

THE OVERVIEW

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SUSTAIN THE BOTTOM LINE

CHINESE INBOUND -
THE RISE OF THE CHINA'S LEISURE TRAVELLER

SEEN & HIRD - TAVISTOCK HOSPITALITY



Welcome to THE OVERVIEW

Dear members,

This year has got off to a bit of a bang in the mergers and acquisitions world, with global hotel operators snapping up new brands in the US and Canada and, closer to home, Lone Star checking into Jurys Inn, in a move which should see the restructured operator finally fulfil its potential.

The deals aren't restricted to hotels, with those much-maligned third party websites also getting in on the action, as the fight for supremacy continues. Expedia has acquired Orbitz Worldwide, as well as Travelocity, and is keeping its eyes out for more acquisitions.

But while the online travel agents look to be bigger and stronger than before, what can be done to fight them off? Take them on at their own game is the message we've been hearing. According to Brian Reeves, founder & CEO of Goppar Digital, for every room sold on Booking.com, the OTA had spent USD11.50, not the excessive spend we'd been led to believe and not, actually, too bad at all for the common hotelier.

Leading the fightback is Shire Hotels, the six-strong UK hotelier which is showing the big-boys how it's done. The company added a price comparison feature to its own website to try and drive direct bookings and stop the loss of customers to the OTAs.

The company said that it was seeing an increase in bookings after including the function, which displays its own rate alongside those of Expedia, Booking.com, Hotels.com and Late Rooms. On the occasions when the rate quoted by Shire is more than that quoted by the third parties, the company encourages potential guests to give it a call.

At a conservative estimate the company told me it was seeing a 15% to 20% rise in direct bookings. That sounds like a good start to anyone's new year.



Katherine Doggrell

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Hospitality Finance, Revenue and IT Professionals

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



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Mark Hird – pictured with his family's rare breed pigs, raised and owned by his young son Charlie, which Tavistock Hospitality supply into their own restaurants. Mark says the 'meat is infinitely better than force fed pork from supermarkets and we know that they have been reared correctly whilst helping to preserve the rear breed lines. It all goes to help towards our sustainability beliefs.'

HOSPACE Hub interview with Mark Hird, Managing Director of Tavistock Hospitality

Interviewed at the Hospitality Show 2015 by Carl Weldon

“I don't feel like I've ever worked a day in my life, because I love what I do”, was Mark Hird's opening remark to me. His infectious enthusiasm for the hospitality industry is obvious to all around him and you can't help but feel a twinge of jealousy when he announces that not only does he operate a thriving hotel and pub business, but he has also created a microbrewery and is in the process of setting up a distillery!

Managing Director of Tavistock Hospitality – owner and operator of hotels and pub restaurants in the North East – Mark Hird is living his dream. A hospitality graduate of Newcastle College, Mark and his wife Nicola set up Tavistock Hospitality in 2000 and the company's first venue was at 11 Tavistock Place in Sunderland. He told the Hospitality Show's HOSPACE hub audience that from the moment they opened 11 Tavistock Place, “we planned that every one of our venues would be of the highest standards. With the recession, however, we had to scale back slightly and be more mindful of our pricing and costs but now, with the upturn in

the economy, we are able to return to the company's traditional values. These are exciting times for the business”.

In 2014, Tavistock Hospitality added the Roker Hotel in Sunderland, the Grand Hotel in Hartlepool, and two restaurants in South Shields and Birtley – to its 10-venue-strong portfolio. The hotels were purchased from Durham Estates – a property business owned by Mark's father-in-law, Russell Foster – and both now operate under the Best Western banner. Mark said he recognised the value and effectiveness of the Best Western brand and the need for a centralised, nationwide hotel booking system.

Currently, Tavistock is investing heavily in the Roker Hotel – totally refurbishing it to become a high-end boutique venue. The first stage has been the creation of a 'cakery' and tea room imaginatively called 'Let There Be Crumbs', for visitors to Sunderland's sea-front.



How did Tavistock Hospitality meet the challenges of the recession? "When we felt the recession coming, we decided to downscale, drop any businesses that were unprofitable and concentrate on the core hotel business," he said.

Three years into the recession, in 2011, Mark showed his entrepreneurship skills when CAMRA revealed that one pub was closing every week in the North East. In response, Tavistock Hospitality announced it was on the hunt for failed pubs at the right price, in the hope of turning them from traditional drink-led pubs into gastro establishments focusing on food. Supporting them in this quest was, and is, Durham Estates – through buying the freeholds of many of its sites for subsequent development, including several that have since been sold.

In line with this expansion, Tavistock launched a pub-partnership scheme to give new tenants a better chance of survival with lower beer, food and rent costs. Under the partnership arrangement, Tavistock takes full responsibility for finding, refurbishing, branding and setting-up the venue (including the recruitment) before the tenant takes over. The prototypes for the scheme were The Plough at Burnopfield and the Tavistock Italia Retro at South Shields – both of which proved the business models worked well. Amongst the company's current successes under the partnership, are the Mumbai restaurant – specialising in exemplary Indian cuisine – at Haswell Plough in County Durham, and The Tavistock Italia Retro at the Board Inn, Birtley, in Tyne and Wear.

Alongside this development, Mark pursued another of his passions – beer, and the creation of the company's Sonnet 43 microbrewery, adjoining Tavistock's brew-tap venue: The Clarence Villa at Coxhoe, County Durham. It was named after the sonnet, written by the esteemed local writer Elizabeth Barrett-Browning, born at Coxhoe Hall in 1806. "We spend a lot of time on developing our cask beers as we want to give our customers something they can't get at home," explained Mark.

This has certainly paid off as recognition has come quickly for the Sonnet 43 Brewery and its beers (ranging from Blonde Beer to Bourbon Milk Stout), which are now sold as far afield as London

thanks to an agreement with Mitchells and Butlers. Indeed, Sonnet 43 presently is selling 60 barrels of beer per week! Testament to the microbrewery's success are the awards garnered for its beers and pubs. Recent honours include two 'Great Taste Awards', being runner-up in The Publican 'Best Microbrewery Owned Pub Company' and the recipient of a Best Cask Pub Award for Yorkshire, the North East and Scotland.

In response to their popularity, Mark is currently involved in growing the company's existing three 'brew tap' venues at Coxhoe, Hebburn and Chester-Le-Street, to 12 across the North East; and if that wasn't enough, he has established a distillery so watch this space for further developments!

I asked Mark about the benefits of technology and social media to the success of his business. He said that financial and control systems, such as EPOS, have become very advanced and were giving him a lot of centralised control at head office with everything from payroll to stock control which, in turn, was helping to improve Tavistock Hospitality's margins. By the same token, Mark takes the gathering of 'big data' very seriously and said the company analyses all its relevant 'data insights' to gain insights into customer buying behaviour and improve profitability.

He added that social media plays a huge and important part in promoting the business and that he was a great believer in "telling everyone about yourself". During the recession and even now, the company finds text marketing to be a great tool as it works particularly well with short lead-time offers, with the caveat that it is dependent on the availability of a comprehensive customer data-base of mobile numbers. He found Facebook especially good for attracting restaurant customers with special offers; and I know myself, from talking to restaurateurs, that customers taking photos of their food and posting them on Facebook is also a very effective form of marketing, though chefs naturally aren't keen on photos of half-eaten dishes being made public!

It was a real privilege to interview such an enthusiastic entrepreneur as Mark, who so clearly loves every aspect of his work and deserves every success.



Chris Denison Smith
Director, FM Recruitment

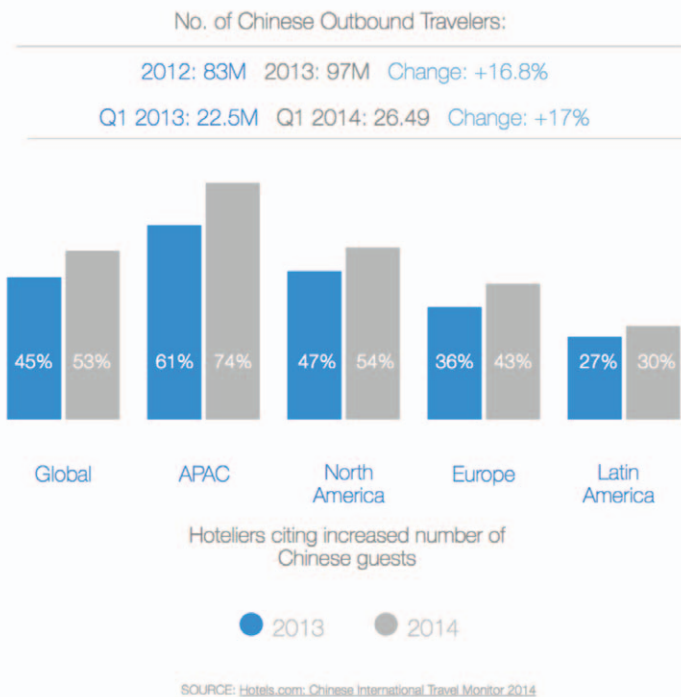
Chinese travellers spend, spend, spend... and they are heading your way

Liberalisation in China and the accompanying economic boom has led to a burgeoning middle class. This means we will see more and more Chinese leisure travellers. How can we attract and retain this growing market?

One-fifth of the world just got the travel bug

Can you believe that Chinese tourists represent 10% of the global total? Perhaps it shouldn't be a surprise when you consider that this vast country accounts for one-fifth of the world's population.

Amazingly, even though only 5% of the Chinese population has a passport, the number of Chinese travellers is bigger than the entire population of Britain. Chinese people are already taking 100 million trips every year, a number set to double by 2020. The numbers are staggering, but with a population of over 1.3 billion people, it's really just the tip of the iceberg.



Spend, spend, spend

Americans spend more than any other travelling nation, right? Think again. Chinese tourists open their wallets at a rate that outstrips everyone. Trip for trip, tourists from the US, Germany and even Russia are comparative skinflints when compared to the Chinese. Part of the reason for this carefree spending is that, for most Chinese tourists, mass long-haul travel is a novelty. They've never had it so good, and seeking out luxury bargains on foreign shores is all part of an exhilarating new experience. The proof is in the pudding: in 2013 Chinese travellers spent £66+ billion on purchases.

A colossal travel market in the east

China is making huge infrastructure improvements to accommodate the higher aspirations of a new, wealthier middle class. Between 2010 and 2015, the number of airports in China will have grown from 175 active installations to 230, that's up 31.5%.

Chinese per capita disposable income grew almost 11% from 2012 to 2013 and the trend is expected continue upward.

By 2030 Chinese urban travellers will take 1.7 billion domestic and outbound trips annually, up from 500 million today, spending \$1.8 trillion on travel and tourism — nearly seven times their current expenditures.

Domestic and inbound also expanding

Not all Chinese are rushing to far-flung destinations. Domestic and short-haul travel has exploded, too.

"A lot of (Chinese) outbound travellers are staying intra-regionally, and those submarkets are performing incredibly well, and benefiting greatly. Domestic travel within China, as well as international travel into China, is where we're seeing supply and demand exactly even." (Elizabeth Winkle, STR Global).

Hotel groups and brands are scaling up to accommodate new domestic travellers in China. Marriott International has 16 hotels in Shanghai alone. China is its second largest market, eclipsing Europe. At almost incredible pace, Marriott is opening a hotel every week in China. It's all the result of the liberalisation of the Chinese economy and the growing mobility of the people. On Hainan Island (South China Seas) almost all Marriott guests are from the internal Chinese market.

The mixed nature of Chinese travel - to distant international destinations and to more local and domestic markets - is illustrated in TripAdvisor's 'top 20' list for Chinese travelers:

1. Hong Kong
2. United States
3. Thailand
4. Taiwan
5. Japan
6. South Korea
7. France
8. Italy
9. Indonesia
10. Malaysia
11. United Kingdom
12. Spain
13. Macau
14. Singapore
15. United Arab Emirates
16. Germany
17. Australia
18. Canada
19. The Netherlands
20. Vietnam

Taleb Rifai, Secretary-General, World Tourism Organisation (UNWTO), on the changing face of Chinese travel: "In 2013 China sent 98-99 million abroad. Now, granted, half of them probably went to the surrounding areas, Hong Kong and Macau. Still, the growth is incredible, a 26% growth increase last year. "It is now very common to go to destinations and people will say 'we need to have more tour guides that speak Chinese'. We do need to understand the mentality, the needs and culture of Chinese travellers. But we may be making some mistakes if we assume Chinese travellers are very different (to everyone else). Their needs are not so different to all traditional tourists. They are going on their holidays, away from the curiosity of others, to sit on a beach with their loved ones and enjoy themselves." When asked, 65% of Chinese travellers said 'enhancing perspective' was the primary motivation for their holiday choices.

Chinese tourists represent 10% of the global total.

The elephant in the room

With the likely surge in travel from China, many countries in Europe will need to rapidly re-think their visa requirements for Chinese travellers. The clear and immediate impact of not making it easy for Chinese to visit this or any country is that ... they will spend their time and money elsewhere. This in turn is likely to put positive pressure on Governments to act.



The time is now for UK hoteliers

The growth of Chinese fast-growing outbound travel offers an unparalleled opportunity for UK hoteliers. Chinese outbound tourism spend is increasing by 15% year-on-year - it's in our hands to claim our share.

Chinese travellers have proved themselves intrepid, exploring new parts of the world and new cultures very different from that at home. The UK hospitality sector must position itself as attractive to these brave souls.

The Chinese desire for independent travel has been powered, in part, by their mass adoption of using mobile technology and travel apps. Hotel businesses must be up to speed with these platforms to take advantage. We need to develop a deeper understanding of Chinese travellers, and to adapt and refine our offering so that it chimes with their desires and expectations. We must earn the right to win their patronage and loyalty.

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HOSPA to partner with eHotelier

HOSPA is due to enter into an official partnership with eHotelier, the international online portal dedicated to the industry.

What this means for you, as HOSPA members

eHotelier is at the forefront of industry news and developments globally. With a daily readership of over 68,000 and more than 40 industry experts contributing regular insights and articles, eHotelier ensures that industry leaders remain abreast of trends and developments.

This new partnership provides opportunity for HOSPA, as a professional association, to reach potential new members and to be able to promote our membership services and education and professional development courses with the E-Hotelier market - to those finance, revenue managers and IT specialists who are working internationally.

We are also planning on working with eHotelier on a number of initiatives including joint sponsorship of events, an international online IT survey and the opportunity for specialist webinars. This would be in addition to sharing some of our editorial content from The Overview magazine and taking some of the specialist content from eHotelier.

In order to support this partnership you are encouraged to subscribe to eHotelier (it is a free subscription) and to promote the Association through contributing and collaborating to the online debates and discussions.

Learn more at www.ehotelier.com.

ScotHot

3rd - 5th March 2015



ScotHot, Scotland's biggest food, drink, hospitality and tourism event, is running as part of Scottish Tourism Week's 'Signature Programme' and will be opened by Scotland's Tourism Minister, Fergus Ewing MSP.

Running for over 40 years this prestigious industry event welcomes hundreds of exhibitors, suppliers and distributors, and plays host to a variety of stages and competitions such as Scottish Chef of the Year and the UK Barista Championships. With 2015 being the Year of Food & Drink in Scotland, this event is an unmissable opportunity for all those involved in the industry to promote, network and learn about new products.

Amongst all the attractions at the event, visitors will gain an insight into the very latest technology trends shaping the market and how businesses can improve their efficiency with access

to such ground-breaking technology solutions. In a session hosted by HOSPA, Karen Fewell, Managing Director of Digital Blonde, appears on the Spotlight Stage on March 4th. Karen's consultancy advises businesses on social media, digital marketing and social business strategy so it will be a great opportunity for industry workers to learn how to promote their businesses in this new digital world we live in.

ScotHot takes place in the SECC, Glasgow on the 4th and 5th March. Entry can be achieved through registering on the ScotHot website <http://www.scothot.co.uk/>.

A HOSPA regional members meeting will take place during ScotHot, for further details please see the Event section.

Food & Drink

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& Tableware

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Equipment

Technology

Sustainability

Part of The
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ScotHot

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The Signature Programme 3rd-5th March 2015. 6 events, 3 days, 1 city

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Hospitality Finance, Revenue and IT Professionals

Tracking and monitoring a hotel's environmental impact matters!

**Measuring what you value and
valuing what you measure**



Learn how to make savings through easy tangible techniques, make a positive impact on your bottom line and reverse negative environmental impacts.

Date: 5th March 2015 (AM)

Venue: Friends House, 173-177 Euston Road
London, NW1 2BJ

**Making waste work for your
business**



Understand where and why food waste arises in your business, how much it is costing you and critically, how to prevent it!

Date: 5th March 2015 (PM)

Venue: Friends House, 173-177 Euston Road
London, NW1 2BJ

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

Enrol now for 2015 HOSPA Revenue Management ETP Deadline 9 March

By HOSPA Chief
Executive Carl Weldon

As with any management career, hospitality revenue managers are in constant need of self-development and improvement, but there have been few effective avenues for them to pursue in this respect. With this in mind in 2011, HOSPA launched its highly acclaimed 'Revenue Management Education and Training Programme (ETP)' – specially designed for the needs of today's busy hospitality revenue managers.

Unique in the UK, the programme was a natural follow-on from HOSPA's popular 'Financial Management ETP', successfully run for over 23 years. Since its launch, the popularity of the Revenue Management ETP has grown year-on-year; and to avoid disappointment, I want to draw potential candidates' attention to the fact that the 9 March deadline for applications for the course is fast approaching.

Accredited at undergraduate level, our Revenue Management programme has been specifically written for the hospitality sector by specialist educators and industry experts. One of the great advantages of the course is that it's delivered online, with self-study materials to enable learners to continue in full-time work whilst studying with us. But don't just take my word for that. Hear what HOSPA Revenue Management Student of the Year 2014 Sharon Murphy – Revenue Manager at The Malton Hotel, Killarney, Co Kerry, Eire – has to say: "When the revenue manager role in our property was offered to me, I knew that this was my opportunity to gain hospitality specific training. And for me, HOSPA stood out as the Association that would not only meet my training requirements but, equally importantly, would also accommodate and support online training while maintaining full-time employment. The HOSPA Revenue Management ETP has provided me with the foundation, tools and strategies to implement a revenue management culture. And, while it

is a relatively new element in our overall hotel strategy, its importance is now recognised and the resulting revenue growth speaks for itself."

So what are the key benefits of our Revenue Management Programme? The HOSPA ETP:

- provides the practical skills and understanding required to manage the revenue management function in a hospitality unit
- enhances career development in this rapidly growing and dynamic field
- leads to Associate Certified (Revenue Management) membership of HOSPA on completion
- is written and accredited by Oxford Brookes University.

In addition to their study packs, all learners log into our online classroom – with access to experts on each subject, additional resources and EBSCO's online library of academic and business journals. The HOSPA programme utilises both contemporary terminology and industry specific examples. It is assessed through work-based and academic assessments, meaning learners can put theory into practice by applying what they learn online directly to the workplace.

The cost of the course is minimal, relative to the value a hospitality revenue manager brings to a business. The closing date for entries of 9 March 2015 is when the course goes live online; and candidates need to apply to Wayne Gosden at HOSPA's Professional Development Office on email: wayne.gosden@hospa.org or telephone: 01202 889430.



The Clink Charity

Chris Moore, Chief Executive, The Clink, writes about the charity's essential work

The issue of reoffending has become one of the most pressing challenges facing society today.

4 5.2% of adults reoffend within one year of being released. For those serving sentences of less than 12 months this increases to 57.5%.

It is now recognised that the record levels of inmates in prison is not helping to reduce crime.

The sole aim of The Clink Charity is to reduce reoffending rates of ex-offenders by training and placing graduates, upon their release, into employment in the hospitality industry. Since launching the charity has achieved incredible results. The latest statistics are currently being independently examined and will be published later this year.

The concept of The Clink Restaurant was created by Alberto Crisci when he recognised the potential of some of the

prisoners at HMP High Down who were working in the prison kitchens. In May 2009 the first Clink Restaurant at HMP High Down officially opened as the first public restaurant to open within the walls of a working prison.

The original vision remains true today, to break the cycle of crime by empowering prisoners with self-belief, work place skills and nationally recognised qualification.

Prisoners at each of The Clink Restaurants work a 40-hour week whilst gaining City & Guilds NVQ qualifications in food preparation, front-of-house service and industrial cleaning. Simulating a professional working environment, prisoners with six to 18 months of their sentence left to serve are carefully selected for the programme, going through full-time training in order to reach the required level to succeed in their respective industry.

To ensure the success of the programme, The Clink Charity was launched in 2010 to develop a five-step model that could be

applied across more prisons across the country and to further expand The Clink restaurant concept.

The five-step model focuses on recruitment, training, supporting, mentoring and employment and has dramatically reduced the reoffending rate of those who have been part of the training programme.

The Clink Charity's dedicated mentors work closely with each of the prisoners working across the training sites. Upon release, the mentors help graduates find employment, and once successfully employed they mentor them weekly for six to 12 months, to help them reintegrate back into society.

Following the success of the first Clink restaurant at HMP High Down, a second was opened at HMP Cardiff in 2012 and a third at HMP Brixton in 2014. The fourth prisoner training restaurant will open at HMP Styal in Cheshire in April 2015.

Dining at The Clink Restaurant is a



memorable experience where service is second to none and the food offers a contemporary twist on traditional British cuisine, with the menus creatively designed around the changing seasons. Each restaurant also offers facilities for business meetings, corporate events and private dining.

In addition to the Clink restaurant projects, The Clink Charity has also launched Clink Gardens and Clink Events.

The Clink Gardens began at HMP Send in 2014 where women prisoners work to gain experience and achieve City & Guilds NVQ qualifications in horticulture.

The fruit, vegetables and herbs produced from the gardens are delivered to the restaurants along with eggs from the chickens the women are also responsible for.

Clink Events was launched to provide bespoke catering within the M25 beyond the walls of the restaurant and prison and provides the prisoners in training the opportunity to gain additional experience in event catering. The Clink Charity is over halfway

to achieving its goal of having 10 training facilities in operation by the end of 2017. Reaching this target will see more than 500 highly trained and qualified professionals enter employment each year.

How you can get Involved

In addition to funding, the charity is fervently seeking future employment opportunities. If you feel you could offer one of the highly trained graduates of The Clink Training Programme an opportunity to put their skills into action, either in the kitchen, front of house or in the gardens please do get in contact – we would love to hear from you.

The Clink Charity is also looking for support with food preparation and service training from dedicated and qualified individuals who feel they can help make a difference. Companies and businesses that can provide equipment, free or discounted produce, financial contribution and business support are greatly appreciated.

www.theclinkcharity.org.





SIMON PRINGLE

BDO Head of Sustainability and
Cleantech

Improving sustainability within the hospitality sector

The critical role that the food and drink sector plays in the UK economy is one of our national success stories. The sector contributes growth, supports many hundreds of thousands of jobs and delivers some of the exports that UK economy is seeking.

Of course, the sector also sits as a major part of the hospitality industry's supply chain and is subject to greater levels of corporate and consumer scrutiny than any other group of suppliers. This drive for quality and resource efficiency combines with the role of delivering food security and social wellbeing to place the sector in a unique position.

Without electing to be at the middle of a political focus, the collective leadership of the find themselves at the very centre of the sustainability agenda. If the situation feels complex and challenging it is because, more than any other part of the economy, all sustainability roads ultimately lead to food & drink.

Supply chain integrity

2013 will, no doubt, be remembered in part as the year of the horsemeat scandal. It was in the wake of this crisis in confidence that the UK Government commissioned the independent Elliott Review into the integrity and assurance of food supply networks.

Amongst the well publicised findings, Professor Chris Elliot said in his report "I believe criminal networks have begun to see the potential for huge profits and low risks in this area". He went on to say that "the food industry and thus consumers are currently vulnerable. We need a culture within businesses involved in supplying food that focuses on depriving those who seek to deceive consumers."

Supply chain integrity is absolutely critical to maintaining trust, brand value and market position of businesses across the hospitality industry; whether that be for food and drink or any other product. We know from direct experience that investor and consumer demands are increasingly reaching beyond financial governance. Last year (2014) we saw a significant step up in terms of reporting requirements and expectations around transparency. With new regulatory instruments and increasing momentum around integrated reporting driving a change in investor expectation.

The vulnerability exposed by the Elliott findings shine a light onto other provenance issues such as ethical standards, resource usage and biodiversity impacts. There is a huge amount of damage that can be inflicted on brand equity if a supply chain fails to deliver on the promises made by the restaurant chain, hotel group or other branded hospitality organisation at the top of the supply chain.

There is, however, much that the hospitality industry can do to improve upon the transparency of their supply chain and reduce associated risk. Providing assurance in respect of the environmental and social story behind organisations and products is now an accepted part of growing and protecting brand equity. Getting this right can help to effectively manage risk and inspire consumer and investor confidence, but it can also deliver significant commercial advantage. Many of those companies not affected by the horse meat scandal look to the proactive supply chain management exercises they undertake by way of explanation.

Emissions reporting

Alongside this, evolving market sentiment have been changes to reporting requirements for listed companies. Many hospitality businesses are now legally required to report annual greenhouse gas (GHG) emissions as a result of changes to the UK Companies Act 2006. This means that the UK is amongst the first countries to make it compulsory for companies listed on London's main market to include emissions data in their annual reports.

Importantly, organisations will not only have to report on UK-based emissions, but also include any global operations. As ever, the rules surrounding reporting are far from simple and so sufficient time needs to be allowed prior to the issue of the Annual Report to integrate the new reporting requirements. Companies who already voluntarily report their greenhouse gas emissions may also need to ensure that current data collection systems and reporting boundaries are in alignment with the new Mandatory rules.



To comply, those affected by the regulations have to determine which emissions need to be reported, compile the necessary data and produce a declaration for submission in the Directors Report. For some, obtaining the necessary data has been quite a complicated task. Although a number of organisations are already disclosing the required information on a voluntary basis, for many the regulations have necessitated the creation of new data capture and control systems. This is because the necessary information often sits in multiple locations within an organisation, on different systems and may require specialist calculations to arrive at an accurate figure.

So here we have a regulatory instrument which requires some hospitality businesses to provide increased transparency on greenhouse gas emissions. At first glance, this may appear to be yet another burdensome reporting requirement. However, much like issues of supply chain integrity, it is the requirement to analyse and interpret GHG information at executive level which may actually present a significant opportunity for some businesses.

If the data collected can be interrogated and communicated to give confidence to shareholders, then there may be a benefit to investor confidence. Demonstrating a greater understanding of energy use can also help show that the executive team is on top of the situation and ready to adapt to future market conditions. Of course there are many examples of how a greater understanding of energy performance provides more management information and can aid in the ambition to drive cost efficiencies through a business.

So, if 2014 has been the year that transparency and reporting created a significant board room impact, then 2015 is likely to be the one that successful businesses learn how to turn this agenda to their commercial advantage.

To learn more about sustainability, please see the HOSPA event taking place on 5th March listed on page 10.

Preliminary data for December 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£54.97	£50.86	8.1%
Average daily room occupancy	66.7%	63.2%	5.4%
Average daily rooms yield per available room	£36.64	£32.17	13.9%
Approximate number of rooms per day	72,450	72,750	

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£116.35	£107.59	8.1%
Average daily room occupancy	79.8%	76.3%	4.5%
Average daily rooms yield per available room	£92.81	£82.16	13.0%
Approximate number of rooms per day	21,550	21,600	

Final data for December 2014

UK Regional hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£60.76	£56.62	7.3%
Average daily room occupancy	75.8%	72.8%	4.1%
Average daily rooms yield per available room	£46.04	£41.28	11.5%
Approximate number of rooms per day	86,400		

London hotels

Rooms department	2014	2013	% Change
Average daily room rate per occupied room	£138.52	£135.24	2.4%
Average daily room occupancy	85.9%	83.5%	2.9%
Average daily rooms yield per available room	£118.99	£112.93	5.4%
Approximate number of rooms per day	35,250		

Improved consumer confidence and a dry December have resulted in another bumper month as hoteliers across the UK saw double-digit growth in rooms yield, according to preliminary figures released by business advisory and accountancy firm BDO.

December room rate at hotels in the capital saw an 8.1% increase to £116.35. Occupancy was also up to 79.8%, an increase of 4.5%. As a result rooms yield grew by 13% when compared to the same period in 2013.

A similar picture was reflected across the regions, as hotels outside London saw a 5.4% rise in occupancy to 66.7%. Average room rate was also up 8.1% to £54.97, with rooms yield being up 13.9% to £36.64.

It has been widely reported that consumer confidence in the UK is at a high, boding well for the wider economy in 2015. A recent study by Visit Britain predicts that 2015 will be a record year for the UK's tourism industry.

Robert Barnard, partner at BDO LLP, comments: "December can traditionally be a quiet month for hotels as corporate travel dies down, the UK receives fewer overseas visitors and hotel stays are generally combined with shopping trips, family visits and post-Christmas party convenience. It's therefore encouraging to see



strong figures for December.

"While the dry weather no doubt played a part, this can largely be put down to growing consumer confidence, coupled with falling energy and petrol prices resulting in low inflation. People are more confident with their personal finances, resulting in increased spend on travel and tourism. And with this trend is only expected to continue, hotel owners in London and in the regions can expect a bright outlook for 2015."

→ CGA PEACH BRAND TRACKER



Pubs get festive

Pub and restaurant groups had a Christmas season to celebrate with collective like-for-like sales up 2.8% on the same period last year. Latest figures from the Coffer Peach Business Tracker also showed that London had more to cheer than the rest of the country with like-for-like sales up 4.4%, compared to 2.3% for outside the M25 over the six weeks, including New Year, up to January 3.

Total sales, which include the effect of new openings, were up 6.6% on 2013 among the 30 leading groups that make up the Tracker sample.

"With supermarkets and specialist off-licences, like Majestic Wine, seeing seasonal sales suffer, it seems the British public decided to go out and have fun rather than just stay at home," said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, Baker Tilly and UBS.

Generally, restaurant chains also had a better Christmas season than pubs, with collective like-for-likes 4.7% ahead of last year, compared to a 2% collective increase for managed pub and bar groups.

"The success of casual dining groups, especially outside of London, suggests that Christmas time is not just about people going out to find a traditional Christmas dinner, but also about general family and friends time," added Martin.

Within the pub and bar sector, drink-led businesses had the best of it, with like-for-likes up 3% over the six weeks period,

with those inside the M25 enjoying a 5.6% increase. "Although drink sales were up 2%, food was the biggest driver of growth, even within these predominantly drink-led environments, with sales up 6.8% over the period," added Martin.

"It is interesting that while pubs in general seem to be flourishing inside the M25 and still finding it tougher away from London, casual dining brands are having a better time of it away from the capital," observed Martin. Like-for-like growth for casual dining brands outside of London was 5.4% over Christmas, compared to 3.6% inside the capital.

"What's clear is that the eating and drinking out market is performing more strongly than retail, with latest British Retail Consortium figures showing a 0.4% like-for-like decline in December for the retail sector against 2013. For the British public it is not just about acquiring things any more it's about buying experience – and perhaps this sector rather than retail should be the accepted measure of economic health," said Martin.

"The increase in eating and drinking out spend across all sectors, restaurants, bars and pubs, suggests people are perhaps not as depressed by the pressure of austerity as politicians would have us believe, and if David Cameron ever wants to resurrect his 'happiness barometer' perhaps this is it."

Mark Sheehan, managing director at Coffer Corporate Leisure, said: "The December 2014 numbers were excellent, capping a resurgent year for eating and drinking out. Despite the lowest inflation on record the sector continues to outperform, and with consumer spending likely to increase, we expect to see continued good growth. Operators will also benefit from better margins. Savvy investors have been acquiring businesses in the sector for the last 24 months and the consistent like-for-likes show why. There remains massive competition and huge disparity between winners and losers but those with a compelling offer, wherever they are in the country, will continue to see good growth."

Also on an upbeat note, Paul Newman, head of leisure and hospitality at Baker Tilly, added: "The lack of a white Christmas clearly did not dampen the festive cheer as UK consumers flocked to their local bars and casual dining outlets. Looking forward to 2015, with sinking oil prices pushing inflation even further southward, the low interest rate environment is likely to continue in the foreseeable future. The combination of the impact of lower oil prices on supply chains and an economic environment which supports spending over saving will no doubt delight both operators and investors in the sector. As a result, as well as driving top line growth, we expect to see improvements in trading margins during the year ahead."

Jarrold Castle, leisure analyst at UBS Investment Research, said: "LFL sales growth for the Christmas period was a deceleration from November, which was +3.4%, but was better than October, September, August and July. This leaves the 12-month moving average growth rate at 2.8%. December also marked the 21st consecutive month of positive growth for the sector"



And the winner is ... (almost) everyone!

Strong December results contributed to a great year for the UK hotel industry with gross operating profit per available room (GOPPAR) showing growth for London and the UK Provinces compared to 2013. South West hoteliers brought their share to the nation's success with GOPPAR increasing by 9.0% in 2014, according to the latest data from HotStats.

In 2014, hotels in the South West region experienced a 7.9% uplift in rooms revenue per available room (RevPAR) thanks to increases in average room rate (ARR) by 5.2% and in occupancy by 1.8 percentage points. Positive results were recorded in non-rooms departments and total revenue per available room (TRevPAR) surged by 5.5% to £92.29. With efficient payroll management and costs controls, departmental operating profit per available room (DOPPAR) and GOPPAR went up by 5.9% and 9.0%.

For the month of December, South West hoteliers registered positive results across most key performance indicators with payroll being the only exception, thus TRevPAR and GOPPAR figures helped to enhance the overall performance.

Edinburgh soars

Despite occupancy remaining virtually flat in 2014 at 79.3%, hoteliers in Edinburgh managed to drive RevPAR up by 5.3% thanks to increases in all segments' rates with the largest year-on-year movements deriving from tours/groups (+7.8%) and

corporate (+5.8%). Similar performances were recorded in ancillary departments leading to a TRevPAR growth of 4.2%. Despite overheads per available room increasing by 3.5%, astute operating costs control and payroll management helped to convert revenue gains into profits with GOPPAR going up by 5.1%.

The month of December also fuelled the overall performance for Edinburgh hotels with RevPAR, TRevPAR and GOPPAR surging by 10.4%, 8.1% and 8.2% respectively.

Leeds leaps

Leeds hoteliers also registered strong December results to make the most of 2014 with surges for the year across all key performance indicators, notably with RevPAR and GOPPAR going up by 12.6% and 17.0% respectively, compared to the same period last year.

In 2014, a stunning 9.9% increase of ARR and an uplift of 1.9 percentage points in occupancy delivered the RevPAR growth. But mixed performances were registered in other departments with revenue per available room declining from food (-0.4%) and beverage (-2.8%), while increasing from room hire (+12.0%), and as a result TRevPAR grew by 6.6%. With hoteliers controlling payroll levels as well as operating costs, GOPPAR increased by 17.0% representing a gross operating conversion of 30.7% (+2.7 percentage points).

The month of December 2015

	Dec'14	Dec'13	Var b/w	
SOUTH WEST	Occ %	64.9	62.1	2.8
	ARR	71.82	67.73	6.0%
	RevPAR	46.58	42.05	10.8%
	TRevPAR	94.79	89.35	6.1%
	Payroll %	33.2	32.7	-0.5
	GOP PAR	25.15	22.59	11.3%
EDINBURGH	Occ %	70.2	66.6	3.6
	ARR	88.88	84.85	4.8%
	RevPAR	62.40	56.54	10.4%
	TRevPAR	111.79	103.44	8.1%
	Payroll %	31.1	32.8	1.7
	GOP PAR	29.85	27.58	8.2%
LEEDS	Occ %	70.6	68.5	2.1
	ARR	77.40	70.92	9.1%
	RevPAR	54.61	48.58	12.4%
	TRevPAR	116.45	108.74	7.1%
	Payroll %	28.4	28.8	0.5
	GOP PAR	38.60	32.54	18.6%

The Calendar year to December 2015

	YTD'14	YTD'13	Var b/w	
SOUTH WEST	Occ %	75.2	73.4	1.8
	ARR	72.60	68.98	5.2%
	RevPAR	54.61	50.61	7.9%
	TRevPAR	92.29	87.48	5.5%
	Payroll %	31.4	31.7	0.3
	GOP PAR	26.61	24.42	9.0%
EDINBURGH	Occ %	79.3	79.2	0.1
	ARR	99.99	95.10	5.1%
	RevPAR	79.30	75.33	5.3%
	TRevPAR	120.77	115.94	4.2%
	Payroll %	28.8	29.1	0.3
	GOP PAR	42.48	40.41	5.1%
LEEDS	Occ %	77.2	75.3	1.9
	ARR	72.50	65.96	9.9%
	RevPAR	55.95	49.69	12.6%
	TRevPAR	103.09	96.75	6.6%
	Payroll %	28.6	29.9	1.3
	GOP PAR	31.68	27.07	17.0%

The twelve months to December 2015

	Rolling'14	Rolling'13	Var b/w	
SOUTH WEST	Occ %	75.2	73.4	1.8
	ARR	72.60	68.98	5.2%
	RevPAR	54.61	50.61	7.9%
	TRevPAR	92.29	87.48	5.5%
	Payroll %	31.4	31.7	0.3
	GOP PAR	26.61	24.42	9.0%
EDINBURGH	Occ %	79.3	79.2	0.1
	ARR	99.99	95.10	5.1%
	RevPAR	79.30	75.33	5.3%
	TRevPAR	120.77	115.94	4.2%
	Payroll %	28.8	29.1	0.3
	GOP PAR	42.48	40.41	5.1%
LEEDS	Occ %	77.2	75.3	1.9
	ARR	72.50	65.96	9.9%
	RevPAR	55.95	49.69	12.6%
	TRevPAR	103.09	96.75	6.6%
	Payroll %	28.6	29.9	1.3
	GOP PAR	31.68	27.07	17.0%

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

4 & 5 March

ScotHot

Location: SECC Glasgow

Opening times

Wednesday	4th March	09:00-18:00
Thursday	5th March	09:30-17:30

ScotHot is Scotland's largest hospitality, tourism and catering show. It brings together key buyers and decision makers from top hospitality and catering establishments, with a wide variety of suppliers from all areas of the hospitality, tourism and catering industries.

Launched in 1973, ScotHot is Scotland's largest hospitality, tourism and catering show. It brings together buyers and decision makers from top hospitality and catering establishments, with a wide variety of suppliers from all areas of the hospitality, tourism and catering industries.

ScotHot 2013 kicked-off Scottish Tourism Week and there was even more to shout about as ScotHot celebrated its 40th year.

To mark this milestone, ScotHot 2013 was buzzing with new attractions, products and competitions as well as featuring much loved favourites such as the prestigious Scottish Culinary Championships and the World Junior Culinary Grand Prix.

HOSPA Members Meeting

HOSPA is hosting a Members Meeting at ScotHot on Wednesday the 4th March at 4:30pm.

Come and join us at ScotHot where we will be holding a Members meeting with speakers from Heather Hart of SmartSpace, Rupert Gutteridge from Guestline, David Brett from Avvio and Julian Perez Fernandez from STR Global.

Julian Perez Fernandez from STR Global will open the meeting with an industry performance update with special focus on Glasgow and Scotland. Followed by Heather Hart from Smart Space talking about dynamic data analysis for meetings and events, Guestline's Sales and Marketing Manager Rupert Gutteridge discussing the value of Business Intelligence and from Avvio we have David Brett, Head of Digital Marketing, who will be sharing insights on how smart ROI tracking can increase your return on digital marketing spend.

Time: 4:30pm - 6:00pm
Location: SECC, Exhibition Way, Glasgow G3 8Y

As the meeting closes, HOSPA are pleased to let you know that we will have a whiskey tasting! For more information contact jenny.rose@hospa.org



5 March

Sustainability Measures for Finance Managers

Location: Friends House, 173-177 Euston Road, London, NW1 2BJ

On Thursday 5 March HOSPA, in conjunction with the Responsible Hospitality Partnership and arena4finance, is talking sustainability to highlight how tracking and monitoring your environmental impact is changing.

The latest edition of the Uniform System of Accounts has included environmental impact tracking and monitoring for the first time and it looks set to be a permanent change in accounting. In this edition calculating carbon footprint has not been included, but this could be a taste of things to come. To learn more join us in central London and we'll be on hand to teach you how to make savings through easy tangible techniques, make a positive impact on your bottom line and reverse negative environmental impacts. We'll also show you how to track and monitor your results.

Cost: £120 + VAT

Location: Friends House, 173-177 Euston Road, London, NW1 2BJ

Please call 0845 591 3635 or email info@rhpltd.net to book or for further information.

5 March

Waste Prevention Training

Location: Friends House, 173-177 Euston Road, London, NW1 2BJ

In the afternoon of Thursday 5th March HOSPA, in conjunction with the Responsible Hospitality Partnership and arena4finance, is talking waste prevention and how to make waste work for your business.

The afternoon session, lasting 3.5 hours, is primarily open to kitchen brigades and food and beverage teams to ensure they understand where and why food waste arises in your business, how much it is costing you and critically, how to prevent it!

Cost: £120 + VAT

Location: Friends House, 173-177 Euston Road, London, NW1 2BJ

Please call 0845 591 3635 or email info@rhpltd.net to book or for further information.

17 March

The Hotel & Catering Show 2015

Bournemouth - BIC

Committed to Hospitality & Food service in the South. At the Hotel & Catering Show we believe in bringing people together to create greater opportunity, collaboration and shared learning.

It is your hospitality event for solutions sourcing, skills sharing and business networking in this large, vibrant and developing region. <http://hotel-expo.co.uk/>

10 June

Cost Control for F&B Operations

Cost Control for F&B Operations is designed for all those involved with the management of food and beverage operations, from head chefs to food and beverage controllers. No prior knowledge of finance and accounting is required.

What is this course about?

This one day course has the purpose of assisting businesses with the effective management and control of food costs, staffing costs and menu pricing; all of which have a direct impact on profitability. Taking a practical approach, the course is highly interactive and uses a series of worked examples, case studies and discussions.

Divided into seven key topic areas, the course covers:

Best practice in purchasing and stock control
Menu planning, standard costing and gross profit management
Impact of sales mix
Wage and salary scheduling control
KPI's for food and beverage control
Break-even analysis for F&B outlets
Action plans for profit improvement

What does it cost?

This one-day course is priced at £250 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom.

How do I register?

To register your place at this event, please email wayne.gosden@hospa.org or call the Professional Development team on +44 (0)1202 889430.

For more information

Please email wayne.gosden@hospa.org.

11 June

Hospitality Reporting & the Uniform System of Accounts

The Principles and Practices of Hospitality Reporting' has been designed for hospitality finance professionals whose role

includes the preparation of internal accounts for control and strategic decision making.

What is the course about?

The objective of this one-day course is to guide hospitality finance professionals through the range of revisions in the new edition of the USALI, which include updates on the following topics:

Summary Operating Statement
Operating Schedules
Food and Beverage Department
Non-Operating Income and Expenses
Financial Ratios and Operating Metrics
Financial Statements
Revenue and Expense Guide

These revisions are a reflection of the need to update due to changes in industry practice and Generally Accepted Accounting Practice. The publishers of the revised USALI state that to remain in compliance with the latest edition reporting changes should be in place by January 2015.

What will participants gain?

On completion of the course, delegates will be equipped with the know-how to be able to:

Prepare financial statements to industry standard
Understand, interpret and prepare financial reports
Remain in compliance with the Uniform System.

What does it cost?

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For more information

Please email wayne.gosden@hospa.org.

12 June

Finance for Revenue Managers

This course is designed for those working in revenue management roles who need to improve their understanding of management accounting reports in the hospitality industry.

What is this course about?

This course is suitable for newly appointed Revenue Managers in hotels seeking to improve their understanding of the business Profit and Loss account and the impact of revenue management strategies on profitability. The course provides the opportunity to learn more about hotel finance and the impact of pricing decisions on the bottom line.

The learning outcomes for delegates from this course include:

Understand the P & L account and the Uniform System
Improve understanding of the nature of business costs
Calculation and interpretation of a range of hospitality business

profitability measures
Understand the relationship between cost and price

Course Content:
Departmental and unit profit and loss accounts (based on the Uniform System of Accounts)
Cost structures for accommodation, food and beverage etc
Cost structures including fixed and variable costs and breakeven point
Pricing strategies and drivers of profitability
KPI's for the hospitality industry

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21 September **Cost Control for F&B Operations**

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For more information
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22 September **Hospitality Reporting & the Uniform System of Accounts**

The Principles and Practices of Hospitality Reporting & the Uniform System of Accounts

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Food and Beverage Department
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Financial Ratios and Operating Metrics
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What will participants gain?
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Prepare financial statements to industry standard
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For more information
Please email wayne.gosden@hospa.org.

26 - 27 November **HOSPACE - Sofitel Heathrow**

For more information contact: jenny.rose@hospa.org

HOSPA Members Meetings

16 Mar - IT Community Event - London. Multi-Channel Digital Strategy and the Implications on the Traditional Website. For more information and to register contact: jenny.rose@hospa.org

13 Apr - Birmingham at Jurys Inn

11 May - Manchester

17 Sep - Scottish Quiz Night - Radisson Blu Glasgow

12 Oct - Birmingham

9 Nov - Manchester

HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

We are currently enrolling for the March 2015 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.

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