBSCO online library of academic and business journals. Both programmes are studied in 3 separate Stages over a period of 18 months and earn a degree-level credit rating.

#### Introducing the Financial Management Programme

- First step towards a professional accounting qualification
- Provides the skill and knowledge to manage a hospitality finance department
- Exemption from the CIMA Certificate in Business Accounting, Papers 1 & 2
- Leads to HOSPA Associate (Cert Finance) membership of HOSPA on completion
- Credit-rated by the Open University.

#### Introducing the Revenue Management Programme

- Provides the practical skills and understanding required to manage the Revenue Management function in a hospitality unit
- Accredited by Oxford Brookes University
- Enhances career development in this dynamic field
- Leads to HOSPA Associate (Cert Revenue Management) membership of HOSPA on completion.

## What about short courses?

Through collaboration with its education partners, HOSPA offers a number of short training courses on essential topics in finance and revenue management:

**Professional Education Programmes (PEPs)** – A series of one-day workshops aimed at senior level managers and department heads covering topics such as Improving Your Budgeting & Forecasting Techniques, How to Write a Business Case for CAPEX, Asset Management for Hoteliers and Hospitality Finance for Hotel Owners

**CIMA On Demand** – A package of over 60 “online anywhere” presentations on a range of topics from financial accounting through to development leadership skills.

**Revenue Management, Finance and IT Communities** – for members of HOSPA in these fields, the communities provide online resources, networking opportunities and a series of meetings, breakfast and one-day workshops focussing on key and current issues

**Cornell University** – Discount on Cornell’s Professional Development Programme – a series of 3-day courses for fast-tracking managers, GMs and executives and their General Managers’ Programme – a challenging 10-day programme aimed at General Managers and aspiring GMs

**Lausanne Hospitality Consulting** – 20% discount offered on Executive Development Programmes, designed for executives at management and senior management levels wishing to update their knowledge and competencies. Modules studied reflect changing trends and developments in the industry including Rooms Revenue Management, Strategic Marketing and Hotel Positioning and Re-positioning

**Open University** – 10% discount for online CPD courses in a variety of topics from leadership, business and people management skills to learning about galaxies, stars and planets!

## How can I further my Continuing Professional Development?

CPD can be undertaken in a myriad of formats and HOSPA provides a variety of opportunities to contribute to your continued effectiveness as a professional including:

**The Overview** – the monthly membership publication of HOSPA, with archive copies available

**EBSCO online database** of full text business and academic journals

**Exclusive members’ area** of the website filled with expert advice and opportunities for interaction

**Free monthly members’ meetings** (open to non-members for a small fee) providing networking opportunities as well as a topic of discussion with a guest speaker

**HOSPACE Annual Conference & Exhibition** – open to members and non-members.



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## No time to study a course?

A series of interactive practitioner i-books, written by experienced practitioners and subject matter experts and generously funded by the Savoy Education Trust, is free to download via iTunes providing an introduction to some of the key concepts in finance, IT and revenue management and their application in the hospitality industry.

**OUT NOW – Revenue Management – An Introduction for Practitioners** – providing the reader with an understanding of the core components of Revenue Management and how it can be used in the hospitality industry. Covering topics from understanding the motivation of the customer and the influence of the economic cycle in making purchasing decisions to competitive markets and the principles of market segmentation.

**COMING SOON –** Finance topics including Understanding Capital Expenditure, Better Budgeting and Best Practice Guides in Control & Audit for Hotel & Restaurants and in Eliminating Fraud.

## How we are helping to shape the future

HOSPAs is proud to be a supporter of the Savoy Society Mentoring Scheme which provides a 2-year support structure to hospitality undergraduate students who are nearing completion of their degree and as they forge their careers in the industry. The scheme, managed by the hospitality charity Springboard, offers selected undergraduates the opportunity to benefit from the experience, guidance and wise counsel of successful senior managers from the sector.

HOSPAs supports the scheme financially, by donating a percentage of all patronage sponsorship and by encouraging members to act as mentors.

Supporting Career Investment Development Scholarships  
These scholarships represent a unique opportunity to provide career development for five upcoming young people working in Finance, Revenue Management and IT by offering a full day at HOSPAs, where their achievements are recognised. Successful candidates find this to be an excellent networking opportunity with senior members of the hospitality where they can share knowledge and attend education workshops on the industry best-practice for the future.

## Come celebrate success

Hard work and dedication deserves recognition and HOSPAs is delighted to acknowledge its outstanding learners from the Finance and Revenue Management Education & Training

Programmes each year at the HOSPAs Annual Awards Luncheon. The highest achievers of each Stage of study are recognised, together with a Student of the Year award – awarded to the learner who achieves the highest combined course work assessments and examination score.

To learn more come and see us at HOSPAs 2013!

## A practical guide to the introduction of the new UK financial reporting requirements, breakfast seminar on 12 December 2013.

8am -10am at the Grange Holborn Hotel, 50 - 60 Southampton Row, London WC1B 4AR

This event is aimed at everyone working in hotel finance departments as these new rules will have an impact on management accounting processes, the chart of accounts and internal reporting requirements as well as the year end processes of preparing financial accounts and having them audited.

The change affects all companies other than those already applying IFRS accounting. The new accounting rules are not just a technical exercise but will have ramifications on the wider business including financing arrangements and compliance with management contracts. As well as describing the main changes to accounting standards, the seminar will provide some practical tips on how to go about implementing the new requirements and meet the deadlines.

The speaker, Rob Frost of BDO LLP, is familiar to many HOSPAs members as a man with the unusual talent of making the topic of accounting standards become interesting and relevant.

**This event is also open to non-members of HOSPAs. Registration is necessary to attend.**



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# → HOSPACE EVENT PROGRAMME

Please find below the current programme for HOSPACE 2013 taking place on **Thursday 21st November 2013** at the Sofitel Hotel, Terminal 5, Heathrow.

8.15 - 9.00	Registration ~ Coffee/Tea Refreshments
9.00 - 9.10	Conference Opening with Carl Weldon - CEO, HOSPA and Robert Cook - President, HOSPA
9.10 - 9.30	Industry Overview - with PwC and STR Global
9.30 - 9.50	HOSPA Education & Membership - Promoting learning in your organisation - hear how HOSPA can help you and your organisation to promote lifelong learning
9.50 - 10.40	Leaders' Panel - 'Key issues, trends and developments facing the Industry today.'
10.40 - 11.10	Refreshment Break - An opportunity to visit the 'Hospitality IT Exhibition' featuring some of the 'best in class' products and services
11.10 - 11.15	HOSPA  with MICROS
11.15 - 12.05	Hotel Finance Panel - 'The changing face of the funding landscape for the hospitality sector'
12.05 - 12.10	HOSPA  with Alison Dolan, Deputy Managing Director, Sky Business
12.10 - 13.00	Hospitality IT Debate - 'Is technology good for the hotel/hospitality business?'
13.00 - 13.05	HOSPA  with Infor Hospitality





13.05 - 14.30

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

14.30 - 14.35

**Introduction to Educational Sessions**

14.35 - 14.40

HOSPA  with Avvio

14.40 - 15.30

**Revenue Management Debate** - 'Integrating all the feeds for revenue management'

15.30 - 15.35

HOSPA  with WNS Global Services

15.35 - 16.00

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

16.00 - 16.35

**Educational Workshop Programme 1** (7 workshops)

16.35 - 17.10

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

17.10 - 17.45

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

17.45 - 18.00

**Conference Closing and Prizes**

18.45 - 19.15

**Delegate Pre Dinner Drinks Reception**

19.15 - Late

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



# → HOSPACE EDUCATION SESSIONS

Please find below the current programme for HOSPACE 2013 Education Workshops taking place on **Thursday 21st November 2013**

## Workshop One 16.00 - 16.35

**HOSPA Finance Community**  
New Uniform System Update  
USALI Version 11

**Barclaycard**  
Payments solutions from  
Barclaycard, to create your  
business new income

**Acentic**  
Managing Your Bandwidth

**Motorola Solutions (14IP)**  
Solutions for Hotels

**Avvio**  
Driving Channel Shift from  
OTA's to Direct

**Duetto Research**  
Don't Call it Revenue  
Management

**Agilysys**  
Generate Sales you didn't  
know you had..

## Workshop Two 16.35 - 17.10

**HOSPA Finance Community**  
Global Hospitality Accounting  
Project Update

**Cenium / TNP**  
The Power of Integration, Cenium  
Hospitality ERP on Microsoft  
Dynamics NAV 2013

**Solution Builders**  
Optimise Service & Reduce Costs

**MICROS**  
Business Technology  
Trends and Innovation in the  
Hospitality Industry

**IDeaS**  
How Function Space (S&C)  
Optimisation Feeds the Revenue  
Management Cycle

**PAR S-M**  
Hospitality Going Mobile

**First Data**  
Top tips to reduce payment card  
costs and increase profits

## Workshop Three 17.10 - 17.45

**HOSPA Professional  
Developments**  
Return on Capex

**WNS**  
Evolution of KPI Measuring  
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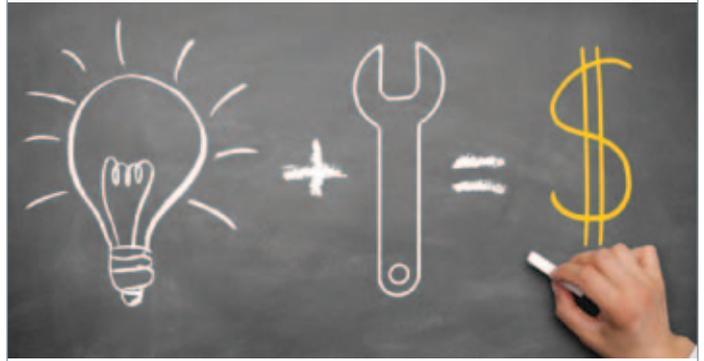


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## An interview with Mark Jelley Avenue9 Hospitality Consultant

Mark Jelley, an accomplished “hands-on” multi-disciplinary IT Hospitality Executive who has worked within this sector for over 25 years, has joined Avenue9 as Hospitality Consultant. Here he talks about his impressive history in implementing successful IT solutions, proven money saving techniques and experience of working with the big boys such as Deloitte, Malmasion, Hotel du Vin, Principal Hayley, Le Meridien Hotels & Resorts and more.

Launched just over a year ago, Mark joins Avenue9 at a time of growth, his experience acting as a catalyst to accelerate the business.

Read on to understand just how he went from gamekeeper to poacher...

### Q Why does the Industry appeal so much?

Social Interaction and being able to deliver a good service and within this sector, service is key.

### Q Have you ever considered changing industries?

Before joining Avenue9 I worked for Deloitte consulting across multiple sectors. I've worked for a diving and marine engineering company in Glasgow and a foreign exchange company in London but missed the “buzz”, so was desperate to return to the sector!

### Q What role within your career do you prefer?

I have enjoyed all of my roles, they all presented different challenges but they all required the same skill set. For me it is about delivering service to the highest standards, whilst historically that may well have been for the benefit of the GM, my role now expands that to the wider running of a hospitality business.

### Q Do you have to approach the role now with a different mind-set?

I like to think not. I am as honest with potential clients as I was with my suppliers. I have Deloitte to thank for this as I couldn't do the job with Avenue9 without the experience I gained whilst working for them.

### Q What do you see as your greatest achievement in the sector?

I have three which I would rate equally:

1. Delivering an EPoS rollout into 214 pubs and 25 restaurants in 16 weeks at Noble House.
2. Decision to do Hotel in a box. Opera PMS rolled-out across the estate with the new builds having EPoS and telephony above property as well.  
Delivered on time and under budget at Malmaison & Hotel Du Vin.
3. Principal-Hayley Opera PMS rollout – from decision to implement to 4 pilots in 10 days then rollout over 6 weeks sometimes at 4 a week.

**Q In your opinion what is the biggest technology challenge currently in the sector?**

PCI and Security – electronic fraud is becoming more prevalent and this is not being embraced by the business. It is often given lip service particularly by the small and medium companies.

Comms – without it you can't trade effectively in the increasingly digitised market place.

**Q What skills and knowledge has been most useful transitioning from game keeper to poacher?**

Relationship management, knowledge and understanding of the industry from Operations and Finance, to IT within Pubs, Restaurants and Hotels.

**Q You have worked in both large and smaller organisations what do you prefer and why?**

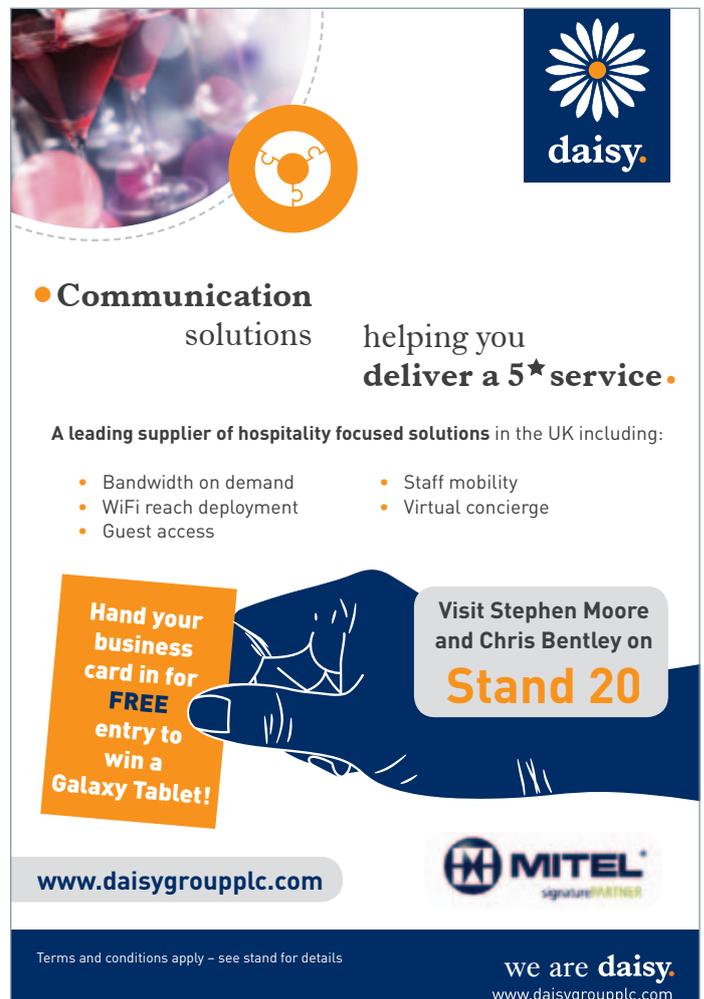
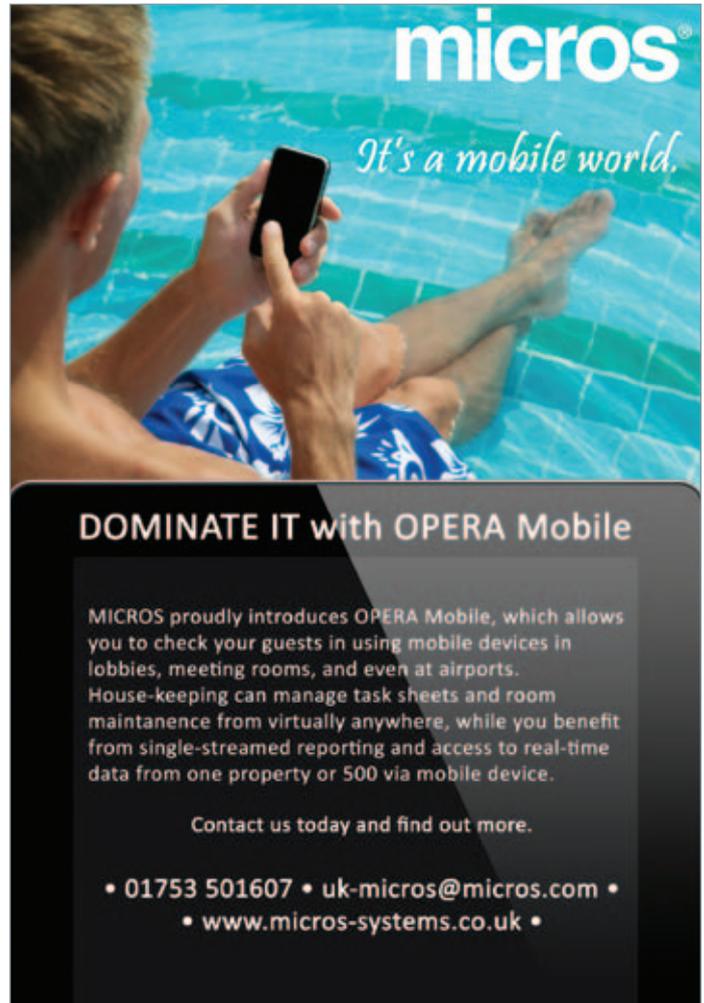
Smaller – I am not a corporate animal. I help set direction and strategy of the business. I am straight and forthright – a spade is always a spade!

**Q You are actively involved in HOSPA, why do you so strongly believe in what they have to give the industry?**

Independent advice, best practice and driving education. The objective of HOSPACE has always been to enable companies to go into a room and buy everything you need to run your business.

**Q What attracted you to Avenue9?**

One stop shop for IT. I had 26 suppliers to deal with. The way Avenue9 is set up removes many of the challenges for companies, as it has just a single point of contact for IT. It has a core of people that have experience of the industry and understand the unique demands placed upon it. For me the opportunity to share my knowledge of working for a variety of brands to the wider marketplace. The culture of the business is also important, working with likeminded people who are passionate about what they do. It's almost like working for a hotel which has its focus on the guest experience, attention to detail and desire to create loyal clients.



**Q IT Management has evolved since you first started in the industry, how do you see IT department becoming more integral with larger chains?**

They need to become more integrated. You need to get the best value for your buck which means working closer with the commercial people in the business.

**Q With more and more IT services being available above property, do you see IT outsourcing becoming more prevalent?**

Yes, the move does lend itself to this, however as I've said before Comms is key to effective service delivery. Operational staff expect systems just to be there for them to enhance the overall delivery of service to the guests. It also enables the industry to budget more effectively and opens up expertise to smaller organisations that do not have the necessary estate or budget to invest in a sizeable IT function.

**Q Is this trend driving the overall IT costs to the industry higher? And does this then exclude smaller independent organisations?**

Often the total cost of running the IT operation isn't always accounted for by companies, not just in the Hospitality sector but from my experiences from Deloitte many sectors do not truly understand the total cost of ownership of their IT estate. It is often the case that the exercise can generate cost savings, or increasing revenue through benefitting from a deeper breadth of industry knowledge. For smaller organisations in the sector, there are clear advantages with both of the above and for organisations to budget on a per room per month costing model.

**Q Having spent so much time in hotels, which is your favourite and why?**

Crillon Le Brave – in Provence, France. Superb hotel for its rooms, service, food, views and vineyards!  
Holbeck Ghyll- Lake District – for the whole experience, from start to finish this hotel nails it!

**Q What technology/systems could be created that isn't in existence now that would be of most benefit to hoteliers?**

Face recognition. This would enable proactive customer service, recognising your customers on arrival.

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## London back on track

Hotels in London bounced back in September 2013 after two consecutive months of negative year-on-year comparisons with a 6.4% increase in total revenues per available room (TrevPAR) and an 8.2% growth in Gross Operating Profit per available room (GOPPAR), according to the latest HotStats survey of 624 full-service hotels across the UK.

The growth is mainly rate driven with hoteliers pushing the average room rate (ARR) up by 8.9% to £158.17 compared with £145.22 in September 2012 and representing a positive gap of £15.78 in the rolling 12-months average. This surge only resulted in a slight occupancy decrease of 0.6 percentage points to 88.0% leading to a RevPAR increase of 8.2% for the month of September to £139.15.

Besides the rooms department contribution, additional revenue per available room derived from food (+3.7%) at £23.49 and meeting room hire (+1.0%) at £8.49 helped to deliver a 6.4 increase in TrevPAR at £188.87 against £177.49 in the same month last year.

Departmental profit conversion per available room (DOPPAR) improved by 7.7% to 69.2% of total revenue thanks to cost control and, combined with a 1.5 percentage points reduction in payroll, GOPPAR in September 2013 surged by 8.2% to £96.54.

When looking at the third quarter performance, occupancy is the only key performance indicator showing a positive movement with a 3 percentage points increase to 87.1% compared to 84.1% in Q3 in 2012. Assessing the RevPAR, TrevPAR and GOPPAR perspective, results showed a decrease by 4.9%, 8.0% and 11.5% respectively compared to the same period last year largely due to the Olympics effect.

## Provinces hotels continue to shine

Provincial hoteliers experienced positive movements in all key performance indicators in September reported in the latest HotStats survey of 624 full-service hotels across the UK. This is the fourth consecutive month of increases in all key measures with

total revenues per available room (TrevPAR) and Gross Operating Profit per available room (GOPPAR) growth in September by 2.4% and 2.7% respectively.

RevPAR growth of 4.8% was facilitated by a combination of rising average room rate (+3.8%) and an increase in Occupancy of 0.7 percentage points. Leisure is the only other department with a positive increase of 2.3% at £5.28 per available room and other notable revenue sources remained flat (food) or slightly decreased (beverage and meeting room hire) leading to a growth in TrevPAR to £107.12. Continued cost control contributed to further improvements in profitability, by 2.7% to £36.37 per available room.

When looking at the third quarter performance, the RevPAR, TrevPAR and GOPPAR results showed a surge by 5.7%, 3.7% and 5.5% respectively compared to Q3 in 2012 despite a 2.5% escalation in overheads per available room.

In September 2013, York hoteliers achieved Occupancy of 91.7% (+1.2 pts y-o-y) and, added to a 1.4% increase in ARR, grew RevPAR by 2.7% to £64.64. Room revenue accounted for 63.6% of total revenue; other revenues per available room that saw an increase included meeting room hire, being the highest (+10.6%), leisure +3.5% and food +1.7% leading to a TrevPAR rise of 1.7% to £101.61.

Despite a payroll decrease of 0.5 percentage points, hotels in York saw their profitability impacted with a surge in operating expenses: rooms (+0.3%), food (+3.7%) and leisure (+8.0%) and overheads significantly increased by 7.4%. As a result, GOPPAR performance was down by 3.9% to £31.99.



## The month of September 2013

	Sep'13	Sep'12	Var blw		
TOTAL UK	Occ %	82.7	82.5	0.3	▲
	ARR	105.25	98.94	6.4%	▲
	RevPAR	87.07	81.58	6.7%	▲
	TrevPAR	135.59	129.93	4.4%	▲
	Payroll %	25.1	26.1	0.9	▲
	GOP PAR	57.33	54.10	6.0%	▲
LONDON	Occ %	88.0	88.6	-0.6	▼
	ARR	158.17	145.22	8.9%	▲
	RevPAR	139.15	128.64	8.2%	▲
	TrevPAR	188.87	177.49	6.4%	▲
	Payroll %	20.8	22.4	1.5	▲
	GOP PAR	96.54	89.22	8.2%	▲
PROVINCES	Occ %	79.9	79.2	0.7	▲
	ARR	74.11	71.39	3.8%	▲
	RevPAR	59.23	56.53	4.8%	▲
	TrevPAR	107.12	104.61	2.4%	▲
	Payroll %	29.2	29.4	0.2	▲
	GOP PAR	36.37	35.41	2.7%	▲

## The Calendar year to September 2013

	YTD'13	YTD'12	Variable		
TOTAL UK	Occ %	75.7	73.8	1.9	▲
	ARR	97.44	98.11	-0.7%	▼
	RevPAR	73.72	72.39	1.8%	▲
	TrevPAR	116.65	115.17	1.3%	▲
	Payroll %	28.3	28.6	0.3	▲
	GOP PAR	42.20	42.55	-0.9%	▼
LONDON	Occ %	82.2	80.2	1.9	▲
	ARR	142.58	146.41	-2.6%	▼
	RevPAR	117.14	117.48	-0.3%	▼
	TrevPAR	180.52	181.88	-0.9%	▼
	Payroll %	24.2	24.4	0.2	▲
	GOP PAR	72.83	76.01	-4.2%	▼
PROVINCES	Occ %	72.3	70.4	1.9	▲
	ARR	70.49	69.20	1.9%	▲
	RevPAR	50.93	48.71	4.6%	▲
	TrevPAR	93.62	90.64	3.3%	▲
	Payroll %	32.1	32.5	0.4	▲
	GOP PAR	26.11	24.98	4.5%	▲

## The twelve months to September 2013

	Rolling'13	Rolling'12	Variable		
TOTAL UK	Occ %	74.9	73.0	1.9	▲
	ARR	97.31	97.84	-0.5%	▼
	RevPAR	72.84	71.39	2.0%	▲
	TrevPAR	117.40	115.62	1.5%	▲
	Payroll %	28.3	28.4	0.1	▲
	GOP PAR	42.84	42.89	-0.1%	▼
LONDON	Occ %	81.8	79.9	1.9	▲
	ARR	142.39	145.43	-2.1%	▼
	RevPAR	116.54	116.23	0.3%	▲
	TrevPAR	182.42	182.59	-0.1%	▼
	Payroll %	24.2	24.3	0.1	▲
	GOP PAR	74.62	76.62	-2.6%	▼
PROVINCES	Occ %	71.2	69.3	1.9	▲
	ARR	70.11	69.01	1.6%	▲
	RevPAR	49.91	47.84	4.3%	▲
	TrevPAR	93.77	90.94	3.1%	▲
	Payroll %	32.1	32.4	0.3	▲
	GOP PAR	26.16	25.17	3.9%	▲

# Members' Events Forthcoming events

**Dec 12**

**A practical guide to the introduction of the new UK financial reporting requirements**  
**Grange Holborn Hotel, London**

**8am-10am**

This event is aimed at everyone working in hotel finance departments as these new rules will have an impact on management accounting processes, the chart of accounts and internal reporting requirements as well as the year end processes of preparing financial accounts and having them audited. The change affects all companies other than those already applying IFRS accounting. The new accounting rules are not just a technical exercise but will have ramifications on the wider business including financing arrangements and compliance with management contracts. As well as describing the main changes to accounting standards, the seminar will provide some practical tips on how to go about implementing the new requirements and meet the deadlines.

The speaker, Rob Frost of BDO LLP, is familiar to many HOSP A members as a man with the unusual talent of making the topic of accounting standards become interesting and relevant. This event is also open to non-members of HOSPA. Registration is necessary to attend

**Dec 13**

**Revenue Management: Turning insight into Performance**  
**Holiday Inn Heathrow**

**9.30am - 5.30pm Workshop**  
**5.30pm - 6.30pm Networking**

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.

The stimulating blend of activity and discussion will touch on the following topics:

*What "control" does a Revenue Manager have?*

*What areas (and how) does a Revenue Manager exert influence?*

*How much impact and influence do you have?*

*How do you give constructive and motivational feedback?*

*The importance of presentation skills.*

*How to cultivate positive change.*

*Encourage creative thought to grow new ideas and tackle existing issues.*

*Assess how you add value to your business.*

*Networking session.*

#### **Who should attend?**

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

#### **Facilitators**

The workshop will be facilitated by two Revenue Management professionals with combined experience of over 40 years gained in the UK, Europe, North America, Middle East & Africa and Asia Pacific:

*Jennifer Keen - Director, Total Revenue Solutions*

*Michael Heyward - Director, Hotel Performance Support, IHG*

#### **Cost**

£49 + VAT HOSPA Members £65 + V A T Non-Members (An invoice will be issued upon reserving a space.)

Price is inclusive of 2 x coffee breaks and lunch, plus a welcome drink at the networking session. All training material is included.

Registration is necessary to attend. To register your place, please email [lisa.barnard@hospa.org](mailto:lisa.barnard@hospa.org) with your details.

**Dec 19**

**HOSPA Annual Awards Lunch 2013**  
**The Landmark London**

Come and celebrate with HOSPA! Enjoy a delicious seasonal lunch at the Association's Annual Awards Ceremony with awards for hospitality's best practitioners in Finance, Revenue Management and IT as well as the most successful learners of the year from the HOSP A Education Programmes.

Booking forms and further information will be released in due course.

**Feb 10**

**HOSPA IT Members' Meeting - Communications and the PBX - What's the future?**

**London**  
**6:00pm to 8.30pm Venue TBC.**

Registration is necessary to attend. To register your place at this event, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details.

**May 12**

**HOSPA IT Members' Meeting - The Next Technology Challenge - What's happening in other sectors London**

**6:00pm to 8.30pm Venue TBC.**

Registration is necessary to attend. To register your place at this event, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details.

**Sept 22**

**HOSPA IT Members' Meeting - Technology Trends in Hospitality including news from HITEC. London.**

**6:00pm to 8.30pm Venue TBC.**

Registration is necessary to attend. To register your place at this event, please email [wayne.gosden@hospa.org](mailto:wayne.gosden@hospa.org) with your details.



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**To find out more please contact Wayne Gosden at HOSPA**

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