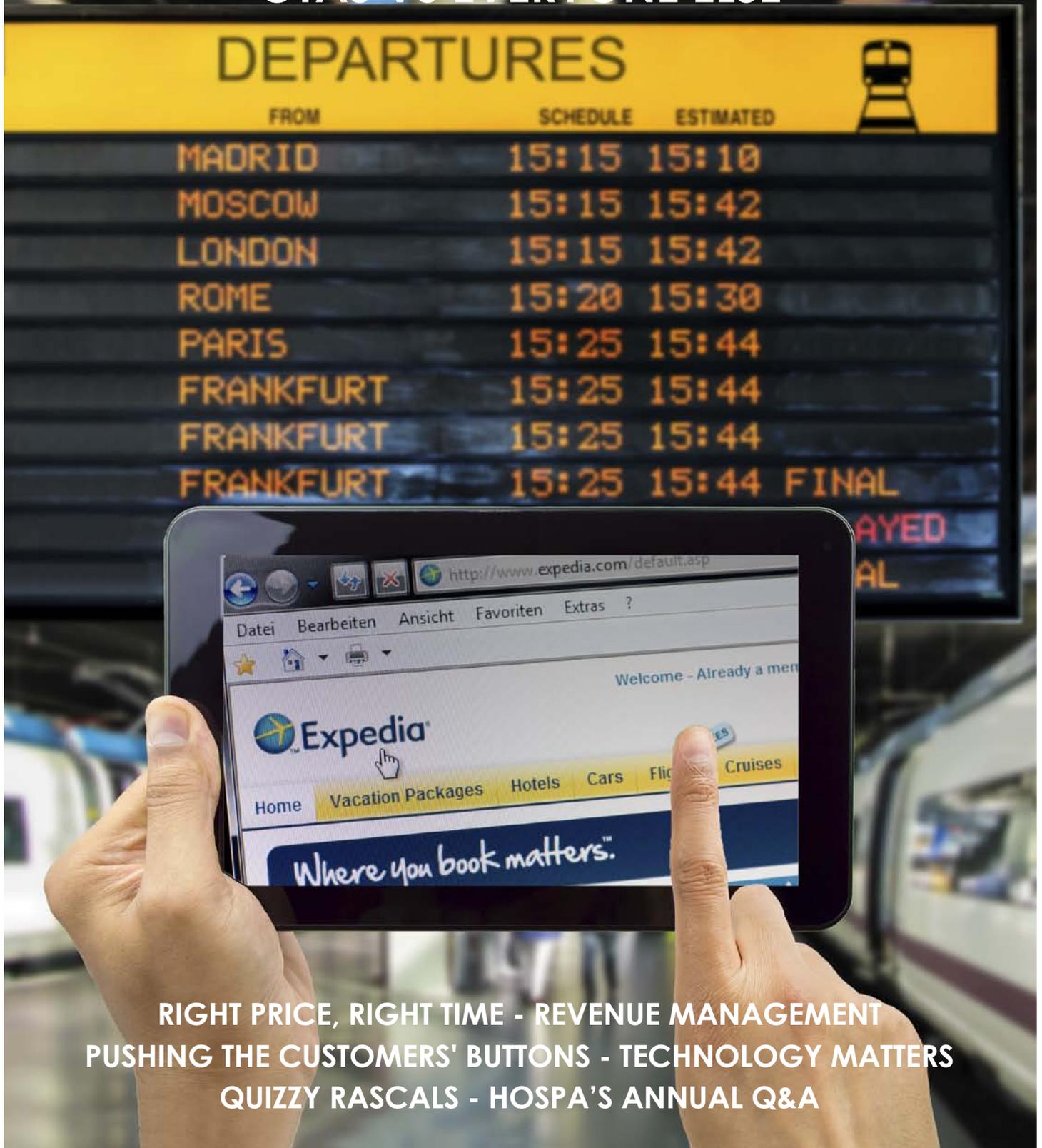


THE OVERVIEW

ISSN 2048-4844 AUGUST ISSUE 2014

CAN'T WE ALL JUST GET ALONG? - OTAS VS EVERYONE ELSE



FROM	SCHEDULE	ESTIMATED	
MADRID	15:15	15:10	
MOSCOW	15:15	15:42	
LONDON	15:15	15:42	
ROME	15:20	15:30	
PARIS	15:25	15:44	
FRANKFURT	15:25	15:44	
FRANKFURT	15:25	15:44	
FRANKFURT	15:25	15:44	FINAL

RIGHT PRICE, RIGHT TIME - REVENUE MANAGEMENT
PUSHING THE CUSTOMERS' BUTTONS - TECHNOLOGY MATTERS
QUIZZY RASCALS - HOSPA'S ANNUAL Q&A

Welcome to THE OVERVIEW

Dear members,

If some near-global entity approached you, offering you the chance to piggy-back on their success around the world, be part of their TV ads, their global print campaigns, even their glorious Google rankings, you'd jump at it, no?

Well, to be fair, you'd ask what the catch was. How much you'd have to contribute to their, collectively, multi-billion dollar marketing spree. 'They' are, of course, the online travel agents "OTAs" and how much they spend is more than most hotel companies will ever see. Priceline's online marketing costs alone surged by 41% last year to \$1.8bn and that's just Priceline. And most of that was with Google.

There is a price to pay for involvement in this promotional Bacchanal, but, for those small companies who can't afford their own national media campaign, the cost of acquiring a guest through an OTA should be approached with consideration of the 'billboard effect' where the increased exposure can lead to an increase in the hotels' own direct bookings.

There are more thoughts on how hotels can work with, rather than against, the OTAs, later in the issue. I'd like to hear your opinions about online distribution, so if you think Expedia should be pushed into a black hole, or hailed as the saviour of the independent hotel, please email me at katherine.doggrell@hospa.org

Elsewhere this issue we have the results of the recent HOSPA quiz night in London, a comprehensive analysis of the changing role of the revenue manager and further information on the upcoming HOSPA Breakfast Briefing on the changes to the Uniform System of Accounts for the Lodging Industry. For details of how to attend, please contact Jenny Rose, on jenny.rose@hospa.org.



Katherine Doggrell

Editor | katherine.doggrell@hospa.org

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Hospitality Finance, Revenue and IT Professionals

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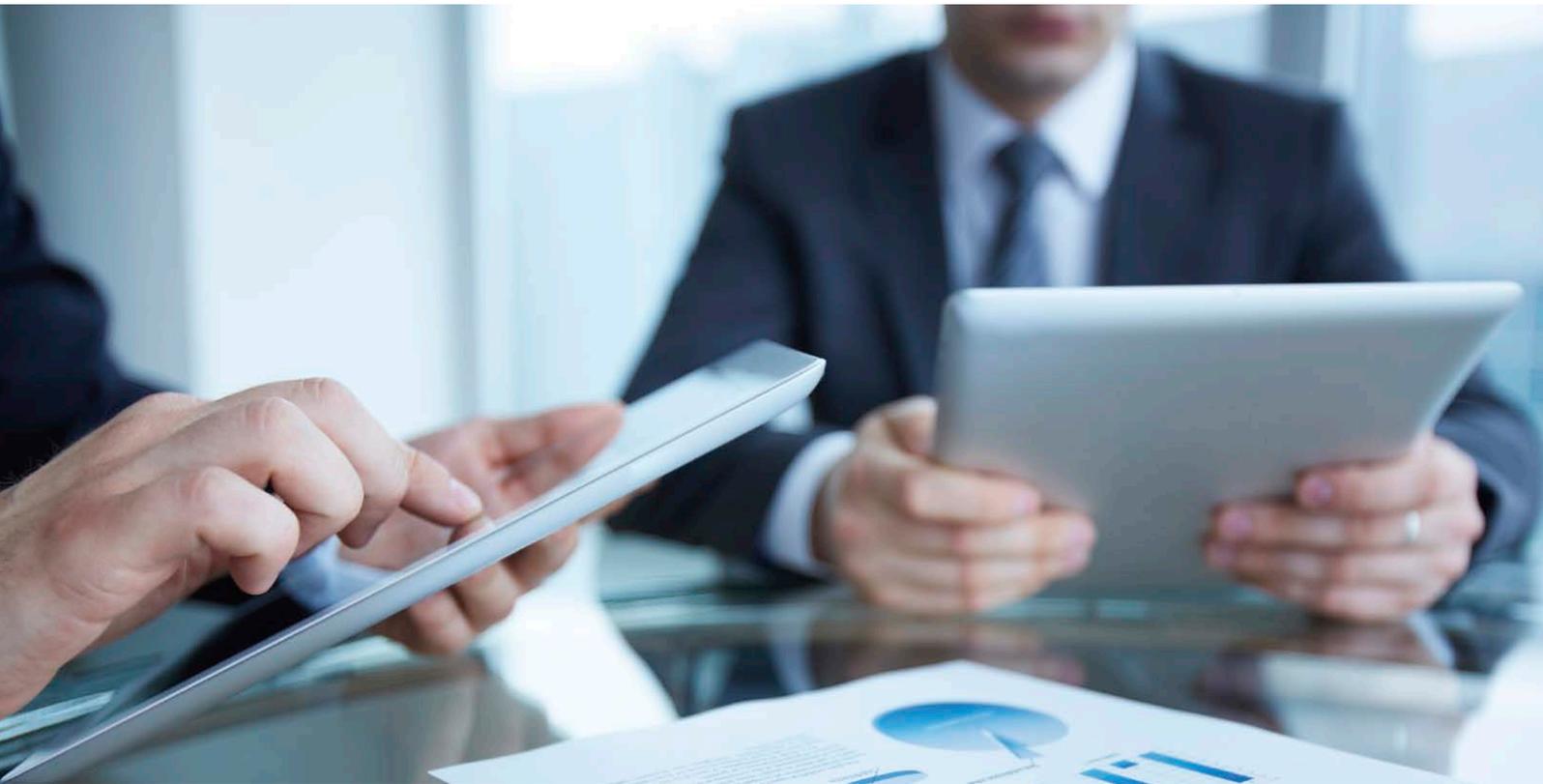
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The thing about REVPAR...and other stats – get a dashboard!

By Carl Weldon, HOSPA Chief Executive

There are of course a number of different ways of measuring a hotel business and, indeed, within different segments of that business or industry.

'REVPAR' (Revenue per Available Room) has become 'en vogue' in recent years but even this measure can be slightly misleading – for instance, what 'Revenue per Available Room'?

There can be 'Room Revenue' and, of course, 'Total Revenue' – hence 'TREV PAR' and 'RREV PAR'. You will be interested in either and your choice will depend on the nature of the business – for example, your hotel could be purely accommodation-based and you would choose the former. If you have a more Food & Beverage (F&B) or conference and banqueting-based operation, then 'Total Revenue' ('TREV PAR') will be particularly important.

Either way, 'PAR' (Per Available Room) is really an 'Asset' measure. It is dividing the revenues by how many rooms you have in the hotel overall – in other words, it is telling you how well you are 'sweating the asset'.

There is also the 'POR' (Per Occupied Room) measure to consider. In 'rooms' terms, this is also known as 'Average Rate' or 'ADR' (Average Daily Rate). I have always liked, however, the 'Total Revenue per Occupied Room' statistic above this, as it will tell you what each room sold is generating over and above its

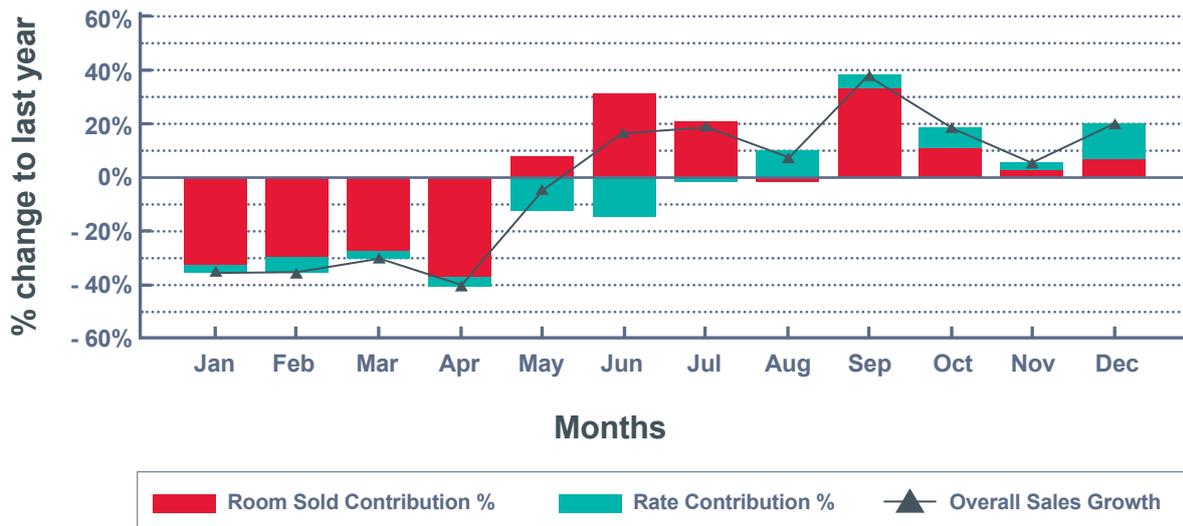
'Accommodation' element. This is particularly useful for very quick forecasting.

For revenue managers, 'Room RevPAR' and 'POR' are particularly important when reviewing themselves against their competitive sets of hotels. However, the important thing to remember here is always to make sure the competitive set is still valid, and that the hotels in your 'set' are in the same market or 'band' as your hotel. In other words, make sure you are comparing 'apples with apples'.

In either case of course, it is just a revenue measure not a profit measure. Revenue does not always guarantee profit. 'GOP PAR' is a measure of 'Gross Operating Profit' that each room is contributing. You need to recognise that 'GOP' is a profit line drawn after all the direct operating costs of the hotel (payroll, F&B, administration, sales and marketing, utilities and maintenance), but before the property costs of rates, insurance and rents. This is a particularly good line for comparing different businesses operationally against each other, as it can highlight operational efficiencies between operations.

However, you need to be aware that there is much going on between the top 'Sales' line and the 'GOP' line. Large hotels can be complex businesses, and that this can hide a multitude of sins.

Rooms Yield Performance to Last Year



Putting it simply, there is something to be said for picking out key cost lines and creating averages at this granular level, that mean something to you and your operation. A key line here may be for travel agents' commission or 'OTA' (Online Travel Agent) costs – preferably at 'POR' level as you will normally only pay commission for bookings actually taken. Even creating a measurement that takes-in your 'Room REV POR' and deducting 'OTA' costs, 'POR' will give you a good idea of room profitability. Utility costs 'PAR' and 'POR' are also very interesting.

Metrics today are just statistics; and you can choose the wrong ones!

I would recommend reviewing the type of business you are (or think you are) operating and the key elements of it. If you are a lodge selling purely accommodation, then 'TREV PAR' will not mean much to you. If you are a resort with F&B and leisure facilities (golf and/or spa), then 'TREV PAR' and 'POR' will be very important to you.

'GOP PAR' and 'POR' should be important to you whatever the business, as it is a hotel business efficiency measure and is a good benchmark against other operations – whether within your own business or against a competitor set from any of the benchmarking services such as those of HotStats, STR Global or BDO. Again, make sure you compare like with like when dealing with relative hotels – no point in comparing 3* with 5* performance.

The great thing about the hotel industry is that we have a globally recognised accounting standard – the 'Uniform System of Accounts for the Lodging Industry' (also known as 'USALI' or 'Uniform System') which enables us, as an industry, to do really valid comparisons. This standard has just been updated and the 11th Edition is now officially out there, with HOSPAs this autumn covering the major update in many ways. This standard is written into many management contracts across the world, affecting operators and owners alike.

I would always recommend that you don't overlook other 'Key Statistics' that you find important, combining them into a 'Dashboard' for your business – something that 'sits above' your normal 'Profit and Loss' report, and employs all the normal

absolute '£s' and percentages that can be easily and readily held in your mind.

Of course Finance should be taking the responsibility of keeping a track of these numbers in the appropriate formats – whether in Excel, a database or indeed an OLAP (Online Analytical Processor that uses Cube technology).

There is also a case to be said for having different Dashboards for different departments (over and above their individual P&L's from the Uniform System P&L).

So a Housekeeper may have POR's on Linen, guest Supplies and/or Cleaning materials.

Revenue Management on OTA and Distribution Costs
Maintenance Stats on Utility Costs by Gas, Electric and Water both on POR and a PAR basis.

F&B Management on F&B Sales by outlet on a POR basis, Consumables and Stationery Costs POR.

The trick with these and the overall Dashboard is to keep it simple and let the numbers jump off the page that would otherwise be buried in the overall P&L.

Once a quarter at least review the trends on the graphs – stand back and review the 'big picture' and it can be surprising what will appear in front of you!

The trends that can also be tracked over time – preferably in graphs – can be the pure percentage change in a Statistic – this can be quite revealing as below when trying to assess change over a period of time such as above – where this Hotel's business can be seen to be affected primarily by its volume but is changing latterly to rate.

This can be very enlightening, enabling you to see the change in the numbers over a period of time in a picture (for example, using 'Revenues Weekly' and 'Costs Monthly'). Any spike or serious change can be seen straight away and acted upon, which of course is the point of any useful piece of information.



David Nicolson
Vice President Finance -
Europe Jumeirah Group

Tax - no longer taxing

Further to a meeting last year between the HOSPA Tax Committee, BHA and the Office for Tax Simplification, the government has taken notice and is undergoing a review of “accommodation benefits”.

Objective of HMRC:-

The structure of the rules is to tax all accommodation (save board and lodging provided to those earning less than £8,500) except where living accommodation falls within certain exemptions.

Problems identified:-

- A general failure of the rules to identify when the accommodation is really a benefit (defining “living accommodation” as opposed to “bed and breakfast”).
- The application of the exemptions and the inconsistencies and anomalies which arise because of this (necessary, customary tests and grandfathering principle).
- The practical problems in calculating the charge and the inconsistency of treatment between different employees (Annual Value vs Gross Rateable Value, ancillary services).

Recommendations proposed:-

- Reformulating the existing exemptions with the aim of distinguishing more accurately between what is really a ‘perk’ and what is needed to get the job done.
- Introducing the use of open market rental value to tax all non-exempt accommodation.
- Exploring the need for transitional protection as part of formal consultations about these proposals.
- That, as a first step before our more fundamental suggestions are pursued, the HMRC Manual guidance is reviewed to make clear that HMRC consider substantive duties and not job titles.
- That the most basic accommodation is taken out of the tax charge entirely.

Once we have a further update, we will keep everyone posted.





Chris Denison Smith
Director, FM Recruitment

Does technology improve the customer experience?

Checking into a hotel? There's an app for that! Hotel industry technology has become highly sophisticated and can offer cost savings. But, just because we've got the technology, does it mean guests want to use it? And is the drive to efficiency, in fact, harming the customers' experience?

Do androids dream of sleep?

With price competition - and its affect on the bottom line - probably what keeps hospitality executives awake at night more than any other commercial concern, it's hardly surprising the industry has embraced technology in an effort to cut costs.

There are many examples of the benign or positive impact tech has brought to the trade. Perhaps the most obvious is how digital has taken over the booking process for the majority of guests. Customers take multiple online routes prior to booking and the tech they use is 'device-agnostic'. It could be smartphones, tablets or even the good old-fashioned laptop, but internet-connected device invariably play a part in the majority of bookings. Most of us generally enjoy being able to control the research and booking process, and with that control literally in the palm of our hands, hospitality apps and user-friendly websites have undoubtedly improved the customer experience.

A second big 'tick in the box' for customer satisfaction is the ongoing rollout of dependable, free wifi. Anyone who has ever travelled for business over the last ten years will most likely have experienced the brain-frying annoyance at a hotel charging eye-watering premiums to access slow and intermittent wifi. Thankfully, most brands have realised guests regard quality wifi as a free, default benefit.

Free wifi is a 'no-brainer' if you want to upsell

Guests and visitors using your wifi will inevitably buy other services while at the hotel. It's very common to see business people dart into a hotel lobby to catch up on email or have a quick meeting. But very rare for them not to buy coffee, croissants and the like.

Check out the check-in

It is hard to believe, but the world's first self-service check-in kiosk was installed in 1996. The ambition was to help people to spend less time waiting in line and more time enjoying their trip. It was a fine idea that has been refined and improved over almost two decades. The natural next step has been to link up the booking and check-in processes, which is where smart cards and apps come into play.

It's the budget sector where self check-in has been most widely adopted. Guests' expectations have become more attuned to and accepting of modest levels of personal service at this end of the market. There's no need for a reception desk overhead when technology can take care of check-in. Or is there?

In reality, even the most technologically-reliant hotels do have front of house staff ready to deal with any questions the machines cannot answer.

The truth is that, at some level, customer-facing people are at the heart of our business. Hotels customers have always appreciated the personal touch and it is these interactions with front-of-house staff that are often remembered the longest. The old adage is that 'people like dealing with people' and one could argue that one-to-one customer service is the single most important factor behind customer loyalty.

Everything at the touch of a button

So, we have seen how developments in technology have positively affected the customer experience before they walk into your lobby, but what about after check-in?

Some hotels are introducing tablets that act as a single interface for customers, allowing them to change almost everything in the room environment. Lights, TV channels, temperature, curtains and blinds, alarms and alerts... even whether the evening's steak is to be medium, rare, or bloody as hell.

Those customers who want a five-star experience with attendants at every turn can still find it. The top-end of the market performs well and thrives on the kind of elaborate service that can only be delivered by very well-trained, numerous staff.

Yet even those on more modest budgets have technology naturally embedded into their lives and are comfortable with its application to leisure and travel experiences. We are gradually ushering in a new age where many other internet- and bluetooth-enabled devices are becoming nodes in the network of networks, now being branded 'the Internet of Everything'.

What is the Internet of Everything?

The age of internet ubiquity truly has arrived. There are more things connected to the internet today than there are people in the world. The world is moving beyond standalone devices into a new era where everything is connected: TVs, cars, fridges, wearable computing devices... all joined up over the 'Internet of Everything'. It will allow us to manage hotel resources better, manage room inventory and physical stock, be more sustainable, and second-guess customer's' needs before they are even aware of them.

A joined up picture

It is the smart integration between systems where technology can support marketing and build loyalty. After a hotel visit is over, the apps and booking systems the customer used can autonomously talk to each other - and with the hotel's CMS - to exchange data and to build an ever-richer picture of an individual.

This should mean that better, more relevant and timely communications and offers will be served to this customer. The ultimate aim is, of course, repeat business or customer loyalty by another name.

In an era where customers do their own research on their own terms, often switching preferences based on independent reviews and sophisticated price comparisons, anything that can be done to build brand loyalty is marketing gold-dust. And it is the sum of information gathered through the full customer journey that illustrates the real value of tech here. Big Data has been much in the news over the last year (and indeed covered in these pages) and here is the reason why. The coming-together of multiple streams of information in one 'big brain' can provide timely insights - the holy grail for hotel marketers.

Getting the balance right between people and machines

The pace of change in hotel technology will always reflect that of a wider society. Travellers will undoubtedly relish the chance to book restaurant tables, spa treatments, taxis and the like, all from one convenient tablet. They will appreciate your special offers and discount codes delivered via app alerts or email. They'll smile when your hotel remembers their birthday, profiled deep in your database. They might feel a little uncomfortable if your Big Data provider correctly predicts their next visit before they have even properly considered their options. And they will certainly fume if, after a 16-hour flight, their automatically generated key-fob fails to open their room.

Feasting on feedback - A major opportunity for restaurant and pub groups



Customer and employee engagement are both vital components of strategy for companies in the eating and drinking-out market, but few operators are consciously linking the two together, new research by CGA Peach for customer experience specialists InMoment (formerly Empathica) reveals.

The Customer Engagement Survey 2014, based on a poll of nearly 100 senior executives from leading restaurant, pub and bar chains, found that just over 90% of companies see guest feedback as a top five key performance indicator (KPI) for their business, including 22% that have it as their number one KPI. Although that still leaves 10% who only rate it as 'moderately' important and not a key focus.

While 95% believe employee engagement is 'very important' in driving customer engagement, 1-in-7 don't actually track it and just 16% correlate employee engagement against customer satisfaction - although 33% say they intend to.

Most common methods of measuring levels of staff engagement are by staff turnover and exit interviews, rather than by engaging while still on the workforce – although 54% of respondents do use online or paper surveys.

"With the customer experience so dependent on service and staff quality, not to mention employee morale, this appears a major gap in the market's insight. There's a need for more joined-up thinking, especially when it comes to front-line teams", said Peter Martin, vice-president of industry research experts CGA Peach, which conducted the research.

The survey suggests that a more systematic approach to both staff and guest engagement is needed if firms are to pull out more meaningful insights to improve their operations.

The survey's five main recommendations are:

1. Improve board-level buy-in – lead from the top, deliver at the front

2. Get HR, marketing and operations to talk to each other and share data - especially amalgamating customer and employee feedback

3. Link employee recognition and reward to customer KPIs

4. Introduce real-time feed-back to frontline managers (and teams)

5. Better understand the drivers of engagement As Gary Topiol, managing director international at InMoment which commissioned the research, observed: "Businesses that are customer centric have the message clearly reinforced from the board down. They intertwine everything they do with this perspective – it is not something you do, but who you are."

As leaders told the survey, brands have more data at their fingertips than ever before, with nine in 10 reporting an increase in the volume coming in over the last couple of years. But making sense of it all is one of the biggest challenges they currently face.

As InMoment's Topiol added: "Distilling ever expanding volumes of data into simple and actionable messages is critical to a successful programme, while giving frontline staff the tools and support to build plans that are relevant to their local customer base is both empowering to the team and rewarding to their customers.

The report also found that while about a third of CEOs will complain about too much data and not enough analysis being a barrier to delivering positive change, those at the top of organisations generally still see less value in that data than their frontline operations directors.

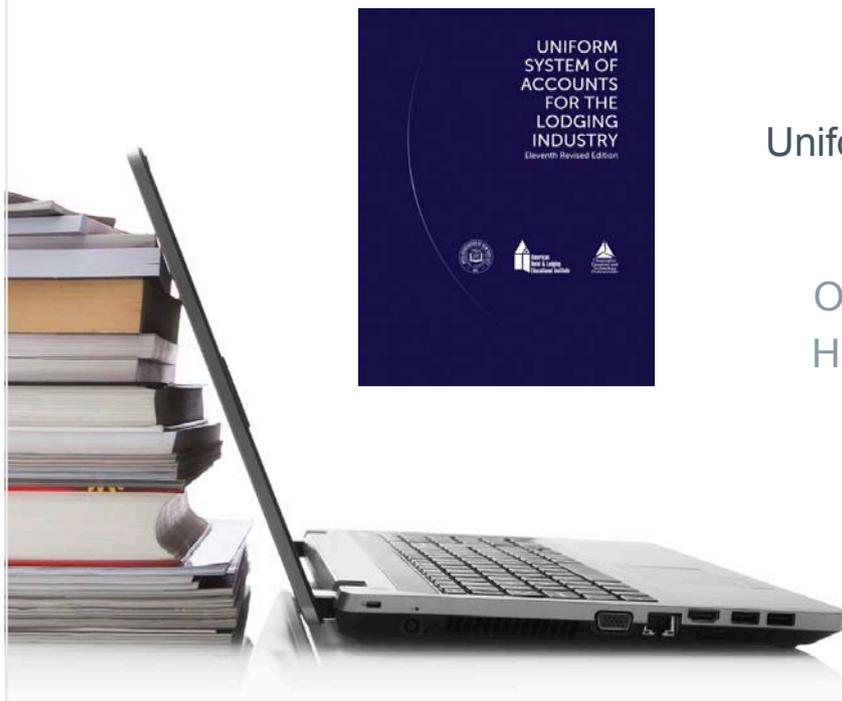
The majority of leaders, 71%, see employee recognition and reward based on customer KPIs as a way of driving positive outcomes on the frontline, with two-thirds saying that involving their 'in-store' teams in finding solutions will do the same. Only 6 out of 10, however, share real-time feedback with store or site managers.

"This new piece of research, carried out in June, demonstrates there are quick wins to be had for companies to improve their engagement with their two most important groups of people. With frontline teams in restaurants and pubs responsible for delivering those great customer experiences, and with those same staff being the main contact point with the paying public, building better two-way communication between head office and site managers about their customers could become the biggest opportunity to gain competitive advantage," added CGA Peach's Martin.

"Linked to this is the opportunity to demand more from external technology and insight suppliers, as well as from within their own organisations," said InMoment's Topiol.

The full 'Customer Engagement Survey 2014' research is available as a white paper which can be downloaded from www.inmoment.com

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Right price, right time



Warren Mandelbaum
Chair, Revenue Management
Community at HOSPA.

Marketing expert, IT whizz, data analyst and last, but not least, pricing strategic, a good revenue manager has to be an all-round expert when it comes to predicting how and where guests will book their hotel.

Caterer's Elly Earls looks at the job description

The way guests book hotels had changed dramatically in recent years, particularly thanks to the emergence of social media and new booking channels such as online travel agents.

But at the same time, competition is increasing for hotel operators, not just because more and more hotels are

being built, but also from new forms of competition from home rental sites such as AirBnb.

Revenue management has therefore become an absolutely indispensable part of how successful hoteliers do business.

"Delivering incremental market share is no longer just about competitive pricing," says Patricia Page-Champion, vice-president, revenue management EMEA, Hilton Worldwide.

"Success is achieved through constant and dedicated management of commercial strategy, supported through the insight of systems and led by dedicated revenue management professionals."

Basically, their job is to analyse market trends to help hotels sell the right product at the right price, to the right customer at the right time, thereby maximising top-line sales and resulting in bottom-line profit.

And we're not just talking about hotel bedrooms. "Revenue management also spans meeting spaces, food and beverage and spa offerings - really any product you are presenting to the customer," Page-Champion explains.

It's certainly not an easy gig. To be successful revenue managers need to

not only have a wealth of knowledge about trends and customer needs; they must be well-versed in marketing, sales strategy, digital and social media and IT functionality, as well as being able to work as part of a team to implement a revenue strategy that relies on other departments.

"Every day sees a new challenge landing at the door of the revenue manager," says Warren Mandelbaum, chairman of the Hospitality Revenue Management Community at HOSPA.

"Whether that's for their interpretation of a piece of analysis, some advice on changing a particular marketing activity or how much to invest in an online promotion targeting a competitor who has just dropped their rate.

"For many hotels, the revenue manager is becoming the go-to person to steer new initiatives. They carry a responsibility to keep up to date with the information they have at hand, as well as understanding the technological advances within the industry. These include online ways to book rooms, emerging competitors renting out people's homes and the social, local and mobile environment that Generations Y and Z 'live' in."

On top of having a high level of business acumen, great analytical skills and an

ability to think outside the box, revenue managers must also possess excellent influential skills.

“Revenue managers are part of any senior team in a hotel and always represented at executive levels, especially where decisions are made about pricing, distribution and commercial strategy,” Mandelbaum says.

In today’s climate, Page-Champion believes that there are four key things revenue managers need to be aware of: “One of the key trends is the constant evolution of social media and the need to be in tune with how to use it to you hotel’s potential,” she says. “It is also noticeable that booking patterns are getting shorter, making it more challenging to predict trends.”

Channel revenue management has also become much more important, as well as the need to ensure the availability of key products, such as spa treatments or food and beverage offerings, at all customer touchpoints.

“Customers increasingly want to be reminded along the journey of what can be booked and what their experience will look like,” Page-Champion says.

Mandelbaum adds: “Other factors which are always at the back of a revenue manager’s mind include how to outperform the competition, reducing commission and costs that come with OTAs and maximising the benefits of innovations in hotel technology to bring in more business and ensure guests spend more.”

“Revenue managers need to be adaptable and spot changes in demand and trends quickly. Even though long-term strategies are vital, they also have to ensure by constant forward analysis that strategies are valid and will positively affect the market,” Page-Champion says.

“Guests book properties online 24/7 and things are never the same from one week to the next. The outlook can change in seconds and revenue managers need to be aware of that.”

Creative thinking is what it all comes down to. “The increasing numbers of hotels and new openings within any competitor set drives more capacity, forcing hoteliers to become more creative

and, importantly, selling their products at the best value for money proposition they can offer,” Mandelbaum says.

“With so much choice available to the booker, hotels must act innovatively to attract an unfair market share, making them as profitable as possible.”

Five attributes every revenue manager needs to have, by Warren Mandelbaum, chairman of the Hospitality Revenue Management Community, HOSPA

1. Relationship skills. The ability to build excellent relationships with team members and suppliers is essential.

2. Creative thinking. Revenue managers need to be innovative thinkers with cognitive abilities and vision, and able to develop strategies to increase chain profitability.

3. Effective sales ability. Convincing general managers to accept rate recommendations handed down from a corporate office hundreds or even thousands of miles away requires a skilled sales professional, not a computer programmer.

4. Solid communications skills. Good revenue managers are excellent communicators and listeners who are as effective in the conference room presenting their ideas to operations teams as they are at using a computer.

5. Training experience. To avoid high turnover, good teaching skills are critical to the successful implementation of revenue managers’ recommendations. They need to be able to explain to property managers the factors that go into their recommendations, otherwise managers might disregard pricing guidelines and lose money.

The revenue manager’s view
Suzie Wotton, vice-president, Red Carnation Hotels, explains how the group sets its revenue strategy.

How do you ensure your hotels stand out against the competition?

It is important to focus on our differences and not purely on price. Red Carnation Hotels is well known for its commitment to exceptional service, unbeatable locations, traditional and inventive cuisine, generous hospitality and a family- (including pet-) friendly approach to hospitality. It is only by communicating these differences that we stand out against a very impressive competitor set.

How do you maximise your hotel distribution?

We try to ensure our hotels are as visible and well-represented as possible wherever our guests are researching and consuming travel. We ensure we adhere to rate and content parity to ensure a consistent experience for our guests.

How do you work with OTAs as part of a balanced distribution strategy?

We value our partnerships with OTAs very highly and appreciate the distribution opportunities they bring, especially in new markets and through multilingual content.

How do you maximise your direct business?

To ensure that the OTAs’ aggressive marketing strategies don’t dilute our own direct distribution, we participate in pay-for-performance marketing initiatives such as Google PPC advertising and meta-search listings to ensure our direct channels have a presence alongside our OTA partners. We also work hard to ensure that customer relationship management remains part of our culture so that guests stay loyal.

How do you measure success of your online marketing activity?

We use Google Analytics to understand the acquisition, behaviour and conversion activity of our online guests. We use multi-funnel channel reporting to understand how each marketing channel (social, email, pay per click) plays a part in each guest reservation.

How do you communicate less tangible assets such as customer service?

We let our guests do the talking.

This article first appeared in The Caterer www.thecaterer.com

The latest trends in UK dining

Quick Service and Fine Dining restaurants are showing encouraging signs of growth in Q1 (Jan-Mar 2014).



“ Welcome to the American Express® dining industry Trend Report for Q1 2014.

In this report we bring together essential UK dining industry insights, which we have identified from the millions of transactions we process every day. Our findings, based on our analysis of Card spend data, give you access to the latest customer spend behaviours and preferences – helping your business react to current industry trends.

I hope that you find this report beneficial to your business' future success. ”

Mark Roper

Vice President
and General Manager
Merchant Services UK

The Overall Picture

In **Q1 2014**, establishments at both ends of the dining spectrum experienced growth in terms of total spend.



↑ **+5%** total spend in Quick Service vs. Q1 2013

↑ **+3%** total spend in Fine Dining vs. Q1 2013

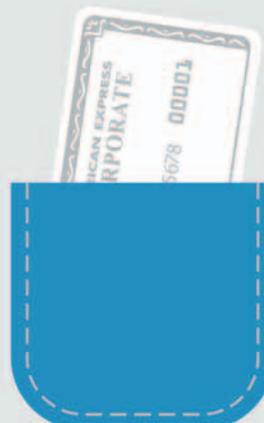
In addition, total spend in Up Market restaurants remained flat while Casual dining witnessed signs of a slow-down **dropping 3% vs. Q1 2013**.

Corporate Dining

Spend in corporate dining in the first quarter this year hit **double-digit growth**.

+11% vs. Jan-Mar 2013

The main driver of this trend was a significant increase in the number of corporate diners, up by **10% vs. the same time period last year**.





Best Diners' Behaviour

71%

of Best Diners' total spend was at Up Market and Fine Dining restaurants



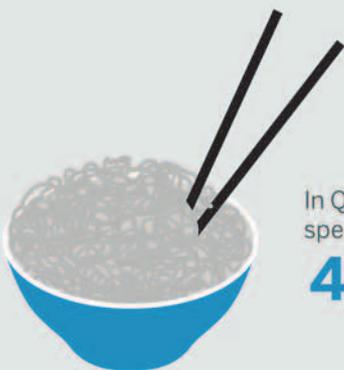
vs

36%

for remaining diners.



Best Diners were more frequent and higher spenders across all categories of restaurants compared to remaining diners.



In Q1 2014 Best Diners spent, on average

4x more in Casual restaurants...



...and visited Quick Service establishments

2x more often than other diners.

Definitions

Restaurant segments have been defined by average transaction value distribution:

Quick Service: £1-£29 Casual: £30-£99 Up Market: £100-£199 Fine Dining: £200-£2500

Transactions over £2,500 have been excluded.

Best Diners are the top 10% of diners who have the highest total spend in the industry.

Source: UK market. Data based on aggregate spending behaviour by American Express UK Cardmembers only, and then adjusted to reflect the UK adult population. Data does not represent American Express financial performance.



HOSPSPA Professional Development Summer Update

The summer months of 2014 have been a busy period for HOSPSPA Professional Development with the launch and introduction of various new initiatives.

We are delighted to announce the launch of the 'Careers Area' on the HOSPSPA members' website. This area contains resources which provide guidance and direction for your career. From specifications for job roles in Finance and Revenue Management, to the requirement and availability of training; the careers area holds a range of information, links and tools to help you find your next job or to plan your next career move. To view the new careers area on the website, please visit www.hospa.org/education/careers.

To assist in furthering your career, the Professional Development team are also pleased to announce that we are partnering with training provider MBL to enable members to receive a 50% discount on a wide range of Continuing Professional Development (CPD courses).

For over 10 years MBL have been delivering the latest updates and practical know-how training in compliance, law, finance and tax and are firmly established as leading learning & development providers for professional services firms.

MBL offer over 800 course topics across an expansive range of practice areas and through a variety of different online and offline mediums including:

- **Seminars.** Ranging from 3 hours to 2-days, MBL seminars are delivered by industry experts and experienced presenters. MBL hold over 1,500 seminars each year in convenient locations across the UK.

- **Webinars.** 1 hour webinars providing a convenient and cost effective way to broaden your knowledge and to stay up-to-

date with the latest developments such as case law or legislation in your area.

- **Conferences.** Full day events chaired by an industry expert and featuring a panel of speakers known for their knowledge and expertise.

To find out more, please visit www.hospa.org/education/education-partners.

Don't forget, all HOSPSPA members have free of charge access to EBSCO's Business Source Corporate database which contains full text articles from almost 3,000 high quality magazines and journals, ranging from general business periodicals and top management journals to industry specific publications (e.g. Leisure & Hospitality Business, International Journal of Contemporary Hospitality Management, Hotel Management). The Business Source Corporate database also holds more than 100 full-text books, 1,400 country economic reports, over 10,000 extensive company profiles, 5,200 industry reports and more than 3,000 SWOT analyses.

In addition to EBSCO and the MBL offering, HOSPSPA and its education partners will be providing a wide range of training and professional development events in various locations. Short courses on titles such as 'Sustainability Training for Finance Managers', 'Finance for Revenue Managers in Hospitality', 'Essentials of Distribution and Digital Marketing', and 'Food and Beverage Cost Control' will be available during the winter months of 2014. To view the full list of training and professional development events, please visit the HOSPSPA events calendar.

Alongside our short courses, we also offer 18-month programmes in Revenue Management and Financial Management. Both courses are developed with credible content, rigorous assessment and recognised accreditation from UK

universities, meaning your investment in developing your career in finance or revenue management is in capable hands.

There is still time to enrol for the September 2014 intake on the Financial Management and Revenue Management programmes – for further information or to enrol, please contact Wayne Gosden on +44 (0)1202 889430 or email wayne.gosden@hospa.org.

It has also come to the time of year to announce the opening for applications for the HOSPSPA Career and Future Career Scholarships.

The Career Investment Development Scholarship is a unique opportunity providing career development for five upcoming young people working in Finance, Revenue Management and IT in the hospitality industry. Alongside this, the Future Career Investment Development Scholarship offers a unique networking and educational opportunity for five aspiring hospitality students who have excelled in their current studies.

The HOSPSPA Scholarships offer the lucky winners the opportunity to be noticed and publicly recognised for their outstanding achievements; both educationally and in the work place. The prize comprises of a full day at HOSPSPACE 2014 plus a place at the Conference Dinner, where their achievements will be recognised.

The closing date for nominations is 31st October 2014. For full details and to apply, please visit www.hospace.net/delegates/hospa-scholarships.

Finally, we would like to take this opportunity to remind all current learners, studying on either the Financial Management or Revenue Management programme, that their exams results will be released on 4th September 2014. Good luck to all our learners!

Pretty in Pink

→ QUIZ NIGHT

The capital again welcomed HOSPA's quizzers, to a venue which was even more festive than usual.

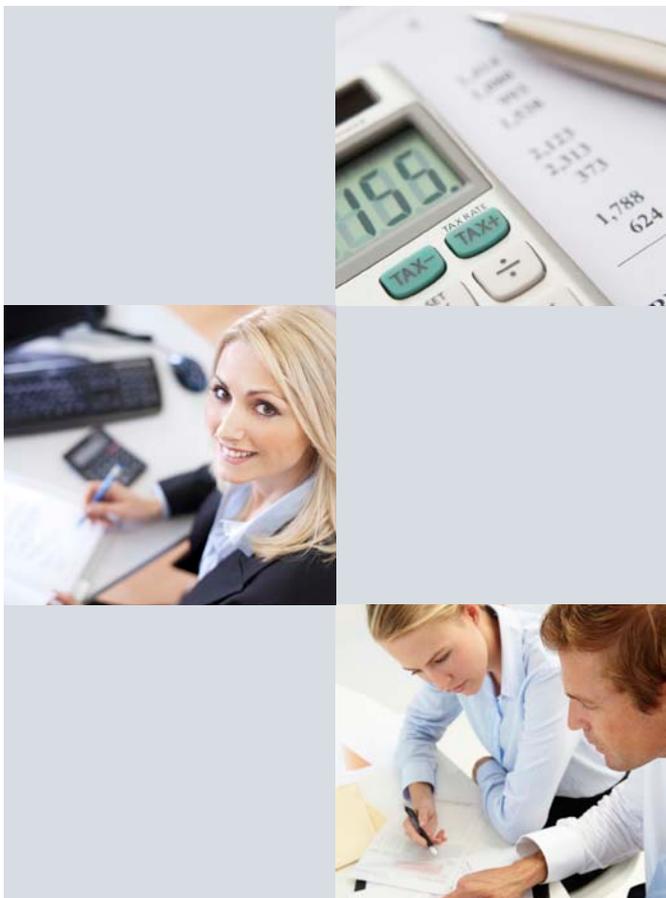
The Prince of Wales was once again the location for the annual event, but was suffering a World Cup hangover of its own, having been turned pink for the tournament by Benefit cosmetics. Pink Chesterfield sofas, a half-football-shaped pink and white bench and, well, lashings and lashings of pink as far as the eye could see. The pub was an uplifting sight for all attendees, who were not distracted by the decor and soon got down to the serious business of trivia.

After they had registered their names, of course, with some highlights this year being the Marriott Hotels team, with 'Victorious Secret' and STR Global, which was fielding three teams, under 'Quiz Eubank', 'Quiz Akabusi' and 'Terry Quiztian'. Belmond laid their cards on the table with 'No Men Allowed' (unverified reports suggested that, in fact, they were) and Infor were able to incorporate their company name into their quiz moniker with 'Infor the Kill'.

In the 'must try harder' category were Jumeirah with 'Jumeirah Team', starting something of a trend with Dorchester Collection and ETC Hospitality following suit. Keeping their powder dry for the main event of the evening, no doubt.

In the event, the combined BDO/Rocco Forte team proved that swanky names were indeed a waste of brain time, winning the coveted silver cup as BDO Rocco Forte team, with runners-up No Men Allowed and Universally Challenged (Original Business Solutions) also helping themselves to some spoils.

A good time was had by all and not too many red eyes to clash with the pink...



HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

We are currently enrolling for the September 2014 intake on the Financial Management and Revenue Management programmes.

Make contact with HOSPA today to find out how you can kick-start your career in hospitality.

We recognise that nurturing talent and building expertise is key for the future success and growth of your organisation.

Our courses are developed with credible content, rigorous assessment and recognised accreditation, meaning your investment in developing your career in finance or revenue management is in capable hands.

education@hospa.org / +44 (0)1202 889430

www.hospa.org



USALI briefing - 16 September, London

The HFTP Global Hospitality Accounting Common Practices (GHACP) Project - An update and details of the HOSPA Breakfast Briefing

Editor's note: The following article has been provided by Howard Field HOSPA, Lead Advisor for the HFTP Project.

Uniquely for such a major industry, the Uniform System of Accounts for the Lodging Industry (USALI) plays a major part in setting the standards for management reporting in many hotel businesses, especially those operated by the international chains under a management agreement or similar arrangement.

However, there are many hotel businesses where the USALI is not used, or it is applied with changes from the system's standards. There are also countries where the existence of the USALI is unknown, or its features are not being taught to hospitality students.

The HFTP project aims to research hotel management reporting practices in different countries and build an online database with accessible tools for users, students, teachers and other interest parties. Selected examples are shown from these different countries and these can be compared with each other and with the USALI.

The website data includes a listing of every Revenue and Expense item, and for Payroll all of the job titles, identified in the research, showing into which account, department and P&L category they are allocated. Examples of formats of Operating Statements and Departmental Schedules are exhibited, with the ability to drill down to the item details - and to compare their treatment between regions, and to the 10th and 11th editions of the USALI.

In the first stage of development, the HFTP database is focused on full service, upscale or upper upscale hotels. Over time there will be similar data for specialised types of hotels (resort, gaming etc) and for limited service properties. Future features covering capitalisation practices and benchmarking standards are also envisaged.

To date sample data have been collected from hotels in Hong Kong, the UK and several European countries. Research is also currently under way for Shanghai, UAE and South America.

Hospitality management undergraduate student teams from universities in Switzerland (Ecole Hoteliere de Lausanne), Hong Kong and Peru have been involved in collecting source data and carrying out basic research. They have been supported by the HFTP project team and local partner associations such as HOSPA, the Hong Kong Hotel Accountants and Controllers Association (HCAA), and the Shanghai Controllers Association. The input compiled by the

students has also been very valuable. The expertise from HOSPA's Finance Committee and HCAA's Technical Committee was essential to review and select the local examples for the GHACP database. The Lausanne and Hong Kong PolyU students were provided with a learning experience and the opportunity to meet hotel financial managers working in leading hotels.

The design of the GHACP database and website has taken some two years, and a first working version became available last November. In the first half of 2014, the website has been updated. It is planned that the public launch of this will take place at the HFTP Annual Convention in October.

HOSPA's Finance Committee has organised a breakfast briefing to be held at the prestigious Royal Automobile Club in Pall Mall, London at 8am for 8.30am on 16 September. At this, there will be a demonstration of the GHACP website, and a review of the changes in the latest edition of the Uniform System. By then, details of how to gain access and use the GHACP facility will be known.

The 11th Revised Edition of the USALI has now been published, and is due for implementation in 2015. The HOSPA bookshop is now stocking copies, priced £47.50 including postage (within the UK) for members. To order yours, please call 0203 418 8196. Ownership of the book gives access to an online version and downloads of the schedules and dictionary.



Post-World Cup Special Edition Executive Spotlight

Welcome to this month's edition, covering hotel performance based on the top football players in the 2014 Brazil World Cup.

GOAL KEEPER

- **Munich, Germany**, reported decreases in occupancy (-2.7%) and average daily rate (ADR, -8.3%) in June, resulting in a double digit revenue per available room (RevPAR) decline to EUR97.71 (-10.7%). This performance can be related to a strong June 2013, where biennial events such as the Transport Logistic 2013, and Laser 2013 took place. A similar trend can be seen year-to-date (YTD) for the market, where occupancy remained flat, and ADR declined by -8.3%, mainly impacted by April 2014 (ADR -35.0%), off the back of BAUMA happening in the same month 2013.

DEFENDERS

- Demand for **Buenos Aires, Argentina**, declined by -8.8% in June, impacted by continuous protests as the country moved into recession, and faces bankruptcy of the state. ADR (+54.1%), however, continued to grow significantly, solely driven by the high inflation for the country. When looking at the first half year in 2014, the Argentinian capital saw a slight decline in supply by -0.1%. Demand increased by +1.7% 2014 YTD, due to strong growth in March and May, partially off the back of weaker performance in 2013.

- As the 2014 FIFA World Cup kicked off in June, **Sao Paulo, Brazil**, posted the highest RevPAR levels (BRL286.75) of any month for the last 17 years, when STR Global began tracking hotel performance within the market. ADR (+44.7%) was solely driving this performance, on the expense of occupancy, which declined -10.8% to 62.2%. Supply grew slightly by +0.3% YTD, while demand declined by -1.3%.

MIDFIELDERS

- **Frankfurt, Germany**, reported significant declines in occupancy (-11.5%) in June, after a strong month in 2013, where the biennial event Techtextil took place. ADR (-1.0%) decreased slightly, resulting in a double digit fall in RevPAR to EUR70.87 (-12.3%) for the month. Supply growth (+3.7%) notably increased YTD, in particular in May (+5.4%) and June (+5.4%), while demand grew by (+3.4%) YTD.

- **Bogota, Colombia**, experienced declines in both occupancy (-1.4%) and ADR (-3.4%) for the third year in a row, resulting in the lowest RevPAR levels of any June since 2007 to COP146,038. Supply growth remained strong (+4.0%),

while demand growth slowed (+2.6%) compared to previous months, resulting in further pressure on rates.

STRIKERS

- **Hamburg, Germany**, achieved the highest RevPAR levels (EUR89.61) of any June since the peak in 2006, where the city hosted several matches of the 2006 FIFA World Cup in Germany. Occupancy (-0.7%) declined, however, remained above 80% for the second month in a row, while ADR grew by +3.0%. Supply remained flat after declines from September 2013 to January 2014 due to hotel closures, as demand grew on average by +0.7% YTD.

- **Amsterdam, Netherlands**, reported strong growth in ADR (+8.2%), while occupancy grew by +0.9% to 85.0% in June. The first half of 2014 indicated a positive trend for the Dutch capital, in particular for ADR (+8.2%) driven by congresses such as the ISE 2014 in February and the medical congress ERA-EDTA in May. Demand (+.8%) was up YTD for the market, and outpaced supply growth (+3.6%), resulting in the highest occupancy levels YTD since 2007.

Corporate market drives strong growth for June

Preliminary data for June 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£63.17	£59.43	6.3%
Average daily room occupancy	79.2%	78.5%	0.9%
Average daily rooms yield per available room	£50.05	£46.69	7.2%
Approximate number of rooms per day	87,350	87,350	

Final data for May 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£62.15	£58.44	6.3%
Average daily room occupancy	76%	75.1%	1.2%
Average daily rooms yield per available room	£47.23	£43.93	7.5%
Approximate number of rooms per day	92,300		

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£128.84	£124.65	3.4%
Average daily room occupancy	87.0%	87.2%	-0.3%
Average daily rooms yield per available room	£112.04	£108.72	3.1%
Approximate number of rooms per day	22,300		

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£140.48	£140.42	0%
Average daily room occupancy	83.1%	85.1%	-2.4%
Average daily rooms yield per available room	£116.74	£119.55	-2.4%
Approximate number of rooms per day	35,150		

Business travel coupled with good weather in June has continued to boost regional hotels' performance, according to preliminary figures released today by business advisory and accountancy firm, BDO LLP.

June was another strong month in the growth trend experience by regional hotels recently. While UK tourists made the most of the warm weather, sustained economic growth began to drive business travel with meetings, conferences and events increasing in the regions. As a result, rooms yield was up by 7.2% to £50.05 and room rates up to £63.17, an increase of 6.3% on the same time last year. Occupancy also increased by 0.9% from June 2013.

London continued to grow throughout the first half of 2014, with the only exception of May, where the comparison with the UEFA Champions League Final weighed slightly on the performance. However, June results show a return to a steady growth, with rooms yield increased by 3.1% to £112.04 when compared to the same period last year. Average room rate was also up 3.4% to £128.84, while occupancy remained fairly stable at 87%.



Robert Barnard, partner at BDO LLP, commented: "The return of the corporate market, and more generally, sustained economic growth should continue to positively influence both London and regional performance."

"London has recently topped a list of the most popular global city destinations and the latest ONS results indicate that visits to the UK by overseas residents were up 11.7% in the first quarter of the year. Data such as this highlights the UK's attractiveness as a destination for overseas visitors while British tourists are still opting to stay at home."

Cities driving eating and drinking-out growth

Likes of Manchester, Leeds and Liverpool almost matching London for new restaurant and pub openings.

London is not the only driver of growth in the UK eating and drinking out market. Cities like Manchester, Leeds and Liverpool are also seeing big increases in new restaurant, pub and bar openings, according to research from out-of-home insight specialists CGA Peach.

With pubs evolving from drink to food-led businesses and branded restaurants becoming ever more popular, UK cities beyond London are playing a key role in that change.

Data from the CGA Outlet Index uncovers a migration of openings away from towns and suburbs to the big cities. Total numbers of licensed premises, including pubs and restaurants, in town centre have fallen by 9% over the last ten years, with the suburbs down 20% - but city centre numbers have risen by 8% on the back of new openings.

That mirrors a more general decline in the public's use of smaller high streets, thanks in part to the rise of online shopping. But it has also helped to create vibrant city centres around the UK that have become even more compelling destinations for eating and drinking as well as shopping.

The rise of the food and drink scene in these cities suggests that the much-discussed North-South divide in the UK might be more nuanced. Although the country outside the M25 has seen a much bigger decline in licensed premises than inside, big cities have bucked that trend. As CGA Peach's data shows (see table below), growth in new openings over the last ten years has been nearly

as steep in Manchester (17%), Liverpool (15%), Leeds (14%) and Cardiff (13%) as it has been in London (19%).

Senior account manager at CGA Peach Jamie Campbell said: "Much has been made of the decline in drinking pubs over the last decade, but that only tells a small part of the story. Our figures show that managed, branded and food-led pubs and restaurants are thriving, and are helping to make cities around the country, and not just London, exciting and dynamic places to be. They suggest that as the economic recovery continues to gather momentum, pub and restaurant operators have plenty of reasons to look forward to the years ahead."

Overall, the research confirms the widely publicised story of closures in the drink-led pub sector, with their numbers falling by 15,000 in the last ten years. But it also reveals a very positive trend in the number of food-led licensed venues - which have increased by 6,000 in the same decade.

The decisive shift in emphasis from drink to food is confirmed by figures from different segments of the licensed market. Food-led managed pubs and restaurants have been the biggest winners of all over the last ten years, with their numbers rising by 39%, compared to an 18% fall in the number of leased pubs. Last year alone saw 9% growth in restaurant openings, driven in part by recoveries in the economy and consumer confidence.

Other trends emerging from the research include the rise of all-day, 'hybrid' style concepts that give customers the flexibility to eat or drink what they wish at any time of day or night. Openings in this category have leapt 80% in the last ten years, and have accounted for 11% of all growth in that time.

Openings of licensed premises in major UK cities (2003-2013)

City	Drink-led site openings	Food-led site openings	Total openings
London	1%	37%	19%
Manchester	9%	55%	17%
Liverpool	13%	39%	15%
Leeds	3%	42%	14%
Cardiff	8%	20%	13%
Edinburgh	(9%)	41%	10%
Birmingham	(23%)	48%	6%

Source: CGA Peach Brand Tracker Outlet Index, 2013 v 2003. Selected breakdowns only. *CGA Outlet Index is a comprehensive database of all licensed premises in GB

CGA Peach is the leading business intelligence and networking business in the UK eating and drinking out markets. For more details, contact Ellie Quigley: email ellie.quigley@cgapeach.co.uk or call 07472 257 290.



London Loses

Whilst London's hotel profitability fell for the second consecutive month in June, the UK Provinces continued to show year-on-year positive movement for gross operating profit per available room (GOPPAR) and in particular, East Midlands' hoteliers experienced a 3.3% growth in this metric, according to the latest data from HotStats.

East Midlands hotels recorded a combined surge in occupancy of 1.1 percentage points and growth in average room rate (ARR) of 1.6% resulting in an increase in rooms revenue per available room (RevPAR) of 3.1% to £45.92. With non-rooms departments also pushing ahead, total revenue per available room (TRevPAR) went up by 1.4% to £88.94, representing the 17th consecutive year-on-year growth for this metric. Departmental operating profit per available room (DOPPAR) rose by 2.5% and despite payroll and overheads per available room increasing by 0.5 percentage points and by 1.5% respectively, GOPPAR surged by 3.3% to £27.07.

Liverpool looms large

Liverpool hoteliers have experienced improving trading conditions with increases in GOPPAR of 5.1% for the rolling 12 months to June, 9.0% for the first semester and 13.2% for the month of June, according to the latest data from HotStats.

In June, this profit performance was supported by a 10.5% uplift in RevPAR thanks to a coupled rise in occupancy of 4.3 percentage points and in ARR of 4.4%. Positive movements were recorded in

ancillary departments and TRevPAR levels increased by 8.3% to £93.68. Efficient operating cost control helped to deliver an 8.0% surge in DOPPAR, while payroll also declined by 0.9 percentage points. Despite a slight increase in overheads per available room (+0.7%), hoteliers managed to increase their gross profit conversion from 34.7% to 36.2% this month.

RevPAR rises, profits plummet in Coventry

Coventry hotels demonstrated once again that RevPAR alone can be a misleading indicator of hotel health with a rise of 4.7% this June, as TRevPAR and GOPPAR levels went down by 1.2% and 18.5% respectively, according to the latest data from HotStats.

A rise in demand of 2.5 percentage points with a 0.9% increase in ARR delivered the RevPAR growth. However, a general decrease in non-rooms revenue per available room from food (-4.1%), beverage (-3.4%) and C&B room hire (-15.5%) led to a TRevPAR drop of 1.2% to £90.20. Simultaneously, operating cost control deteriorated leading to a DOPPAR decrease of 2.1%, while hoteliers also suffered from a 3.2 increase in payroll. A 15.6% increase in overheads per available room further impacted the GOPPAR decline of 18.5% to £19.85, representing a gross profit conversion of 22.0%.

However, taking the first six months of the year, the picture is more upbeat for hotels in Coventry with TRevPAR and GOPPAR rising by 4.6% and 10.3% respectively.

The month of June 2014

	Jun'14	Jun'13	Var b/w		
EAST MIDLANDS	Occ %	71.4	70.3	1.1	▲
	ARR	64.36	63.34	1.6%	▲
	RevPAR	45.92	44.53	3.1%	▲
	TRevPAR	88.94	87.68	1.4%	▲
	Payroll %	30.5	30.1	-0.5	▼
	GOP PAR	27.07	26.21	3.3%	▲
LIVERPOOL	Occ %	77.7	73.5	4.3	▲
	ARR	74.61	71.46	4.4%	▲
	RevPAR	58.00	52.49	10.5%	▲
	TRevPAR	93.68	86.49	8.3%	▲
	Payroll %	26.4	27.3	0.9	▲
	GOP PAR	33.94	29.98	13.2%	▲
COVENTRY	Occ %	68.6	66.1	2.5	▲
	ARR	59.75	59.23	0.9%	▲
	RevPAR	40.98	39.15	4.7%	▲
	TRevPAR	90.20	91.32	-1.2%	▼
	Payroll %	37.7	34.5	-3.2	▼
	GOP PAR	19.85	24.37	-18.5%	▼

The Calendar year to June 2014

	YTD'14	YTD'13	Var b/w		
EAST MIDLANDS	Occ %	65.7	64.8	1.0	▲
	ARR	60.86	59.11	3.0%	▲
	RevPAR	40.01	38.29	4.5%	▲
	TRevPAR	77.97	75.93	2.7%	▲
	Payroll %	33.7	33.6	-0.1	▼
	GOP PAR	18.59	17.70	5.0%	▲
LIVERPOOL	Occ %	69.9	68.5	1.5	▲
	ARR	76.20	72.35	5.3%	▲
	RevPAR	53.29	49.53	7.6%	▲
	TRevPAR	86.77	81.34	6.7%	▲
	Payroll %	28.8	28.9	0.1	▲
	GOP PAR	27.49	25.21	9.0%	▲
COVENTRY	Occ %	63.0	60.7	2.3	▲
	ARR	61.45	59.10	4.0%	▲
	RevPAR	38.71	35.89	7.9%	▲
	TRevPAR	85.13	81.41	4.6%	▲
	Payroll %	36.8	36.4	-0.4	▼
	GOP PAR	17.99	16.31	10.3%	▲

The twelve months to June 2014

	Rolling'14	Rolling'13	Var b/w		
EAST MIDLANDS	Occ %	66.8	64.7	2.1	▲
	ARR	59.60	58.73	1.5%	▲
	RevPAR	39.81	38.00	4.8%	▲
	TRevPAR	79.63	77.17	3.2%	▲
	Payroll %	33.2	33.4	0.2	▲
	GOP PAR	19.79	18.96	4.4%	▲
LIVERPOOL	Occ %	70.3	68.8	1.5	▲
	ARR	73.59	70.36	4.6%	▲
	RevPAR	51.73	48.39	6.9%	▲
	TRevPAR	86.76	82.70	4.9%	▲
	Payroll %	29.1	29.0	0.0	▼
	GOP PAR	27.25	25.92	5.1%	▲
COVENTRY	Occ %	64.0	63.2	0.8	▲
	ARR	59.60	57.96	2.8%	▲
	RevPAR	38.14	36.62	4.2%	▲
	TRevPAR	87.19	85.31	2.2%	▲
	Payroll %	35.4	34.7	-0.6	▼
	GOP PAR	19.61	16.89	16.1%	▲

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

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

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

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

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

For more information please:

call +44 (0) 20 7892 2222

email enquiries@hotstats.com

visit www.hotstats.com

or follow us on Twitter and LinkedIn

Members' Events Forthcoming events

Sept 8
HOSPA Members Meeting on Mentoring
Venue TBC. Time: 6:00pm to 8.30pm

Drinks between 6pm to 6:30pm which will then follow with a presentation with an Q and A after.

Please contact Jenny Rose; jenny.rose@hospa.org to book your place.

Sept 15
HOSPA AGM
Venue: BDO LLP offices, 55 Baker Street, London. Time: 5.30pm

The Annual General Meeting for HOSPA will be held for the purpose of transacting the following business and the proposal of the ordinary resolutions below:

Agenda

Welcome and report by the Chairman
Report by the Chief Executive
Report by the Treasurer

Please click visit HOSPA.org for further information. Associate and Fellow Members are entitled to vote, you can find the voting paper at hospa.org/static/uploads/agmnotice.pdf

Please contact Jenny Rose; jenny.rose@hospa.org to book your place.

Sept 16
HOSPA Finance Community USALI Seminar
Venue: The Committee Room at the Royal Automobile Club on Pall Mall, London.

The HOSPA Finance Community will be hosting a breakfast seminar at 8am for 8.30am finishing at 10.30am. The seminar will highlight the changes introduced in the new, updated Uniform System Of Accounts for the Lodging Industry which need to be implemented from January 2015. Come along to discuss whether Version 11 is "new and improved" or just different! How will you accommodate the changes in the way revenue should be recognised? Will you need to revise your reporting templates and your chart of accounts? What impact will it have on the readers of your management accounts and the results reported to third parties, for example management contracts and banking covenants? This seminar will aim to provide an overview of the USALI v11 to a wide audience including FCs, AFCs, FDs, CFOs, Owners, Consultants and Bankers.

The new "Blue Book" (including electronic templates for download) is available for purchase from HOSPA in advance or on the day.

Register early to confirm your attendance as this is expected to be a very popular seminar and places are limited.

£10 to HOSPA members, £30 for non members. Invoices will be sent out on registration and payable in advance.

To book please contact Jenny Rose; jenny.rose@hospa.org

Sept 18
Hotel Distribution and the impact of Distribution business models
London

This one-day workshop covers the distribution channels available to a hotel, focusing on evaluation of cost per channel to accurately assess channel profitability and thereby create a distribution strategy to optimise channel mix according to demand.

To discuss your options, or request further information, please email ally@revenuebydesign.co.uk or call 020 7635 6810.

Sept 19
Digital marketing for revenue managers
London

This one-day workshop covers an introduction to search engine optimisation (SEO), data analytics and pay per click (PPC) campaigns and what to consider when integrating digital marketing activities into a revenue strategy. To discuss your options, or request further information, please email ally@revenuebydesign.co.uk or call 020 7635 6810.

Sept 22
HOSPA IT Members' Meeting - Technology Trends in Hospitality including news from HITEC

London - Venue TBC. Time: 6:00pm to 8.30pm.

Registration is necessary to attend. To register your place at this event, please email Jenny.Rose@Hospa.org with your details.

Sept 25
HOSPA Revenue Management Workshop
London - venue TBC. Time. 4.00 - 6.00pm.

The HOSPA Revenue Management community are pleased to provide a HOSPA Revenue Management vendor lead debate - on the future developments in revenue management technology.

Target audience: Revenue Managers/Directors, Distribution Managers, Reservations Managers/Supervisors, Reception/Front Office Managers, Sales & Marketing Managers/Directors, General Managers, OTA Market Managers
Scope: Revenue Management debate. An opportunity to hear from Revenue Management System vendors what they see as today's challenges, what hoteliers should be aware of in the future, and some realistic recommendations that can be applied in the workplace, followed by networking drinks and canapés.

Panel discussion: We want this discussion to be of benefit to you. We encourage you to send us specific questions or concerns that affect you, and we will include this in the discussions.

To register early, please contact Jenny.Rose@hospa.org or call 0203 418 8196.

Oct 21
Independent Hotel Show 2014
Venue: Olympia West Hall, London.

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

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



Come and visit us at Stand No 226

HOSPA Members will get special VIP privileges and Lounge Access when attending through HOSPA, look out for the HOSPA E-news for your special Link to I H S.

Oct 21
Waste Prevention & Sustainability Training
Oxford

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

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

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

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

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

Finance managers will:

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

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

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

Debra Adams, HOSPA.

Afternoon

Waste prevention training - making waste work for your business

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

All participants leave the programme with an awareness of the role that food waste prevention can play in their organisation and of their role in reducing the cost of waste.

Specifically, participants will be able to:

- Identify how and where waste arises

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

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

"Great session that highlighted the significant opportunities for waste prevention as well as waste management. Will implement it." ISS.

**Nov 20
HOSPACE**

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

HOSPACE 2014 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts – all icons in their own field – about the latest key financial, revenue and IT management issues and developments; as well as the commercial aspects that connect these together to maximise profitability and create value.

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

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

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- The Ritz Hotel, London
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- Xn Hotel Systems

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- Hotel Marketing Association
- Hotel Technology Next Generation
- Smart Report

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- Oxford Brookes University
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- HFTP

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

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Thursday 20th November

Sofitel London Heathrow, Terminal 5

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

HOSPSPACE 2014 will enable UK and international delegates to get an informed and cutting-edge view from an international line-up of inspirational experts - all icons in their own field - about the latest key issues and hot topics.

Highlights include:

'Leaders' Panel'

Comprising a line-up of some of the hospitality industry's most influential Senior Executives and leaders who will be looking at present issues, trends and developments affecting all hospitality professionals and organisations.

Look out for the two HOSPA Spotlight Sessions, which will feature two panel sessions and open discussion on hot topics of the day.

HOSPSPACE is also home to a leading exhibition of hospitality technology solutions – providing delegates with a 'one stop shop' to view and interact with the latest and 'best in class' technologies – covering all eventualities for any hospitality business, whether they be start-up, established independent or multi chain-owned operations.

Early booking is strongly recommended. For full event information please visit www.hospace.net

Who should attend this event?

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

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

