

THE OVERVIEW

ISSN 2048-4844 SEPTEMBER ISSUE 2014

GOOD MENTOR HEALTH - HELPING HOSPITALITY'S IMAGE



DON'T WANDER LONELY -
THE CASE FOR THE CLOUD

TURN ON THE SPOTLIGHT -
HOSPSPACE 2014 PREVIEW

Welcome to THE OVERVIEW

Dear members,

With conference season now upon us, the hospitality sector is looking forward to a new year and looking back to the latest evolutions in an industry which never stands still - although one recent delegate's description of it as "a swirling mass of chaos" might be taking it a bit far.

Recent events I have attended highlighted the importance of technology in the sector, something which is very close to the heart of HOSPA. With more and more apps, gadgets and systems coming onto the market, it is easy, particularly for the independent operator, to just throw up one's hands and stick one's head in the sand, to mix imagery.

The message that has been doing the rounds is to take a deep breath and remember what the sector is all about - service. Everything currently being touted from stands up and down conference-land leads back to service, something hospitality professionals already do well.

Instead of fretting about a whole social media package, look for a way to encourage customers to make contact with you just once - be that Tweeting a photo of a cake or just checking in - and you will always have that touchpoint with which to build a lasting relationship.

The most exciting date in the conference calendar is of course yet to come, with HOSPACE 2014 now just around the corner. There are more details on page 12, and at HOSPACE.net, but highlights include: a morning and an afternoon in-depth, 70-minute 'HOSPA Spotlight' session that will form major focal points for the day's discussions. The two 'HOSPA Spotlights' will be designed to dissect, analyse and discuss - with the help of a chaired panel of industry experts and cutting edge, interactive technology to ensure full delegate participation (including voting on issues raised) - the most pressing and wide ranging topics facing hospitality management today.



Katherine Doggrell

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Hospitality Finance, Revenue and IT Professionals

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Chris Upton succeeds Paul Dukes as Chairman of HOSPA



Chris Upton, the new HOSPA Chairman



Paul Dukes, former HOSPA Chairman

At this month's AGM, the HOSPA Council ratified the appointment of the Association's Deputy Chairman Chris Upton as the new Chairman of the Hospitality Professionals Association for Finance, Revenue Management and IT. He succeeds Paul Dukes who has stepped down, due to ill health, after seven years of devoted service at the Association's helm.

Commenting on the appointment, Chris Upton said: “It is an honour to follow Paul Dukes as Chairman of HOSPA. Under his guidance we have seen HOSPA develop out of the single discipline association of BAHA into a successful association catering for hospitality professionals, not only in finance, but also in the equally important growth areas of revenue management and IT.

“I look forward to working with the team at HOSPA led by Carl Weldon, our Chief Executive, to build upon these strong foundations to ensure that HOSPA becomes an integral part of our members’ professional lives.”

It was also confirmed at the HOSPA AGM that Paul Nisbett, Finance & Commercial Director,

The Hotel Collection, is to succeed hotel consultant Diana Mountain as Chair of the HOSPA Finance Community; and David Nicolson, Vice President Finance – Europe, Jumeirah Group, has been appointed to the newly created position of Vice-Chairman of the HOSPA Finance Community.

“We are greatly indebted to Diana Mountain for all she has done for the Association over the past years – her tireless work on our behalf has been invaluable and very much appreciated,” said HOSPA Chief Executive Carl Weldon.

Commenting on the new appointments, Weldon added: “We are delighted that Chris Upton, who has been such an excellent

deputy to Paul Dukes, is to be the new Chairman of HOSPA; and we welcome David Nicolson and Paul Nisbett to their new roles. We are very fortunate to have such a high calibre and experienced team of professionals leading our Association into the next exciting phase of the Association’s growth and development.

“HOSPA would like to offer a very big ‘thank you’ to Paul Dukes for his immense contribution, dedication and commitment to the Association at such a momentous time in its development.”

Chris Upton is a Chartered Accountant and has worked in senior financial positions in the hospitality sector for over 20 years. He has been finance director of a number of hotel, pub and restaurant groups. Before that, he held senior positions in finance and IT at a number of commodity trading companies. He was Finance Director of Arcadian International plc for seven years – during which time the company developed a group of four-star country house hotels, started the Malmaison group and renovated the Great Eastern Hotel in the City of London.

He was a founder and non-executive director of Pod Food; and co-founded Snoozebox Plc, an innovative portable hotel concept. In addition, he is currently non-executive director of a London hotel company and runs a consultancy practice, C U Associates Ltd, specialising in hospitality. He was appointed to the then BAHA Council in 2007 and served as Deputy Chairman until his new appointment as HOSPA Chairman this month.



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Why can't we all just get along?

Let's be honest, part of the problem stems from the underlying (and extremely unhelpful) stereotypes that have developed over decades. Finance people traditionally regard their marketing colleagues as vulgar peacocks with unfortunate shirts, poor manners, little concept of prudent financial planning and an inability to demonstrate return on investment. Worst of all, the marketing guys have the most expensive cars in the car park. These views are, of course, overly harsh and simplistic, and no grown-up FD would agree with them. Oh, no.

Marketers, on the other hand, regard the finance teams as John Major clones: grey number-crunchers without personality or ambition who have a zero tolerance approach to risk. All FDs know this is an appalling caricature! We hardly ever wear grey suits these days.

How to kiss and make up

The deeply entrenched attitudes described above mean that, while Finance and Marketing may, in fact, agree on many aspects of company strategy and direction, each has a short fuse when slighted.

An undercurrent of animosity means boardroom debate over budget, investment and results are often 'tasty'. But such frank discussions should be seen as being ultimately positive for a hotel business, be it a multinational luxury chain or singular boutique brand. It is just such debates - where polarised views collide and where reason meets passion - that a balance is struck and agreement eventually reached.

What characteristics are shared by the best Finance and Marketing Directors?

Marketing Director

- A Vision Creator
- A Strong Ego
- A Creative Brain
- Expert on Market & Customers
- Gets Branding, Marketing, and Advertising
- Understand the Big Picture
- A Loose Planner
- A Master of Company Politics
- In Control of the Budget
- A Love of the Process

Finance Director

- Financial Foresight
- Excellent Communication Skills
- Confidence and Credibility
- Vision and Foresight
- Strong Accounting & Financial Competence
- Deep Understanding of Business
- Integrity & Ethical Standards
- A Clear Perspective on Risk
- A Result Oriented Nature
- Leadership skills



The typical marketing professional's default position is to look towards growth, new markets and brand building. He or she will adopt a whole gamut of tactics - and they all cost money. Some will work better than others. These are the ones we'll hear most about. But when things go wrong there always seems to be a reason: "There was a change to the external environment that we couldn't have planned for", or "the design agency let us down with some poor creative." All of which is meant to bamboozle us. Instead it just makes us seethe.

The finance team always thinks, communicates and acts with the purest reason, logic and good sense. We will absolutely have an open mind about grandiose plans for expansion and ambitious, expensive PR campaigns. But steady consolidation is probably more our bag. No matter how we frame our reasoned arguments, the marketing guys only hear, "No, you can't add that to the budget" and "If you can't show me when we will break even I won't sanction it." It is amazing how messages get so lost in translation!

Work towards a common goal

Where marketing and finance people work together from the outset, project teams often function better, and great things can be achieved. The FD will explain why customer profitability is so important to the welfare and value of the business. The marketing manager will share why brand-building and real customer intelligence directly affect that profitability. If there is a good chemistry between managers and trust is established, then initiatives can power ahead in this climate.

Online dating is just the tonic

Over the last decade, the internet has brought more rigour to the marketing numbers: a welcome development. With so much spend now online — and particularly with Online Travel Agencies (OTAs) and search advertising — measurability has come centre-stage. As an advertiser and OTA channel partner, your hotel generally has access to a reporting dashboard where progress can be monitored, considered and acted upon. Marketing and Finance can sit down together and interpret the data.

Online has brought a new transparency that connects marketing spend — and the customer journey — right through from a line on a marketing budget to bookings and onwards to our CRM systems. Finally, Finance and Marketing directors have found common ground and can leave the boxing gloves at home.



Bernard Ellis

Vice President of Industry
Strategy, Infor Hospitality

The case for cloud

There is a natural fit between hoteliers and cloud and as a result, numerous benefits for those hospitality businesses looking to exploit the technology. At the beginning of a project there are far lower up-front costs. Especially attractive is the fact that there is no need to purchase additional hardware or increase IT headcount.

After a swift deployment, typically much faster than on-premise, changes can be easily made as business needs expand over time. The long-term return on investment (ROI) is higher because the technology vendor will handle system upgrades and enhancements. And in the case of the worst case scenario, disaster recovery of data is also easier, as information is backed up in the cloud rather than on physical servers.

It is also worth remembering that none of these bonuses come at the expense of the same robust, hospitality-specific functionality as an on premise system. Indeed, the combination of specific capabilities plus a cloud infrastructure supports globalization for hotels, resorts and casinos. With access via the cloud, users, partners and suppliers at locations across multiple continents can share real-time data on everything from guests to revenue. The inevitable result is that information flows more freely and managing daily operations becomes easier as teams are able to connect from different properties and departments - communication and streamlining go hand in hand. This is seen in more informed decision making, as hotel managers have visibility into comprehensive data and an enterprise-wide view of how their organisation is performing and operating.

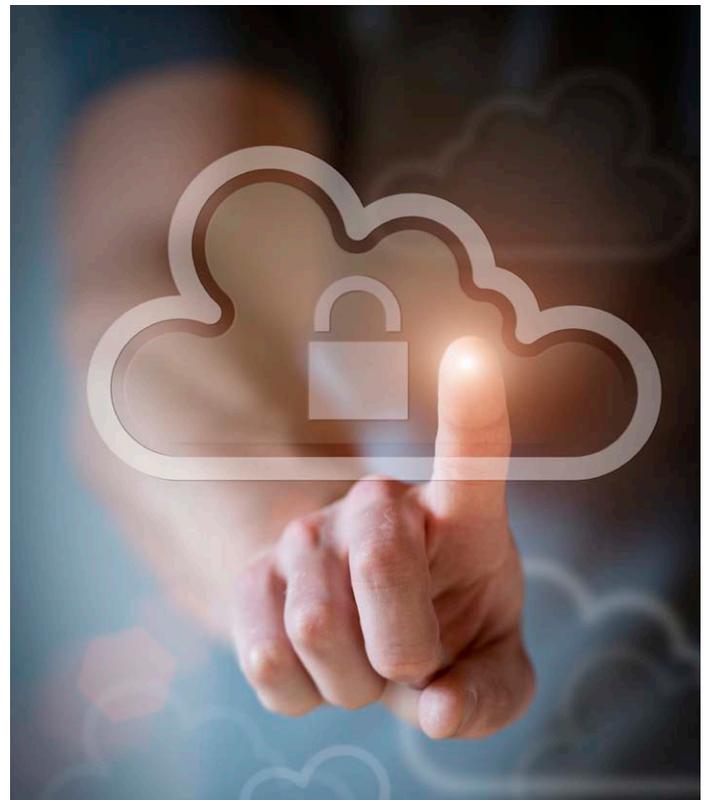
The concerns over cloud

There are some issues to address and top of this list for the hospitality industry is security. Hoteliers are in a unique position because guest satisfaction, not the delivery of a physical product to market, is the top priority. Compromised guest data including contact and credit card information would mean a serious blow to both revenue and reputation for a hotel. With more ways than ever for customers to voice feedback, including social media and online rating sites, news of a security breach would travel far and wide.

It is therefore vital for hospitality companies to vet a vendor's approach to cloud security before selecting a provider for their cloud technology. Hotels must own and manage the data, but they do not need to own its protection - indeed, a technology specialist is better.

Ensuring security in the cloud is a two part endeavour. Hoteliers must take steps internally to safely store and transfer data, staff need to be properly trained and the actual operational processes assessed to make sure that customer data is protected at all times.

The software vendors must also take measures to assess potential threats and implement effective security controls. Its own security approach must be robust and it is essential to confirm that any technology partner follows the industry-standard necessary protocols.



Vendors are the obvious choice as a starting place for each of these security measures. Technology providers should be a partner in ensuring cloud success. So, with security top of mind for cloud deployment, decision-makers should first ask potential technology partners how in-depth their security strategy is. No vendor should ever rely on a single security technique or device - there is safety in numbers. Data assurance should be confirmed through a multiple layer approach with overlapping security controls.

For example, the cloud architecture should include different levels to protect against specific strikes like a Distributed Denial-of-Service (DDoS) attack, as well as more general information attacks such as vulnerability scanning. Real-time monitoring of potential internet threats and firewalls is also crucial in order to isolate critical components and prevent access from an external network.

The consistent cloud

The next issue is then how this strategy has led to the technology vendor developing products that are cloud secure. Software should secure from the ground up. Security features and performance for each product should be established from the beginning to guarantee that they are architected into the software design. Consistency is key to any defence and the only way that can be achieved is have a security-aware strategy in place from the point of product design.

Potential partners should also conduct frequent, routine testing to identify potential vulnerabilities and problem areas, as well as code reviews. And these reviews are not just limited to the products. In order to verify that developers are kept up-to-date, confirm that the software provider also conducts regular security training sessions to make sure that all security policies are followed.

Vendors should demonstrate compliance with ISO-27001 - the internationally recognized credential for a securely designed information management system. This is often the first, and most concrete, box to check when selecting a technology provider for your project. It is designed to enable the security of financial assets, intellectual property, employee details, and third-party information, which for hoteliers includes guest-related data and should be viewed as "table stakes" in selecting a technology partner.

The connected clouds?

A key point of security is to assess if the cloud network will be separated from the general corporate network. Independent cloud networks that exist separately from the general corporate network provide additional security against data corruption. It also means the cloud network can be designed, from the ground up, to feature increased security without impacting the performance of the corporate network. View the two as brother and sister, not the same child.

Part of this extra protection for the cloud network will then enable hoteliers to remain protected, even if users do not employ security best practices. For large international chains it is utterly impossible to confirm that each user at every location is running up-to-date anti-virus protection software and does not have a compromised system. The network should enforce security, even when employees do not.

For an industry based on physical buildings, one of the other top concerns should be the physical measures taken to protect the infrastructure. How the data centre will be physically protected is a vital consideration. Will there be registered guest restrictions, locked cage spaces or biometric safeguards? How will the vendor monitor, detect and alert necessary IT staff and decision-makers if there is a physical intrusion?

Beyond physical considerations, the traffic within the network should never be broadcast using an antenna or wireless transmitter. A virtual private network should be required to protect data. These should all be part of the strategic IT services offered by the vendor and they must include mandatory security requirements. These could include automated logging of security events, continuous management of backups, and administration of limited user- account permissions.



Services should be fully compliant with the security standards required for global data centres in order to enable the highest level of safety and of course, data should also be encrypted to ensure that the information of hotel guests is protected from potential threats.

The contained cloud

Best practice is provide options for tiers of user access within the network, allowing hotel staff to see only the information that is required to complete their job. The vendor should not allow hotel users to tap into supporting operating systems or lower functions, but rather requests should be managed in different segments, and then sent to protected back-end databases. If this sounds like a lot of work for the vendor, it is, so check that the vendor has a specific group or business unit tasked with the implementation and deployment of cloud technology. Cloud security is no place for amateur. Confirm that those working to build and launch the system have extensive experience with SaaS-based implementations and have received extensive training on cloud security. Having a group dedicated to cloud technology also indicates that it is a priority for the vendor, and that they will actively work behind the scenes to enable the security of your data, as well as continue to develop system protection enhancements and optimise the application overall. A vital role for this team should be security monitoring in order to identify attempted breaches. At the most basic level, the system should maintain centrally managed passwords to protect administrative access points to the cloud network. Unsuccessful password attempts and patterns that could potentially indicate a security breach are top priorities. The system should always have the ability to authenticate the server, which ensures that all user sessions are authenticated.

Additionally, vendors should log and monitor security incidents to certify that the system has not been compromised. By collaborating with hoteliers to investigate intrusion attempts, vendors can become a critical ally in mitigating safety risks. Cloud technology has a massive array of benefits to offer hoteliers and indeed many of the above issues will be invisible to all but a select few within a company. But the security of customer data is critical for the hospitality industry and as such these best practices form the cornerstone of the exceptional ROI that cloud can deliver.

*For more information contact: Amanda Brown
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Students of Cohorts Past and Present

Name:

Jerome Arribas

Company:

Four Seasons Hotel
Casablanca, Morocco

Course:

BAHA Education
and Training
Programme in Financial
Management

Dates of Study:

February 2006 - September 2007

Profile:

“After a first experience in Sales in the Technology industry, I decided to take a break and travel for a year. On my return, I joined Four Seasons Hotels in the Bahamas as Assistant Director of Purchasing. During that time, the Director of Finance told me that I could have a great career in Finance with more accounting knowledge. Based on a friend's recommendation, I took the BAHA course and that directly helped me to get a job in accounting at the Four Seasons Hotel Park Lane in London. I then went on to work in the Seychelles, Colorado, Russia and even Tanzania.

I am currently Director of Finance at the Four Seasons Hotel in Casablanca, Morocco, and I can honestly say that without the course, the foundation it gave me, I wouldn't be where I am today. It is a great course that I keep recommending it to people who try to join the industry.”



Name:

David Bell

Company:

Kirkconnel Group

Course:

Stage 1 - Introduction to
Revenue Management

Profile:

“Upon leaving school I went to university in Paisley to study International Hospitality Management and having successfully acquired my degree, I travelled to Portugal to work for a year with the much renowned Pousadas de Portugal hotel chain. Once I returned to the UK, I managed to secure a position with an independent group of four star hotels and progressed through the ranks to General Manager of their flagship hotel & leisure centre.

Having achieved what I wanted to with that position, I successfully became General Manager of a prominent Gretna Green wedding venue with the Glasgow based consortium McKeever Hotels & subsequent to that within my current role. After over 10 years in the hospitality industry I feel it is time to move direction career wise and I find the evolving nature of revenue management the avenue I want to pursue.

The HOSPSPA Revenue Management course has provided me with the knowledge and expertise to make my new career path a reality and I look forward to my continued learning with them.”



Good mentor health

Jane Pendlebury reports on the first HOSPA meeting about mentoring and how it's improving the image of the hospitality sector.



Justyn Herbert opened the meeting on behalf of HOSPA and welcomed Stuart Johnson of The Savoy Society and General Manager of Browns Hotel in London. Stuart introduced the audience to the award winning Hospitality Graduate Mentoring Scheme (previously known as The Savoy Society Mentoring Scheme) and explained how he and his fellow mentors relished the opportunity to 'put something back' into the Hospitality Industry. The goals of the mentoring scheme – developed by The Savoy Society and the Springboard charity – were clear from the start: to dispel the myth of the Cinderella Profession, with its poor pay and anti-social hours. Mentoring provided the perfect platform to share the positives and rewards from offering a high quality service to the visiting public.

Research proved there was a clear opportunity to 'catch' promising students before their placement year to keep them in the hospitality industry. The mentoring scheme aims to ensure the mentees receive the right support around their studies, placement years and into employment. The provision of support and guidance has proved an almost instant success for the Hospitality Graduate Mentoring Scheme.

Since its launch in 2009, 196 students have taken part and there are now 15 universities involved in the programme across the country. The success is clear - 90% of mentees have remained within the hospitality industry and progressed to good positions.

Dee Smith, Programme Director at Springboard, explained how Springboard manage the process and how the basics are kept simple. There is a three year unwritten contract between the mentee and mentor.

The mentees are matched to mentors through a screening process – in a process not dissimilar to speed dating! Each mentor has attended a training programme to coach them on how to draw queries and concerns from the mentee and how best to support the mentee and maximise the benefits of the mentor's network. A mentor may not be able to answer every question, but knowing someone who does is invaluable to the mentee. Springboard recommend between four and eight 'contacts' over the course of each year – to be driven by both mentee and mentor. Contacts range from text, phone, email and face-to-face meetings.

Finally, the audience was privileged to hear first hand experiences from two mentees who embraced the process and were keen to share their story. Benjamin, who became a mentee in 2009 – now working at The Ritz – explained how his mentor David Broadhead helped him through nervewracking times, was an excellent sounding board (they still talk at least once a month) and helped him with his placement, his dissertation and in his current position.

'I find it very rewarding to be involved in the development of young people's careers in the hospitality industry and to feel that I can have a positive impact on this. There are now limited opportunities to work in an environment where there is so much focus on extremely high levels of service and it is wonderful that we can share these experiences together with our modern day business acumen that will assist these young people.'

**Miles Pooley, General Manager,
London Marriott Hotel Park Lane –
Mentor to three students.**

He extolled the benefits of being a mentee and would be proud to become a mentor in time. Hannah who joined in 2010 felt she wanted guidance through the hospitality industry – recognising early on what a huge umbrella 'hospitality' covers. Hannah was lucky enough to have Ivan Artolli as her mentor and he proved to be a great support during her final year at university and her progression into the industry. Hannah is employed as an assistant manager at Lexington Catering and is clearly proud of her success and has no doubt that Ivan's support has enabled her progression.

Ivan has moved from mentor to friend and is always available at the end of a telephone line, despite his move overseas.

As the mentoring scheme has matured, new mentees have the additional benefit of being assigned a 'buddy' – one who has already been through the mentoring process. Justyn closed the meeting by saying how rewarding he found the whole process and encouraged more hospitality personalities to join the programme as mentors. More mentors are always welcome, and particular emphasis is on widening the programme regionally across England, Scotland, Wales and Ireland.

If you think you have the necessary experience and time to commit to a mentee or two, then please contact Dee Smith dees@springboarduk.org.uk

HOSPA fully supports the Hospitality Graduate Mentoring Scheme and will be providing regular updates on the progress of the scheme, with feedback from both mentees and mentors.

Watch this space for some interesting stories, and an expected name change to Hospitality GEMS, Graduate Education and Mentoring Support!



HOSPA Spotlight to shine at HOSPACE

The largest and most prestigious annual gathering of like-minded hospitality practitioners in the UK – providing information, education and inspiration – to be held on Thursday, 20 November 2014, at the Sofitel London Heathrow at Terminal 5.

A new in-depth approach, supported by the latest technology, to putting the biggest challenges currently facing hospitality finance, revenue management and IT practitioners under the microscope, is to be unveiled on 20 November at HOSPA's highly acclaimed and expanding Annual Conference and Exhibition – HOSPACE 2014.

The first 'HOSPA Spotlight' sessions are to be introduced to the one-day Conference programme – to be held at the Sofitel London Heathrow, at Terminal 5. HOSPACE 2014 will stage a morning and an afternoon in-depth, 70-minute 'HOSPA Spotlight' session that will form major focal points for the day's discussions. The two 'HOSPA Spotlights' will be designed to dissect, analyse and discuss – with the help of a chaired panel of industry experts and cutting edge, interactive technology to ensure full delegate participation (including voting on issues raised) – the most

pressing and wide ranging topics facing hospitality management today.

"We are very excited about the introduction of the 'HOSPA Spotlights' which will enable delegates to explore every facet of the biggest issues and developments presently affecting hospitality finance, revenue management and IT. This fulfills a priority HOSPACE objective of providing information, education and inspiration through innovation, unrivalled networking opportunities, and devising a conference programme that helps enhance delegate skills and knowledge. And in this context, we will be linking our popular and highly topical industry-specific afternoon 'Educational Workshop' programme into the 'Spotlight' sessions, enabling attendees to get the maximum benefit from HOSPACE 2014 – the largest and most prestigious annual gathering of like-minded hospitality practitioners in the UK."

The two 'HOSPA Spotlights' will be interspersed with two traditionally popular HOSPACE presentations – specifically the 'Industry Overview' and the 'Leaders Panel', where top hospitality industry leaders will examine everything from how hoteliers are dealing with the upturn in the UK economy; and the ongoing campaign to reduce VAT rates for visitor accommodation and attractions, to the improvement of visa access for tourists

and business people into the UK; making the most of working with Online Travel Agents (OTAs); and tourism predictions for 2015 which will see England hosting the Rugby World Cup (with a number of matches played at The Millennium Stadium, Cardiff). In addition, there will be a session dedicated to an 'Overview of the Tourism Council'.

As in previous years, HOSPACE 2014 will be hosting its ever popular and growing 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.

The event's grand finale Gala Dinner – including the signature 'HOSPA Pub Quiz' – is one of the traditional social networking highlights of the Conference.

For regularly updated information on HOSPACE 2014 (HOSPA Conference and IT Exhibition), visit the HOSPACE 2014 Website at: www.hospace.net. For bookings and further details for HOSPACE 2014, contact the HOSPA Membership and Events Office on telephone: +44 (0)203 418 8196; or email: bookings@hospace.net



INDEPENDENT HOTEL SHOW

HOSPA TO PARTNER INDEPENDENT HOTEL SHOW

HOSPA is delighted to announce that it is to be a Partner to the highly acclaimed Independent Hotel Show at Olympia, London on October 21 and 22; and will for a second successive year host the 'HOSPA Hub' stand (226) where visitors can gather and learn more about HOSPA, HOSPA's Education programmes, and network.

"The Independent Hotel Show is an invaluable asset to this sector of the hotel industry, connecting over 200 of the highest quality suppliers and service providers with luxury and boutique hotel decision-makers from all parts of the UK," said HOSPA Chief Executive Carl Weldon. "HOSPA is honoured to be a Partner to such a prestigious and well organised event, packed full of expert insight and advice.

"Also I am delighted to have been invited to chair a panel discussion, entitled 'Magic in the metrics – what's on my dashboard?' in the Show's business session theatre programme. This will ask the question: what does it mean to maximise your hotel's RevPAR (Revenue per Available Room)? Our panel of experts will examine today's climate for hoteliers, looking at the most valuable metrics and statistics for effectively measuring business performance and profitability."

HOSPA members are invited to the Independent Hotel Show as VIP guests and, as such, will have access to the Show's VIP area, and free tea and coffee.





RESULTS: EDUCATION & TRAINING PROGRAMMES, MARCH 2014 PROGRAMME

We would like to congratulate the following students, enrolled on the March 2014 HOSPA Education programmes in Financial Management and Revenue Management, who have successfully passed the coursework assignments and examinations for their respective stage of study:

REVENUE MANAGEMENT, STAGE ONE

Name	Employer
Sarah Clayton	Venue Birmingham University
Sharon Clayton	TWI
Sally Cory*	De Vere Venues Staverton Park
Lance Keirle	Ten Out of Ten management Programme
Rosalyn Qemalja	The Nottingham Gateway Hotel

REVENUE MANAGEMENT, STAGE 2

Name	Employer
David Bell*	Kirkconnel Group
Michael Crossan	Trallee Institute in Hospitality & Tourism
Virginia De Craecker	Yotel
Catarina Firchau	Agoda

REVENUE MANAGEMENT, STAGE 3

Name	Employer
Sharon Murphy	The Malton Hotel, Killarney

FINANCIAL MANAGEMENT, STAGE 1

Name	Employer
Ivana Covic	Jumeirah Carlton Tower
Gavin Duffy	Jurys Inns, Dublin
David Jarvis*	Village Urban Resort, Cardiff
Abu Siddik	Jumeirah Madinat Resort, Dubai
Berit Williams	Principal Hayley Beaumont House Hotel

FINANCIAL MANAGEMENT, STAGE 2

Name	Employer
Ali Agoumi	The St Regis Mardavall Mallorca Resort
Margita Alsina	Radisson Blu Hotel Glasgow
Tammy Cartwright	Village Urban Resorts Birmingham Walsall
Gavin Duffy	Jurys Inns, Dublin
Meriel Johns	Jurys Inns, Brighton
Jennifer Keane	Milestone Hotel
Karan Lalwani	Westin, Madrid
Bethany Maxwell	Le Westin Paris-Vendome
Robert McCluskey	De Vere Village Urban Resort Maidstone
Louise Murray	Carlton Hotel Edinburgh (Puma)
Katie Prince	De Vere Village Hotels, Cheadle
John Robson	Jurys Inns, Newcastle Gateshead Quays

* Students achieved the highest overall grade for their Stage of study

Eva Stranakova	Imperial Hotel, Vienna
Berit Williams	Principal Hayley Beaumont House Hotel
Jose Zhang	Sheraton Stockholm Hotel

Each of the listed students will receive their certificate for completing the respective stage of the course and the highest achieving HOSPA students will be presented their certificate at the HOSPA Awards Lunch on Thursday 18th December where their achievements will be recognised along with the Financial Management and Revenue Management Student of the Year awards and the HOSPA Professional awards in Finance, Revenue Management and IT.

FINANCIAL MANAGEMENT, STAGE 3

Name	Employer
Thomas Fink	The Charles Hotel, Munich
Sophie Kendrick	Jurys Inns, Birmingham
Nikhil Mehrotra	JW Marriott, Grosvenor House Hotel
Nicola Shaw	Principal Hayley Group, Ettington Chase
Dildora Vasliddinova	JW Marriott, Grosvenor House Hotel
Mahela Vidanapatirana*	Principal Hayley, The Royal York Hotel

Cash prizes and certificates will also be awarded to the highest achieving HOSPA students, based on their results in each of the HOSPA examination categories for the Financial Management and Revenue Management programmes.

Would you like to see your name listed in The Overview and have your achievements recognised at the HOSPA Awards Lunch? You can enrol now for the March 2015 intake of the Financial Management and Revenue Management programmes and be on stage at the 2015 Awards Lunch!

For further information regarding the HOSPA Education programmes, please contact Wayne Gosden on +44 (0)1202 889 430 or email wayne.gosden@hospa.org.



Save £000s in OTA commissions per week

Hotels groups and Inns can make substantial savings with Guestline solutions.

Guestline cloud-based property management and distribution systems can help hotel groups and Inns:

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Future proofing: HOSPA Career & Future Career Investment Development Scholarships

We are very pleased to announce this unique opportunity to provide career development for five upcoming young people working in Finance, Revenue Management and IT in the Hospitality Industry.



Winners of the 2013 Career & Future Career Investment Development Scholarships

The HOSPA Career Investment Development Scholarships offers the lucky winners the opportunity to be noticed and publicly recognised for their outstanding achievements in the work place. The prize comprises of a full day at HOSPACE on 20 November 2014 plus a place at the Conference Dinner, where their achievements will be recognised. Each recipient will be featured in the Conference Edition of The Overview.

The criteria for application are:

- **Candidates must be 30 years or younger on 31 October 2014**
- **Candidates must be employed in a hospitality organisation working in finance, revenue management or IT**
- **Candidates must have been working in the industry for a minimum of 12 months**
- **Only one application per company**
- **Applications must be accompanied by a CV and letter outlining why the candidate should be considered**

- **Candidates must be nominated by senior members of the hospitality industry.**

Alongside the Career Investment Development Scholarships, we are also pleased to announce that we offer a networking and educational opportunity for five aspiring hospitality students, who have excelled in their current studies, in the form of the HOSPA Future Career Investment Development Scholarships.

The Future Career Investment Development Scholarships provides the lucky winners the chance to be noticed by a potential future employer and to be publicly recognised for their outstanding achievements. The prize comprises of a full day at HOSPACE on 20 November 2014 plus a place at the Conference Dinner, where their achievements will be recognised. As with the Career Scholarships, each recipient will be featured in the Conference Edition of The Overview.

The criteria for application are:

- **Candidates must be enrolled in a full-time undergraduate course related to**

hospitality at a UK University or College

- **Candidates must be in the FINAL year of their studies**

- **Candidates must be nominated by their course leader**

- **A course leader can only nominate one student**

- **Applications must be accompanied by a CV and letter outlining why the candidate should be considered.**

Successful candidates for each scholarship award will find that this is a brilliant networking opportunity with senior members of the hospitality industry where they can share knowledge and attend education workshops on industry best practice for the future.

We are accepting applications now and the closing date for nominations is 31st October 2014. **To submit a nomination, please download the form from www.hospace.net/delegates/scholarships and return to Wayne Gosden by email to wayne.gosden@hospa.org or fax to +44 (0)1202 887967.**

Bumper month for UK hotels

Preliminary data for July 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£62.56	£56.03	11.7%
Average daily room occupancy	82.8%	80.4%	2.9%
Average daily rooms yield per available room	£51.79	£45.09	14.9%
Approximate number of rooms per day	98,950	98,900	

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£125.58	£122.78	2.3%
Average daily room occupancy	86.8%	87.1%	-0.4%
Average daily rooms yield per available room	£109.01	£106.96	1.9%
Approximate number of rooms per day	33,300	33,300	

Hotels in the UK regions and capital have experienced a successful month in July with high occupancy, and average room rate, according to preliminary figures released by business advisory and accountancy firm, BDO LLP.

Occupancy in regional hotels increased by 2.9% to 82.8% as the Commonwealth Games in Glasgow and the British Open in Liverpool brought an influx of spectators. As occupancy was high, room rate in the regions increased by 11.7% to £62.56. As a result, rooms yield stood at £51.79, up 14.9% on last year.

Despite the recent increase in supply with a number of high-end hotel openings, such as the Shangri-La at the Shard and Firmdale's Ham Yard, London continued to perform well with a high occupancy rate at 86.8%. Reflecting the growth of their regional counterparts, hotels in the capital experienced a 2.3% increase in room rate to £125.58, and a 1.9% increase to £109.01 in rooms yield.

Robert Barnard, partner at BDO LLP commented: "We know that major sporting events such as the Commonwealth Games always create a high demand for rooms and this has certainly been the case in the regions last month. London hotels have

Final data for June 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£64.75	£61.18	5.8%
Average daily room occupancy	79.1%	78.3%	1%
Average daily rooms yield per available room	£51.22	£47.94	6.8%
Approximate number of rooms per day	97,000		

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£151.48	£149.03	1.6%
Average daily room occupancy	87.1%	88.5%	-1.5%
Average daily rooms yield per available room	£131.94	£131.85	0.1%
Approximate number of rooms per day	35,050		



also had a busy month and the recent openings of luxury hotels show that demand for high-end hospitality in the capital maintains its strong growth pattern.

"Strong occupancy is great news for the hotels sector and the knock-on effect on room rate hints at growth in the year ahead. UK hoteliers can feel confident about the health of the industry, as the figures continue to show an upward trend."

10 things to consider when choosing your Workforce Management solution

The correct solution can improve staff efficiency and productivity, while controlling and reducing costs, but choosing from the options available can cost many valuable man hours in itself.

When building your business, labour is the most controllable cost, so Verteda has created the tools to ensure that your costs don't spiral out of your control.

1. Time & Attendance.

The hospitality sector has schedules like no other industry and when staffing is lost and attendance is down, this is felt throughout the business, including in front of the customer. Verteda's Workforce Management Solution (WMx) supports the clock in your existing POS terminals, exporting schedules and importing clock punches and employee collectibles such as sales and tips. We also offer an intuitive clock application for your PCs and POS terminals. Another option is to install an Employee Self Service Kiosk with printer, enabling easy manager reporting and employee messaging, and printing employee receipts with clock-in/clock-out times, future schedules, tips and special pay.

2. Scheduling.

With hospitality businesses working around the clock, you need to make sure that the right people are in the right places at the right time. WMx can automatically create or adjust schedules that align with your budget, future customer demand, menu requirements, regulatory policies and local laws, and employee availability/skill levels. The product has Basic to Advanced and Premium levels, with features from product mix to activity-based scheduling by job function and KPIs.

3. Human Resources.

The hospitality sector has a higher turnover than many other industries, but with the right management systems you can make sure that the transitions are painless and, hopefully, ensure that your employees are less likely to leave. WMx allows you to streamline the employment lifecycle end-to-end: from new hires through pay changes and transfers to termination. Importantly, it integrates with existing HR and business systems so all employee updates are synchronised and paperwork is reduced.

4. Pay Record Management.

With a multitude of different departments and different employees employed at different times and often different locations, payroll can be varied to say the least. WMx allows you to import employee time records from clocks, POS systems, enterprise data stores or entered manually. You can then manage a complete history of each employee including time, attendance and payroll records. This real-time module virtually eliminates payroll preparation and provides alerts that flag records your managers need to review, analyse and edit. Final records can then be exported to any third-party payroll application.

5. Labour forecasting.

The whims of customers are well-documented and you may find that demand swings in ways that make it hard to staff at the right levels. WMx allows you to predict required staffing levels, working with large volumes of data drawn from multiple systems,

predicting sales and workforce requirements by comparing historical trends with current customer patterns. The result is a Demand Forecast that dynamically adjusts to promotions, seasonal trends, holidays, and menu changes - with managers able to fine-tune further.

6. Mobile.

Mobile is the current industry buzzword, with everything from booking to payment now possible with the one item most of us don't leave home without. Using the WMx mobile capability means that you can push information to managers for more effective decision-making and empowers employees via a multilingual web site to view their work schedules and manage availability requests remotely, from a smartphone or onsite kiosk.

7. Data collection.

A business can only be effective if it can look over its operations and work out where it did well and where it can improve. WMx's Intelligent Reporting organises data from throughout the business for workforce performance analysis through Site-Level Reports, an Enterprise Reports Portal and Alerts. Managers can configure specific performance metrics from sales tracking to labour cost reporting to better achieve business and financial goals while improving accountability.

8. Keeping in touch.

As your business day gets underway, it's important to keep staff abreast of what's going on and what issues may be building. But with busy staff, it pays not to flood them - we all have times when we get so much from one source we go email blind. This solution can automatically generate real-time alerts on emerging workforce issues, instantly pushing them to email, SMS text and smartphone apps. Intelligent filters ensure the right level of timely alerts - focusing on what's important based on company priorities, service needs and individual user preferences.

9. Training.

It's no good having an effective solution if no-one can use it. WMx offers training online and with interactive multimedia capabilities, so you can train new employees in the day-to-day operations of your workforce management solution. Each user has a personalised account that tracks their individual training.

10. That's it.

When you're choosing which solution is right for you, we know you don't have the time for complicated sales pitches. WMx is simple, direct and easy-to-deploy. And that's all you need to know.



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London declines again as provinces profit

Although London profitability dropped for a third consecutive month in July, the UK Provinces continued to gain momentum with gross operating profit per available room (GOPPAR) surging and North West hoteliers experienced a 22.2% growth in this metric, according to the latest HotStats.

North West hotels managed to increase average room rate (ARR) by 11.5% as well as occupancy (+3.1 percentage points to 80.8%) in July resulting in rooms' revenue per available room (RevPAR) climbing by 15.9%. With revenue per available room derived from food (+5.1%), beverage (+4.8%) and meeting room hire (+11.2) also climbing, total revenue per available room (TRevPAR) grew by 10.4%.

Despite overheads per available room going up by 6.2%, astute operating cost control coupled with payroll declining (-1.6 percentage points) led to the GOPPAR growth of 22.2% representing a gross profit conversion of 32.2%.

Tour de profit for York

The city which hosted in July the departure of the second Tour de France stage registered increases in TRevPAR and GOPPAR by 9.5% and 8.4% respectively, according to the latest HotStats.

Despite a 0.3 percentage point drop in occupancy, hoteliers in York experienced a double digit increase in RevPAR thanks to a 12.7% surge in ARR. Positive performances were recorded in non-rooms departments, in particular with meeting room hire per

available room (+41.4%) leading to a TRevPAR surge of 9.5%. Departmental operating profit per available room (DOPPAR) also rose by 8.2% thanks to efficient operating cost control and payroll going down by -0.3 percentage points. Despite overheads per available room increasing by 8.0%, GOPPAR hiked by 8.4% for the 10th consecutive month.

Swindon on the up-and-up

Hoteliers in Swindon experienced year-on-year growth across all key performance indicators with TRevPAR and GOPPAR increasing by 14.7% and 38.9% respectively, according to the latest HotStats.

A combined surge in occupancy (+5.2 percentage points) and in ARR (+12.0%) contributed to a RevPAR growth of 19.0%. With 44.9% of the demand in July derived from the corporate sector, this segment rate surged by 9.1%. However the highest rate increase (+16.4%) was generated by from the residential conference segment which accounted for 8.8% of the total demand. Positive results were also registered in ancillary departments and TRevPAR rose by 14.7%.

With DOPPAR rising by 18.2%, hoteliers also managed to reduce payroll and overheads per available room by 4.4 percentage points and by 3.6% respectively. As a result GOPPAR increased by a stunning 38.9%, further fuelling calendar year to date and the rolling 12 months to July performances.

The month of July 2014

	Jul'14	Jul'13	Var b/w		
NORTHWEST	Occ %	80.8	77.6	3.1	▲
	ARR	75.93	68.13	11.5%	▲
	RevPAR	61.32	52.90	15.9%	▲
	TRevPAR	110.93	100.51	10.4%	▲
	Payroll %	29.3	31.0	1.6	▲
	GOP PAR	35.67	29.20	22.2%	▲

	Jul'14	Jul'13	Var b/w		
YORK	Occ %	89.8	90.1	-0.3	▼
	ARR	84.22	74.73	12.7%	▲
	RevPAR	75.67	67.34	12.4%	▲
	TRevPAR	110.62	101.03	9.5%	▲
	Payroll %	28.4	28.7	0.3	▲
	GOP PAR	39.76	36.68	8.4%	▲

	Jul'14	Jul'13	Var b/w		
SWINDON	Occ %	88.1	82.9	5.2	▲
	ARR	68.65	61.30	12.0%	▲
	RevPAR	60.50	50.82	19.0%	▲
	TRevPAR	96.02	83.74	14.7%	▲
	Payroll %	27.0	31.4	4.4	▲
	GOP PAR	34.60	24.91	38.9%	▲

The Calendar year to July 2014

	YTD'14	YTD'13	Var b/w		
NORTHWEST	Occ %	72.7	71.4	1.3	▲
	ARR	74.10	69.53	6.6%	▲
	RevPAR	53.85	49.65	8.5%	▲
	TRevPAR	100.24	94.54	6.0%	▲
	Payroll %	31.3	31.9	0.6	▲
	GOP PAR	27.91	24.79	12.6%	▲

	YTD'14	YTD'13	Var b/w		
YORK	Occ %	80.2	74.8	5.4	▲
	ARR	72.10	67.45	6.9%	▲
	RevPAR	57.85	50.47	14.6%	▲
	TRevPAR	90.18	81.91	10.1%	▲
	Payroll %	33.1	34.6	1.4	▲
	GOP PAR	23.96	19.69	21.7%	▲

	YTD'14	YTD'13	Var b/w		
SWINDON	Occ %	72.8	67.3	5.6	▲
	ARR	62.26	58.72	6.0%	▲
	RevPAR	45.35	39.50	14.8%	▲
	TRevPAR	78.54	70.16	11.9%	▲
	Payroll %	33.3	35.1	1.8	▲
	GOP PAR	18.87	14.81	27.5%	▲

The twelve months to July 2014

	Rolling'14	Rolling'13	Var b/w		
NORTHWEST	Occ %	74.1	72.4	1.7	▲
	ARR	73.49	69.27	6.1%	▲
	RevPAR	54.47	50.15	8.6%	▲
	TRevPAR	102.91	97.09	6.0%	▲
	Payroll %	30.7	31.2	0.4	▲
	GOP PAR	29.69	26.96	10.1%	▲

	Rolling'14	Rolling'13	Var b/w		
YORK	Occ %	82.2	76.9	5.3	▲
	ARR	71.67	68.67	4.4%	▲
	RevPAR	58.89	52.79	11.5%	▲
	TRevPAR	92.73	86.11	7.7%	▲
	Payroll %	32.2	33.1	1.0	▲
	GOP PAR	26.06	22.88	13.9%	▲

	Rolling'14	Rolling'13	Var b/w		
SWINDON	Occ %	71.9	66.3	5.6	▲
	ARR	60.26	57.57	4.7%	▲
	RevPAR	43.33	38.18	13.5%	▲
	TRevPAR	77.09	69.59	10.8%	▲
	Payroll %	33.5	35.2	1.7	▲
	GOP PAR	17.91	14.58	22.9%	▲

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

Oct 21 **Independent Hotel Show 2014**

Location: 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.

The Independent Hotel Show will be returning with a number of new ideas & concepts in place we look forward to delivering another quality event for the independent, luxury and boutique hotelier.

Oct 21 **Waste Prevention & Sustainability Training**

Location: 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.

Oct 30 **HOSPA Finance Meeting**

Location: 55 Baker Street, London. Time: 8am -10am

Join the finance community at HOSPA for a breakfast seminar run by BDO in the Auditorium at 55 Baker Street. In this comprehensive 90-minute briefing you will hear from experts in financial reporting and tax in the hospitality industry. We will be covering the latest developments in reporting requirements under UK GAAP, including the implementation of FRS 102, and we will review the key tax issues affecting our industry.

To register for this meeting early, please contact Jenny Rose at jenny.rose@hospa.org or call 0203 418 8196

Nov 12 - 14 **Proficiency in Distribution and Digital Marketing**

Location: London.

This workshop uncovers the impact of social media, metasearch and mobile. We introduce the principal social media platforms and how they are being used within the hotel industry, and the impact of mobile on booking behavior and revenue strategies. The workshop offers a practical approach to creating a distribution strategy covering the key stages of situation analysis, goal setting, planning and implementing a strategy, how to choose a technology supplier, and measuring and monitoring success. All elements of the course are then consolidated into work on a one-day case study completed on day three of this workshop series.

Cost: £550 ex VAT - HOSPA member offer £449 ex VAT

To discuss your options, or request further information, please email Ally Dombey or call 020 7635 6810.

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.

HOSPA regional meetings

Oct 6 - Manchester
Location: Hilton, Deansgate. Time: 6.30pm - 8.30pm.

Topic: Overall Hotel industry update with a special focus on Manchester. Including latest results for Europe, The UK and its regions - plus market trends and pipeline.

Speaking:

- Cristina Blaj, Sales Director of Rate Tiger on "Tuning Hotel Revenue with Live Business Intelligence"
- Julian Perez Fernandez, STR Global
- Carl Weldon CEO of HOSPA

Registration is essential, please contact jenny.rose@hospa.org to reserve your place.

Oct 13 - South East - More information TBC

Nov 3 - Birmingham
Location: Hotel La Tour, Birmingham. Time: 6pm for a 6:30pm start

An Overall Hotel industry update with a special focus on Birmingham, including the latest results for Europe, The UK and its Regions plus Market trends and Pipeline.

Speaking:

- Cheryl Hawksworth, Sales Director at iDeaS
- What does a CFO expect of a Hotel Financial Controller? A perspective from Paul Nisbett - Finance & Commercial Director – of The Hotel Collection
- Carl Weldon - CEO of HOSPA

Registration is essential. Please contact jenny.rose@hospa.org to book your place now.

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HFTP (Hospitality Finance and Technology Professionals)
Hotel Marketing Association
Hotel Technology Next Generation
Smart Report

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Watson, Farley & Williams

Hospitality Conference & Technology Exhibition

HOSPA is a Community of Professionals - Promoting the highest professional standards in financial, Revenue and IT management in the hospitality industry.

The Conference is an industry leading set of speakers and topics relevant for today's Hoteliers.

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

Conference Highlights:

Leaders' Panel – A line up of Hospitality Leaders and Senior Executives looking at and debating the current issues and trends affecting the industry today.

HOSPA Spotlight Sessions – two major Panels of industry experts and practitioners examining key topics of the day – including open question time from delegates and Social media channels.

3 x 7 Educational Half Hour Sessions on separate topics linked to the conference – chose your own topics and make your own programme!

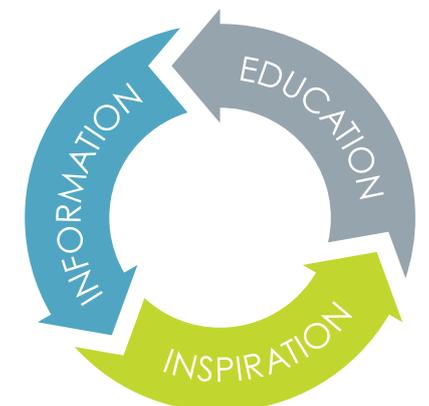
Who should attend this event?

- 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!

Early booking strongly recommended!

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



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