

THE OVERVIEW

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HOSPA EDUCATION & PROFESSIONAL AWARD WINNERS



Welcome to THE OVERVIEW

Dear members,

The new year has got off to a start so rollicking that one wouldn't be out of term to inform the riot police in case things get out of hand. The usual round of summits saw attendees reporting a leap in trading across the UK, but with the regions of particular interest.

In the hotel sector, STR Global has forecast RevPAR growth for this year of 4% in London against last year and 1.9% in the regions. Whitebridge Hospitality went one better and forecast 5% for London.

So far, so fun, but while the rise in the number of people eating and sleeping out has been attributed to the expected increase in GDP, it's not all cocktails by the pool. The consumer, both in London and outside, remains under great pressure as, for those in work, the lack of any pay rise in recent years has left them suffering in the face of inflation. Add in the concern that interest rates may follow GDP up and start to hit those with mortgages (although in the event that it does, expect to see a lot more of the grey pound in your pub) and that wallet isn't going to be flying open.

Consumers may be more inclined to take a chance on betting they'll still be in work this time next year, but beware that they will be watching those pennies as tightly as ever. Those wishing to capture their wallets need to show that they can give value for money and now is the time to make sure that every tactic you can muster - social media and loyalty schemes for two - are in place and being operated meaningfully. The coffee sector is mocked frequently for its frequent tweeting and buy-10-get-one-free stamp cards, but simplicity and a clear reward are key to success.



Katherine Doggrell

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HOSPA

Hospitality Finance, Revenue and IT Professionals

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The Overview online

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



Jobs, front and centre

The new year has kicked off with hope that this really will mean a fresh start for many of us. The banks have called the bottom of the market and are sorting through their portfolios, meaning that a lot of deals which have been hovering on the edge for the past few years are finally getting done, to the relief of everyone involved.

There has been a slew of hotel deals, many of them focused in the regions, where improved trading has motivated sellers, with names such as Menzies, Kew Green and Four Pillars making the headlines. For those working within the businesses, these are exciting times, as new owners look to make the most of the upswing in the economy and finally the staff who have been working with the minimum number of colleagues as debt pressed down on the company can look forward to new hires. And new technology and systems to go with them. For roles such as revenue managers, there will be additional challenges - this could well be the first time in their employment history when they can attempt to put rates up.

HOSPA members - in all the disciplines and communities - are aiming and hoping to grow with this general improvement and seeking opportunities to improve both professionally through CPD and HOSPA Education courses - and of course via moving up the career ladder.

HOSPA can help you find the right employee or the right employer, depending on whether you are looking to expand or looking to move. We have a listing of the best recruitment agencies, which specialise in our area, at:

www.hospa.org/member-benefits-member/recruitment

HOSPA is also launching its own jobs section for members and sponsors, which can be found at: www.hospa.org/jobs/intro, which we think will add value to your membership (and will require you to remember your member log-in).

The HOSPA Jobs Board is FREE to advertise on for all HOSPA Members, their Companies and HOSPA Sponsors.

The jobs are defined into our three community segments plus an 'other' one for 'just in case'. And, importantly, all HOSPA members who wish to place job opportunities in front of our members can do so free.

Please - have a look - tell us what you think. Whether looking, applying or indeed recruiting!

Clive Smith, in Memorium



Clive Smith, from Richmond London passed away on 30th December 2013 peacefully at home with his daughters at his side.

Clive had been diagnosed with cancer earlier in the year and with typical attention to detail, he became an expert on all aspects of the disease and was fully prepared for the treatment and results he could expect. Clive maintained his zest for life and his humour throughout. He faced his last months bravely and honestly, with a smile on his face.

Born in 1949, in Romford Essex. Clive was brought up in Walthamstow. He started his career working at Forte Hotels in London, then lecturing in Hotel and Catering before finally becoming Managing Director of HIS in the 1990's. Clive was a familiar and popular face in the hospitality technology industry.

Clive was a keen cyclist and an enthusiastic Ceroc dancer. Most people were lucky enough to catch a glimpse of his dancing feet at some point!

His family is keen to fund a bench on the towpath of The River Thames where Clive loved to cycle. Donations to this along with the Royal Marsden Hospital and The Princess Alice Hospice can be made via TH Sanders in Richmond on + 44 20 8948 1551

He was truly loved and will be missed by his family, friends and colleagues alike.



Jillian Malone
Director, FM Recruitment

The Middle East: a ferment of design, innovation & competition

The quality, range and luxury of hotels in the Middle East is renowned the world over. A focus on extraordinary design and innovation has seen the sector booming in recent times.

And with double-digit growth across the region in 2013, Dubai's smartest bars have witnessed plenty of back-slapping.

But how long can such growth continue? Is there a danger of market saturation? Has the region over-reached itself with plans for the upcoming 2022 World Cup?

Twin dangers ahead

The region's hospitality sector is being hit by a pincer movement.

On one hand, the undoubted attractive conditions - strong regional economies and a wealth of natural resources - have drawn battalions of new entrants to the region. Brands have piled into an already busy market to make the most of the good times. Of course, every new player is after the same customer dollar...

Simultaneously, customer expectations of service, style and comfort have risen exponentially. It means owners and operators are looking to raise their game while cutting costs at the same time.

These combined forces are exerting enormous pressure on the bottom line.

Middle East development continues apace

Against a backdrop of global slowdown, the Middle East has bucked the trend with strong numbers. The United Arab Emirates (UAE) reports the largest number of rooms under construction: 18,057.

This booming development inevitably means an increase in supply, which in turn plays a part in the reported 1.7% decrease in occupancy rates, now at 64.6% (November 2013). The growing stock of rooms doesn't seem to have affected average daily rates which show a 6.8% increase, giving an overall REVPAR growth of 4.9%.

According to the November 2013 STR Global Construction Pipeline Report, the overall picture is of a bullish hotel development pipeline in the region. Almost 490 hotels totalling just under 120k rooms are planned (pipeline data includes projects 'In Construction', 'Final Planning' and 'Planning' stages; but not the 'Pre-Planning' stage).

Other key highlights (encompassing The Maghreb) for development (more than 2,000 rooms under construction) include:

Saudi Arabia (16,666 rooms)

Qatar (4,944 rooms)

Egypt (3,144 rooms)

Jordan (2,931 rooms)

Morocco (2,287 rooms)

Algeria (2,071 rooms).

Futuristic hotel design with a foot in the past

The Middle East holds the key to the future of hotel design. Here, hotels are status symbols for their host cities: ostentatiously public, visible ways to showcase greatness, riches and culture. With each new opening, the competition heats up to see who can build the biggest, the best, and the most futuristic. One might argue that hotel design is now regarded as a kind of art form in some quarters.

The 7-star Burj al Arab is perhaps the pinnacle and certainly the most well known example of this trend. An awe-inspiring mix of luxury and spectacular design, it seems almost to be from another planet. Alongside the Burj Khalifa shard, it is the defining landmark on the Dubai skyline, and many feel it currently represents the best hospitality that the world has to offer.

Design curator Donald Albrecht believes hotel architecture is a vibrant field: "In looking at these (hotel) designs, I think back and remember that some people predicted the terrorist attacks of 2001 would end our lust for travel. But the hotel is alive and well and remains on the cutting-edge of architectural trends.

"The modern hotel accommodates and even encourages international nomadism, not only offering a place to sleep, but through its design, amenities, and sense of theatre, also providing guests with the ultimate escapist experience." According to Peter Goddard, Managing Director of TRI Hospitality Consulting in Dubai, future design concepts may be inspired by mythic and ancient structures such as the hanging



gardens of Babylon or castles and temples of old Japan. "To be a visionary hotel operator, you don't have to talk about placing a pod in the Musandam or launching hotels in space. You can look to the past and do something new and exciting with it. Rebuilding ancient buildings using modern technologies is, in itself, futuristic. Of course there are many cutting edge contemporary developments, the best example of which Burj al Arab."

Iraq: the secret jewels in the crown

While Dubai and the UAE tend to hog the spotlight when it comes to highly glamorous, centre-piece developments, other areas of the Middle East are trending, and present a more nuanced outlook for the region.

Although by no means tranquil across its vast territory, Iraq has become increasingly stable, and now brims with opportunities for investment.

Iraq's booming oil industry, vast post-conflict reconstruction projects and large-scale infrastructure upgrades have attracted the attention of hotel developers. And within this ancient nation, it is Kurdistan that leads the way for the hospitality industry. Kurdistan has one of the largest oil reserves in the world and represents a strategic entry point to the rest of Iraq.

According to Olivier Granet, Director of Development in the Middle East for Accor, the Kurdistan market is not yet fully mature, but there are notable improvements in the regulation of the business environment, as well as investment flows to various sectors.

"The hospitality sector has benefited from the continuous development of Erbil's airport, city infrastructure along with leisure and commercial areas, and we have seen lots of interest toward our (Accor) brands." Kurdistan is perceived comparatively 'safe and stable', generating significant investments and high visitor levels.

Focus on Qatar: 2022 World Cup

The world's greatest international football competition is scheduled to take place in June and July 2022, although proposals have been made for the tournament to be played in winter, due to Qatar's scorching summer temperatures.

Either way, according to a recent report by Beltone Financial, some 90,000 hotel rooms are set to become available for the competition kick-off, a significant boost to tourism capacity in Qatar.

For the World Cup, nine new stadia will be built with capacities of at least 43,000 each, and three existing stadia will be upgraded.

Qatar is investing heavily in infrastructure, with around \$210bn worth of planned projects by 2020. The 'big picture' plan is to enhance economic growth and diversification, with the World Cup a central pillar to this investment drive.

Key investment projects include:

A major Metro project to supplement the larger national railway system

The New Doha International Airport

A new Doha Port

Road improvement and expansion

Investment in water and waste facilities.

The sheer scale of work inevitably raises a number of challenges. Some commentators worry the jaw-dropping scope of Qatar's capital projects could lead to an overheating of the economy and a build-up in inflation. A sustained decline in oil prices and tightening global liquidity are also potential risks to financing the investment programme.

Qatari authorities are looking at radical and innovative solutions to deal with the influx of visitors for the World Cup. There are even plans to build floating hotels on the Persian Gulf to provide accommodation for all the football fans expected.

A Business Insider report from September 2013 paints a stark picture the challenge ahead for the Qatar World Cup. "It will cost Qatar \$220 billion to host the World Cup. They don't have the stadiums, hotels, or infrastructure to host the event, so they have to build it all from scratch before 2022. By comparison, it cost South Africa \$3.5 billion (to host their World Cup). The city that will host the final, Lusail City, doesn't exist yet."

The harsh terrain and blistering heat of the Arab Peninsula certainly presents challenges for those in charge of the World Cup. Yet countries across the Middle East have already proved time and again that they can overcome seemingly impossible obstacles. Glorious cities have been built out of the sand; towering, grand hotels raised. Qatar, with its gargantuan reserves of natural gas - the richest nation in the world per capita - is surely well-placed to achieve the impossible.

HOSPA Bookshop

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

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

£65 HOSPA members, £75 Non-members

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

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

£25 HOSPA Members & Non-members

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

Order your copies by telephoning HOSPA on 01202 889430.





Hotel Spas – Maximising Tax Relief

The hotel spa industry in the UK is very valuable. With hotel spas reaping greater annual revenues than even day spas, in many cases it is now a hotel's spa facilities that attract customers.

Some commentators have even gone as far as saying the inclusion of a spa is no longer a luxury, but rather a standard amenity expected from a hotel stay. A 'hotel and spa package' comprising of an overnight hotel stay with dinner/breakfast along with a spa day and treatment package is becoming increasingly popular.

So how does a company which is installing a spa, updating its spa amenities or buying a hotel with a spa maximise the available tax relief?

Although the initial capital expenditure required in order to build a spa can often be quite high, capital allowances can be an extremely valuable way of reducing the company's tax liabilities, and thus the overall cost.

What are capital allowances?

Capital expenditure and depreciation are not deductible for tax purposes. Instead, businesses may obtain relief on certain capital assets in the form of capital allowances – the tax equivalent of depreciation – on certain specific types of assets known as plant and machinery. Considerable tax savings can be made if claims are properly made.

Items typically found in a spa which qualify for capital allowances include:

- **Swimming pool;**
- **Jacuzzi / Hot tub;**
- **Any water features used throughout the spa for function or ambience;**
- **Sauna and steam room;**
- **Mirrors and murals;**



- ***Moveable partitioning used to create treatment rooms;***
- ***Massage tables;***
- ***Sound and music equipment;***
- ***Lounge furniture;***
- ***Relaxation room furniture such as reclining chairs and water beds;***
- ***Gym facilities;***
- ***Cleaning equipment;***
- ***Changing room furniture and shower facilities;***
- ***Water heating and air ventilation systems;***
- ***Electrical and lighting systems;***
- ***CRM (customer relationship management) computer software;***
- ***Pumps and purifiers.***

This list is not exhaustive.

Capital expenditure on items that contribute to the atmosphere of a spa are also likely to qualify for capital allowances.

What relief can be obtained?

Depending on the classification and timing of expenditure, relief can be obtained at a rate ranging from 8-100% of the capital expenditure involved. The most common form of relief is the 'writing down allowance' (WDA), where items of a similar classification are pooled together and given an annual rate of relief on a reducing balance basis of either 8% or 18%.

"Capital expenditure on items that contribute to the atmosphere of a spa are also likely to qualify for capital allowances."

The Annual Investment Allowance (AIA) enables businesses to obtain 100% relief for expenditure of up to £250,000 (for expenditure incurred on or after 1 January 2013 and before 1 January 2015) and can be applied to the majority of expenditure that qualifies for capital allowances. A number of restrictions apply for example where groups of companies are involved, but this provision enables businesses to obtain full, up-front relief on capital expenditure that would otherwise obtain tax relief on a reducing balance basis over a prolonged period. Furthermore, the current AIA limit of £250,000 is at the highest it has ever been, making now the ideal time to invest in building a spa and consequently optimise your hotel's income.

It is also possible to obtain 100% relief where capital expenditure is incurred on certain energy saving and environmentally beneficial assets, such as energy efficient boiler equipment or lighting, high speed hand dryers etc. For further details see our factsheet on Environmentally friendly refurbishment for hotels and restaurants.

Capital allowances on purchasing a hotel with a spa

When acquiring a hotel with a spa from a previous owner, care must be taken to ensure that the capital allowances claimed are maximised, both in respect of the spa and other items. See our factsheet on Capital allowance claims for hotels.

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Revenue Management: Turning Insight into Action

The HOSPA Revenue Management committee recently ran a highly interactive and engaging workshop at Holiday Inn Heathrow, M4 J4, on the topic of 'Turning Insight into Action'. The delegates came from a wide range of roles and backgrounds, from hotels across the UK to attend this engaging Revenue Management workshop, which was facilitated on behalf of HOSPA by Revenue Management Committee members; Jennifer Keen from Total Revenue Solutions, and Michael Heyward from IHG.

The workshop provided an insight into the “soft skills” required to be successful in this rapidly evolving area of hospitality. Delegates emerged brimming with newfound confidence, motivation and new ideas to take back to their business to put into practice.

Russell Hay, Assistant Brand Revenue Manager at Malmaison commented “I found the training really useful - we have recommended the next session to the remainder of our team.” Robert Paterson, Revenue and Distribution Director for Malmaison and Hotel du Vin mentioned “I had 4 very happy Revenue Managers today. The only problem now is another 5 in my team wanting to do it including one on maternity leave!”

Jonathon Liu of Accor UK & Ireland stated “One of the key shortfalls of those I interview for RM roles are the soft skills of communication, impact and influence. The workshop was a great opportunity to learn these skills in a fun environment and will certainly give candidates the edge when it comes to becoming a great Revenue Manager.”

The HOSPA Revenue Management Committee will be running a second workshop on the topic of 'Revenue Management: Turning Insight into Action' on Friday 14th March in Birmingham. Please visit www.hospa.org for full details and registration.





Talent pool shrinking



Cara Mcelroy
HOSPA Education Team

Despite England being home to 5 of the top 20 universities in the World, its talent pool has become far from world-class. According to the recent Survey of Adult Skills conducted by the Organisation for Economic Cooperation and Development (OECD), the skills proficiency of the English workforce is falling behind the rest of the 23 countries that took part in the survey.

With English adults aged 55 to 65 being among the three highest performing countries for this age group in terms of literacy and numeracy skills, and those aged 16 to 24 being among the bottom three, the survey found that England is the only economically developed country whose retirement-approaching generation is higher skilled than the one entering the workforce. Furthermore, the OECD reported that, once supplying 8% of the world's top talent, Britain now only supplies 4%.

Although this does not necessarily equate to a reduction in skills, it does suggest a decline in relative performance. As other countries' pool of highly skilled talent increases at a disproportionate rate, along with today's labour market being more demanding and having greater mobility across international boundaries, the international competitiveness of the English workforce is put at risk.

Reported by the OECD, in order to create a sustainable and strong pool of talent, skills must be continuously developed throughout a person's life. As the survey discovered, there is a strong positive relationship between skills proficiency and participation in adult learning. With some countries, including

Denmark and Finland, having a participation rate in adult education in excess of 60% and the UK having a rate of just 20%, it is suggested that the UK needs to address its attitude to continuous learning.

Participation in adult learning relies on the culture of learning as well as the provision of opportunities. To maximise and preserve the value of skills, not only do these opportunities need to be provided, but they also need to be relevant to the workplace. Recognising this, the Hospitality Professionals Association, HOSPA, is a leading provider of industry-specific Education and Training Programmes in Financial Management and Revenue Management for the hospitality industry.

HOSPA's Education and Training Programmes are structured into 3 stages, each lasting 6 months. To ensure relevance to the workplace and to maximise the benefit to employers, the programmes have been developed in collaboration with industry professionals as well as higher education institutions. Patrick Divall, Area Director of Finance England for Starwood Hotels and Resorts, comments on the Financial Management programme: "It's the only financial training programme that is specifically designed for our industry and my employees appreciate that it is 100% relevant to them".

With the OECD reporting that the worldwide job market's demand for skilled workers rose by 20% compared to just a 10% increase for low and medium skilled workers, it is professional development opportunities like the HOSPA programmes that will ensure the future supply and sustainability of a highly skilled and internationally competitive workforce.

For further information on the HOSPA Education and Training Programmes, please visit the HOSPA website or contact the HOSPA education team at education@hospa.org

HOSPA
Hospitality Finance, Revenue and IT Professionals
Professional Development

HOSPA AWARDS

for Outstanding Hospitality Professionals 2013



The winners of the prestigious 'Hospitality Finance, Revenue Management and IT Professional Awards of the Year 2013' were announced on 19th December at the HOSPA Annual Awards Ceremony in London.



(L-R) Justine Sanderson – Director of Revenue Management, Rocco Forte Balmoral Hotel; Paul Dukes – Chairman, HOSPA and Chairman, Kew Green Hotels; Carole Taylor – Group Financial Controller, Puma Hotels Collection; and Andrew Jacques – IT Director, Apex Hotels.



Carole Taylor



Nominees for these HOSPA Award Categories had to have an exemplary track record, be willing to train and lead their staff, be totally dedicated to the hospitality industry, with the intention of remaining in the profession, demonstrate strong attention to detail, keep abreast of current codes of practice and command respect within the hospitality sector and wider business community.

Hospitality Finance Professional 2013 award, sponsored by BDO, was awarded to Carole Taylor, Group Financial Controller for Puma Hotels Collection.

Carole is a Group Financial Controller of 21 hotels and nominated by her Finance Director who has actually known Carole for 12 years. She started out as a unit Financial Controller and developed into the role of Group Financial Controller.

Carole has been responsible for developing numerous financial personnel in Malmaison, Hotel du Vin, Principal Hayley, De Vere and in her current position at Puma Hotels. She has a 'hard love approach' to training and supporting the teams in producing accurate, timely and effective financial reporting. This has never been more apparent than in the last six months when a number of her previous staff have sought her out to re-join her to further their knowledge and careers.

Carole has also supported the training and education of the finance teams through HOSPA in all of the companies she has worked at and has won a HOSPA Training Award

for this previously. In terms of systems she has spent considerable time working with numerous partners to improve their systems from an operational and financial reporting view point.

Robert Barnard, partner for Hotel Consultancy Services at BDO and sponsor of the HOSPA award, commented “My colleague Stuart Collins and I were delighted to present the ‘Finance Professional of the Year’ award for 2013 to Carole Taylor, Group Financial Controller at Puma Hotels. Carole has generated a great deal of support for HOSPA and BAHA over the years, promoting both corporate memberships and student programmes. She is well known to many as a consummate professional dedicated to the hospitality industry, from both a financial and systems viewpoint, and the loyalty shown by her staff is exemplary. Past and present General Managers have said that when you are in a crisis the first person to call is Carole!”

Carole commented “I am delighted and honoured to have been awarded ‘Hospitality Finance Professional of the Year 2013’ and privileged to have been given the recognition within the industry.

I am grateful for the continuous support given to me by the team at Puma lead by Fredrik Korallus (CEO) with special recognition to Paul Nisbett (Finance & Commercial Director) who has been a constant source of strength and inspiration.”

The Hospitality Revenue Management Professional 2013 award, sponsored by Infor EasyRMS, was presented to Justine Sanderson, Director of Revenue Management at the Rocco Forte Balmoral Hotel.



Justine Sanderson



Justine is incredibly passionate about Revenue Management and as such has been a lead advocate in the creation of a two day revenue management educational and development programme at the company called ‘The Revenue Management Summit’. The course now has been rolled out to more than 60 internal delegates, with her supporting the roll out and delivery throughout Europe in 2013.

Justine’s commitment to succession planning and team development were again demonstrated this year, with the

internal promotion of one of her team to Reservations Manager, who had participated in the emerging leaders programme and will be attending additional developmental training later this month as a result of Justine’s support and encouragement. She has also led and delivered the seamless decentralisation of reservations in 2013, recognising a hotel guest would be best served by an on property reservations team.

Warren Mandelbaum, Revenue Management Community Chair, mentioned “Justine embodies both the knowledge and experience required to be a successful practitioner within the increasingly complicated field of revenue management, distribution and technology.

She has shown strong evidence of strategic vision as well as the tactical application of this complex discipline, and has more than proven herself judging by the numerous achievements and internal promotions within her team.

She has been instrumental in successfully delivering a revenue management training programme to more than 60 employees Europe-wide during 2013. This has not only provided aspiring revenue managers with the opportunity to progress but has also put in place a clearly defined succession plan leading to a future career in revenue management and hospitality.

She has proven a worthy competitor for the Revenue Manager of the Year award and we wish her every success for the future.”

On receiving her award, Justine mentioned “It is a privilege to have won such a prestigious industry award. Thank

you to Chris Cooper (Group Director of Revenue at Rocco Forte Hotels) for the nomination, and for his support and encouragement over the past year. The successes of the past year would not have been possible without the buy in of a number of key departments, notably Front Office, Reservations, Events and Sales, enabling us to try new revenue strategies, review what we were doing, and agree how things could be improved to optimise all available opportunities.”

Calum McIndoe, Sales Director at Infor Hospitality and sponsor of the ‘Revenue Management Professional of the Year’ award for 2013 said “Infor Hospitality are very pleased to award the ‘HOSPA Revenue Manager of the Year Award’ to Justine Sanderson, Director of Revenue at the Rocco Forte Balmoral Hotel because as a supplier of hospitality software we know just how important maximising revenue is to hoteliers in the current testing times. Justine has embraced the sometimes complex world of revenue management and used her commitment and experience to inspire others and encourage them to enhance their personal development. Her successful education and development programme is further proof of her drive to share her knowledge.

At Infor we believe if you have a good Revenue Manager, a good Revenue Management system and a hotel that is geared towards maximising revenue in all departments, there is no reason why you should not be able to outperform all of your direct competitors and always be that one step ahead.

Infor Hospitality would like to wish Justine all the very best and congratulate her for earning this award.”



Andrew Jacques



The Hospitality IT Professional 2013 award, sponsored by Fourteen IP, was won by Andrew Jacques, IT Director for Apex Hotels.

Andrew has been in the Hospitality industry for 26 years, and has opened seven sites – six new hotels, a Group HQ and reservations office. He is the perfect example of someone who is driven by achieving their goals and demonstrates an innovative and proactive approach to service improvement and customer satisfaction. Andrew has developed a highly skilled and knowledgeable team that lead to Apex Hotels pioneering a number of new technology solutions for the industry.

Bryan Steele, Chair of HOSPA's IT Community, said "Andrew is a great supporter of HOSPA and always attends the Regional meetings in Scotland – whether they are in Glasgow or Edinburgh. He recently joined the HOSPA IT Committee and we welcome his enthusiastic input and energy as we continue to develop the IT membership and programme going forward."

Upon receiving the award Andrew commented "Winning the HOSPA IT Professional of the Year Award for 2013 is a great honour. To be recognised by peers is very satisfying particularly when there are so many talented IT people within our industry.

Technology is now a key focus within Hospitality with the pace of change continuing to drive customer service and provide a competitive differentiator. I have a fantastic IT Team at Apex which provides the opportunity to take advantage of being at the fore front of IT innovation.

I would like to thank Angela Vickers for my nomination and indeed for continuing to support the use of the IT function in helping to drive the Apex business forward." Neil Tolley, Managing Director at FourteenIP and sponsor of the 'IT Professional of the Year' award for 2013 said "Another great winner this year and a real pleasure to present to Andrew who is a real gent and a genuinely nice person, you could see on his face the look of 'oh god not me' as the details were being announced but that just sums him up, a real professional who goes about his business quietly and with great efficiency and little fuss. Well deserved, well done Andrew."



Enrolling now for HOSPA Revenue Management Programme

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

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

Interested?

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



Top talent honoured at HOSPA Annual Awards

The HOSPA Professional Development Committee was delighted to recognise, at the Annual Awards Lunch held in December at London's Landmark Hotel, the successes of the HOSPA Student Award Winners 2013 studying during the past year on the HOSPA Education and Training Programmes in Financial Management (ETPFM) and Revenue Management (ETPRM).

The HOSPA Financial Management and Revenue Management Education Programmes are flexible distance learning courses, aimed at aspiring hospitality professionals who wish to gain the necessary skills and knowledge to be able to manage a hospitality finance or revenue management department. The courses have been developed by leading educators in the appropriate field of expertise in conjunction with hospitality industry experts.

Cash prizes and certificates were presented to the highest achieving HOSPA ETP students, based on their results in each of the HOSPA examination categories for the Financial Management and Revenue Management programmes, for the intakes for September 2012 and for February 2013.

From the September 2012 intake, the prize winners are:

Education Programme in Financial Management	
Stage 1: Introduction to Financial Accounting	Chinthaka Periyapperuma, Jumeirah Madinat, Dubai
Stage 2: Operational Management Accounting	Jolanta Pieczulis, Jurys Inns
Stage 3: Strategic Management Accounting	Gemma Gowers, Yotel

Education Programme in Revenue Management	
Stage 1: Introduction to Revenue Management	Jayne Nicolson, Portland Hotels
Stage 2: Operational Revenue Management	Tania Mitchell, Whitbread
Stage 3: Strategic Revenue Management	Emma Smith, Whitbread

From the February 2013 intake, the prize winners are:

Education Programme in Financial Management	
Stage 1: Introduction to Financial Accounting	Roisin Carty, InterContinental London Park Lane
Stage 2: Operational Management Accounting	Nina Fleischle, Sheraton Zürich Neues Schloss Hotel
Stage 3: Strategic Management Accounting	Jolanta Pieczulis, Jurys Inns

Education Programme in Revenue Management	
Stage 1: Introduction to Revenue Management	James Field, Whitbread
Stage 2: Operational Revenue Management	Suzanne Holmes, Highbury College, Portsmouth
Stage 3: Strategic Revenue Management	Min Mickevicius, The George in Rye

HOSPA Financial Management Student of the Year 2013



This award was won by Chinthaka Periyapperuma, Assistant Finance Manager at the Jumeirah Madinat, Dubai for achieving the highest grades overall across all stages of the programme.

Chinthaka received a crystal trophy and a Samsung Galaxy Tab 3 tablet computer. He also won a cash prize and certificate for best performance in the September 2012 HOSPA ETP examinations in Financial Management for Stage 1: Introduction to Financial Accounting. Unfortunately, Chinthaka was unable to attend to collect his award so collecting on his behalf was Bianca Anghel, Human Resources Coordinator, Jumeirah Carlton Tower.

Chinthaka started his career in the Hospitality industry in 1988 with Le Galadari Meridien Hotel Colombo as a Cost Trainee in the Finance Department. His initial job was to analyse beverage sales and prepare beverage actual versus potential reports. He then learned how to prepare food & beverage cost reports.

In 1990 he moved to the Purchasing Department as Purchasing Executive and in 1992 he moved to the Cost Control section as Cost Control Supervisor. Three years later he took the opportunity to move to Emirates Gold Club, Dubai as a Cost Controller before moving to the Purchasing Department as Purchasing Officer in 1996. In 1999 he received an offer from Burj Al Arab, part of the Jumeirah Group, to take up a role as Senior Buyer.

In 2004 as part of the Madinat Jumeirah pre-opening team, he joined as Cost Co-ordinator and was in charge of the Cost Controls, Stores & Receiving Section. Promotion followed in 2006 to Assistant Finance Manager and Chinthaka took responsibility for Income Audit and General Cashier sections.

Currently, Chinthaka is heading the Financial Accounting section of the Madinat Jumeirah in Dubai and is responsible for producing P&L, Balance Sheets and various monthly reports.

After receiving news of his award, Chinthaka commented "The Jumeirah senior finance management highly value the HOSPA Financial Management course and my resort Director of Finance recommended and encouraged me to do the course and arranged for company sponsorship. At that time I was looking after Income Audit and general cashier sections. When I began studying, I was moved to take care of the Financial Accounting section where I was able to utilise my learning to its maximum potential. The HOSPA Financial Management course has really helped me in guiding my finance colleagues as well as other head of departments with correct accounting treatment using the USALI 10th edition and IFRS standards. Now I am very confident to talk to anyone and explain the accounting standards and wrong accounting treatments."



HOSPA Revenue Management Student of the Year 2013



This award was won by James Field, Regional Revenue Executive - London Region at Whitbread for achieving the highest grades overall across all stages of the programme.

James received a crystal trophy and a Samsung Galaxy Tab 3 tablet computer. He also won a cash prize and certificate for best performance in the February 2013 HOSPA ETP examinations in Revenue Management for Stage 1: Introduction to Revenue Management.

James' career in hospitality started in 2012 when he joined the Revenue Management team at Whitbread as an Analyst for properties across Scotland and the North East. He quickly developed a real passion for the fast-paced and challenging nature of the role.

James has recently been promoted to the role of Regional Revenue Executive for the London region at Whitbread, managing over 3,000 rooms in the heart of the capital.

Commenting on his award, James told us: "The course has been of solid benefit to my role and my knowledge of Revenue Management has increased significantly. I have recently been promoted to the role of Regional Revenue Executive for the London region and I am looking forward to further progressing within Whitbread and continuing study with HOSPA to provide me with the skills and knowledge necessary to perform."



The September 2012 HOSPA Financial Management Education Programme examination prize winners:



Stage 2 – Operational Management Accounting 2012 and Stage 3 – Strategic Management Accounting 2013 was won by Jolanta Pieczulis, Finance Graduate: Manager at Jurys Inns.

After receiving her award, Jolanta stated “I always knew that I would be working in the tourism and travel industry. My love of travel and the industry’s offer of immense scope for growth made it an obvious choice.

My career in hospitality commenced at Jurys Inn Nottingham hotel, where I started as a receptionist whilst studying for a degree in Tourism and Travel Management.

After a year in a customer-facing role, I moved to the Finance Department and discovered that this is where I would like to stay. I started as Accounts Assistant and then increased my knowledge and skills through in-house training and practice.

When I showed interest in a professional accounting qualification, my Financial Controller suggested the HOSPA Financial Management Education Programme. Since then I’ve been promoted to Finance Graduate Manager and I’m relishing the new opportunities the role presents. The course has been thoroughly beneficial and I’ve been lucky enough to achieve the highest overall results for all three stages and receive HOSPA’s Outstanding Student of the Year’ 2012 award.”



The award for highest grades on Stage 3 – Strategic Management Accounting 2012, was won by Gemma Gowers, Finance Director at YOTEL.

Having graduated from the University of Southampton with a Politics and International Relations degree, Gemma spent three years in accounting practice, qualifying as an ACA in 2003.

After spending a few years in various industries, Gemma entered travel and tourism in 2006 as a Financial Controller for an Aim-listed tour operator and travel retailer before being promoted to the role of Director of Finance.

In February 2011 she joined YOTEL, created by YO! founder Simon Woodroffe and YOTEL CEO Gerard Greene, as its Finance Director.

During her career Gemma has been instrumental in securing both equity and other debt finance, as well as experiencing multiple acquisitions and company re-organisations.

In February 2012 Gemma decided to undertake the HOSPA Financial Management programme in order to improve her knowledge of the hotel industry.

The September 2012 HOSPA Revenue Management Education Programme examination prize winners:



The winner of Stage 1 - Introduction to Revenue Management 2012 award was Jayne Nicolson, Group Revenue Manager at Portland Hotels.

Jayne got into Hospitality Revenue Management whilst working for Holiday Inn Express Glasgow Theatreland, where she initially started as Guest Service Manager.

As she had previous Reservations experience gained through working at Hilton Glasgow, her role progressed into a Reservation Manager position and when the Reservation Manager at the Holiday Inn situated next door left, she was asked look after that property too.

Jayne attended the Revenue Training Academy run by IHG and later with Chardon Management, and was then promoted to Revenue Manager of both hotels.

After having been with the company overall for just over five years, she decided it was time for a change and accepted an opportunity working for Portland Hotels to assist in the re-opening

of the Glasgow Pond Hotel. The hotel had been closed since its purchase in April 2006 to undergo full refurbishment. Jayne looked after The Pond for the first three years following the re-opening, it was a challenging role to reverse the fortunes of the hotel which had previously fallen into decline. Utilising every contact along with a lot of begging and pleading to agents and companies to reconsider using the hotel once again, Jayne rebuilt the occupancy increasing from 58% in its first year of opening to 84% in its third.

Jayne was then asked to take on a group role looking after five hotels across central Scotland (one in Glasgow, Aberdeen and Perth and two in Edinburgh) and has been doing that for the past four years.



Stage 2 – Operational Revenue Management 2012 was awarded to Tania Mitchell, Regional Revenue Manager at Whitbread.

After spending ten years in hotel operations in the UK and South Africa, in formal business hotels through to five star game lodges, Tania felt a change was needed. She used the skills learned at University studying a Business degree, combined with her operational experience, to pursue a career in hotel revenue management.

She joined an IHG Franchisee in the UK as Revenue & Reservations Manager at Crown Plaza Reading, and progressed to be the Cluster Revenue Manager of three franchised properties.

From there, she joined Premier Inn in 2010 as a Regional Revenue Manager, looking after the revenue strategies and management of circa 120 hotels in the South and South West of England and South Wales.

The experience Tania gained working for this dynamic, FTSE 100 Company proved to be very worthwhile, and the personal and professional development was extremely valuable. Tania relocated to Dubai in May 2013, where she has continued her career with Premier Inn, as Yield & Digital Marketing Manager for the five Premier Inn Hotels in the United Arab Emirates.

Tania said it was a great opportunity to study the HOSPA Revenue Management course, as it gave her the opportunity to academically establish some of the everyday tasks she does as a Revenue Manager, as well as learn new skills which she now applies in her role.



The winner of stage 3 – Strategic Revenue Management 2012 award was Emma Smith, formerly Performance Improvement Manager at Whitbread Hotels & Restaurants.

Commenting on her achievement, Emma said “Revenue Management is an interesting and challenging discipline and the HOSPA Revenue Management training programme has really supported me in my development as a Revenue Manager.

The HOSPA Revenue Management training programme, all 18 months of it, was a great opportunity to consolidate on, and improve my Revenue Management knowledge. I have recently taken time out from the Revenue Management arena, to plan my wedding - however, I am looking forward to getting back to this exciting, challenging and rewarding career during 2014.”

The February 2013 HOSPA Financial Management Education Programme examination prize winners:



Stage 1 – Introduction to Financial Accounting 2013 was won by Roisin Carty, Assistant Director of Finance at the InterContinental London Park Lane.

Roisin began her hospitality career as a Cashier at The Doyle Burlington Hotel in Dublin in 1995. In 1996 Roisin moved to The Doyle group’s head office where she was part of a team

involved in reporting on inventory for their seven Dublin hotels. In 1997 she was promoted to Cost Controller at the Doyle Tara Hotel.

In 1999 Roisin was transferred to the US to work at the Jurys Doyle Washington Hotel - a new four star hotel located on Dupont Circle in Washington DC. Initially a Front Desk Agent but after 18 months, Roisin was transferred to the Finance Department where over three years she gained experience in all of a hotel’s accounting positions in a multi-property environment (the Doyle Group had three hotels in DC at that time, including a Marriott franchised property).

In 2004 Roisin was promoted to Controller for Jurys Boston Hotel in Massachusetts, a new four star hotel on the site of the former Boston Police Headquarters, located in Boston’s Back Bay.

In 2007 she then joined IHG as the Assistant Director of Finance for the new InterContinental Boston Hotel, a 424 room hotel on Boston’s Waterfront. In 2012 Roisin was able to build on her experience with IHG by moving to the UK to the InterContinental London Park Lane as Assistant Director of Finance.

Discussing her future, Roisin commented “Going forward, I have two goals - I would like to continue my career in hospitality finance and become a Director of Finance and would like to explore a role in project management.”



Stage 2 – Operational Management Accounting 2013 was won by Nina Fleischle, Assistant Director of Finance at the Sheraton Zürich Neues Schloss Hotel.

Nina started working in Finance after having studied Hotel and Tourism Management at the IMI University Centre in Switzerland.

Her first position was as Finance Futura Management Trainee with Starwood (at the Le Méridien Parkhotel in Frankfurt, Germany) which she found to be a great programme for developing a career in Finance.

Nina is currently working as an Assistant Director of Finance for the Sheraton Zürich Neues

Schloss Hotel as well as the Sheraton Zürich Hotel, which is due to open in January 2014. Nina has not quite decided yet exactly how her future will look, but she’s definitely planning to stay in Finance as she loves the opportunities and challenges that she has to face every day.

The February 2013 HOSPA Revenue Management Education Programme examination prize winners:



The Stage 2 - Operational Revenue Management 2013 award was presented to Suzanne Holmes, Senior Lecturer at Highbury College, Portsmouth.

Sue Holmes is the Hospitality and Travel Coordinator at a large further education college in the South of England where she is responsible for the planning, delivery, assessment and internal quality assurance on several programmes.

She strives to use her broad knowledge and experience of the Hospitality Industry to make her work relevant and contemporary, and this is one of the reasons that she chose to take the Revenue Management course.



The winner of Stage 3 - Strategic Revenue Management 2013 award was Min Mickevicius, Rooms Manager at The George in Rye.

Financial Management and Revenue Management Programmes 2014

We are currently taking enrolments for the March 2014 intakes to both the Financial Management Programme and the Revenue Management Programme. These courses enable you to earn while you learn leading to accredited awards to prepare you or your teams for working in Finance and Revenue Management roles in the hospitality industry.

For more details about the courses, entry requirements and fees visit www.hospa.org/education/education-and-training-programmes or call the Education team on 01202 889430.

At age 22 after graduating from college having studied Business Management, Min was chosen for a five week training programme in tourism with Nordpraktik sponsored by North European countries and he picked Iceland to be based for his practice.

Following this, Min started working as a General Manager which he found to be challenging as he was in charge of three restaurants as well as the opening of a new five star boutique hotel and spa. Min then had an exciting offer from Best Western in the UK and it seemed like an interesting challenge to start a new career in a country with bigger opportunities.

Throughout his career Min has always been interested in managing revenue, trying different variations of offers, rates, packages and seeing how this impacts revenue, ADR, profits etc.

After joining The George In Rye team as Rooms Manager, the owners offered for Min to study Revenue Management and he decided that the HOSPA Revenue Management course would be the best option for his career.

After graduating from the HOSPA course, Min felt that he had made the right decision as the programme helped him to become a stronger and a more revenue focused manager than before. The experience has helped him with his career as he is now a Rooms and Revenue Manager for two properties (The George in Rye and The Falstaff in Canterbury) and is very much looking forward to 2014 with his eyes set on even bigger challenges.

Learners awarded Associate (Certified) membership of HOSPA following successful completion of their studies during 2013:



- Josie D'Cruze, Accounts Clerk**, Sheraton Heathrow Hotel
- Malgorzata Du Plessis, Accounts Administrator**, Royal Berkshire Hotel Ltd
- Andrew Fernandes, Finance Executive**, Jumeirah Beach Hotel
- Tracey Fleming, Credit Controller**, LBM Direct Marketing
- Gemma Gowers, Finance Director**, Yotel
- Rachid Ouahmane, Assistant Financial Controller**, Firoka (Kings Cross) Ltd
- Stephanie Quinto, Finance Executive**, Jumeirah Beach Hotel
- Muhammed Rafeeq, Finance Executive**, Jumeirah Beach Hotel
- Krzysztof Suhak, Assistant Financial Controller**, Principal Hayley Palace Hotel
- Aruna Thangappa, Cost Controller**, Hotel Pullman Dubai Mall of the Emirates
- Nichola Griffith, Regional Revenue Manager**, De Vere Venues Staverton Park
- Min Mickevicius, Rooms Manager**, The George in Rye
- Emma Smith, Performance Improvement Manager**,
Previously at Whitbread Hotels & Restaurants

Well done to all our students

Company Professional Development Awards

The success of our students is dependent on lots of hard work and commitment to studying whilst working full time. Success is also due, in part, to the support offered by the companies sponsoring the students with their studies.

For this reason, HOSPA is delighted to award each year the Company Commitment to Professional Development Awards for both Financial Management and Revenue Management. In order to be nominated and selected for this award a company must demonstrate commitment to professional development for their associates. This year the HOSPA winners for this award were:

Financial Management Employer of the Year 2013 - awarded to Jurys Inns in recognition of their outstanding commitment in promoting and developing Financial Management education in the hospitality industry. The award was accepted by Declan Gallagher, Management Accountant – Operations.

Grant Speed, Financial Controller - Operations at Jurys Inns commented "Personal learning and development is at the core of everything we strive to achieve at Jurys Inn. The development of our finance professionals at Jurys Inn has been a key focus of mine over the last number of years and the new learning opportunities provided through HOSPA are a great match for our aspirations. Winning such a prestigious industry award is great recognition for not only our current eight HOSPA students, but is also an indication of our long term commitment to our team and to HOSPA."

The Revenue Management Employer of the Year 2013 - was presented to De Vere Venues in recognition of their outstanding commitment in promoting and developing Revenue Management education in the hospitality industry and was accepted on their behalf by Nichola Griffiths, Central Revenue and Distribution Manager.

Nichola Griffiths, De Vere Venues Central Revenue and Distribution Manager, said: "We are delighted to have won such a prestigious industry award, which is a testament to the hard work and commitment put in from our team during 2013."

The past year has been very exciting as De Vere Venues had also won the 'Best Residential Training Venue - Europe' award for Wokefield Park and the 'Best Non-Residential Training Centre - UK' award for De Vere Venues Canary Wharf at the recent Grass Roots HBI Awards.



Bumper Christmas and New Year for pub and restaurant groups

Britain celebrated Christmas and New Year by going out to eat and drink. Latest figures reveal that the nation's leading pub, bar and restaurant groups enjoyed a festive season boost, with collective like-for-like sales up 3.3% on last year. Total sales were ahead 6.1%.

Results from the Coffey Peach Business Tracker, the sector's leading sales barometer, for the six weeks up to January 4th show that the London market out-partied the rest of the country with like-for-like sales up 4.4%, with drink-led pubs in the capital ahead 6.5% on last year's sales figures.

"But that's not to say it was all about going out for a drink," said Peter Martin of CGA Peach, the business insight consultancy that produces the Tracker for the out-of-home market in partnership with Coffey Group, Baker Tilly and UBS. "Even in those drink-led pubs and bars, food sales saw higher growth than drinks. Food sales in those pubs were up overall 5.8%, compared to 3.2% for drink.

"While London pubs had an especially merry time, outside of the M25 it was casual dining restaurant chains that had the best of the seasonal business, with like-for-like sales up 4.0% on 2012," added Martin.

"The weather as always played its part. Last year, the run-up to Christmas was hit by snow and freezing temperatures, keeping people at home, with heavy rain towards the end of December. Floods were a factor last year as well as this in many areas.

"Taking that into account, we would have expected better trading in pubs and restaurants this year, but what will have particularly cheered operators is the strong trading throughout the three key busy weeks from December 15th onwards," said Martin. "All were up on the same weeks last year as more people went out to enjoy themselves. It shows that given the right occasion and offer, the public will go out and spend in the country's pubs and restaurants.

"Putting that in context, monthly figures for December alone show a 3.0% like-for-like sales increase and 5.8% total market growth, making it the single biggest monthly increase since last February," he said. The Coffey Peach Tracker collects and analyses data from 27 leading pub, restaurant and bar groups.

Mark Sheehan, managing director of Coffey Corporate Leisure, said: "Pub and restaurant sales are - for the first time - increasing in real terms and these figures show that sales are catching up with the country's increasing 'feel good' factor. Whilst the retail sector has seen some high-profile failures, within the restaurant and pub market trade is generally more robust with most operators enjoying a good Christmas. Leisure is continuing to attract investment and investors are now beginning to reap the rewards. We predict sales will remain strong for the first quarter of 2014 and beyond."

Paul Newman, head of leisure and hospitality at Baker Tilly, added: "A fantastic festive trading period has been shared by both the pub and casual dining sectors. With corporates finally beginning to loosen their purse-strings after four years of Christmas austerity, the anticipated strong holiday party season did not disappoint. Total sector year-on-year sales growth of 6.1% demonstrates clear outperformance of the wider economy and suggests that the UK's recovery is well and truly consumer-led. In anticipating further medium term growth, operators have again invested in their estates with new site openings in the period. Let's hope that the trend for embarking upon an alcohol free January doesn't take the shine off a great start to the year."

Jarrod Castle, leisure analyst at UBS Investment Research, observed: "Like-for-like growth over the six week festive period reached 3.3%, and total growth 6.1%, compared to 2.1% LFL growth, and 4.7% total growth, over the same period last year, showing that comps were not particularly easy. This was a real Christmas gift for the eating-out sector."

Pub and restaurant group sales performance for months of 2013

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
LFLs	-2.4%	3.3%	-3.0%	0.1%	1.2%	1.9%	1.3%	1.9%	0.4%	1.0%	1.7%	3.0%
Total	0.0%	6.1%	-0.2%	2.8%	4.5%	4.8%	3.6%	5.1%	3.1%	3.9%	4.8%	5.8%

Source: Coffey Peach Business Tracker. Coffey Peach Business Tracker is powered by Demographix

For more information please contact

Peter Martin, Peach Factory | 01704 550383; 07889 209896 | peter@peach-factory.com



Vote for confidence in Scotland

In November, hoteliers in Scotland experienced a 6.3% increase in total revenues per available room (TrevPAR) and a 6.5% rise in gross operating profit per available room (GOPPAR), representing 14 consecutive months of year on year increases, according to the latest HotStats survey.

A simultaneous surge in occupancy of 3 percentage points and in average room rate (ARR) of 1.3% helped to increase revenue per available room (RevPAR) by 5.5% to £57.65. Additional revenue growth per available room in beverage (14.7% to £11.52), food (8.1% to £22.68) and meeting room hire (2.6% to £4.30) as well as leisure (4.8% to £4.80) contributed to a TrevPAR uplift of 6.3% to £104.05, compared to £97.92 for the same period last year.

Efficient operational cost control enhanced departmental operating profit per available room (DOPPAR) by 6.8% to £54.62 and this, coupled with a significant drop in overheads per available room by 7.0% and a minor increase 0.3 percentage point in payroll produced a GOPPAR surge of 6.5% to £27.30. Leeds hotels in November achieved the highest performance growth recorded in absolute figures over the last four years with double digit increases in TrevPAR and GOPPAR by 11.0% and 22.1% respectively, according to the latest HotStats

Both occupancy and ARR surged by 6.1 percentage points to 83.4% and 6.4% to £71.17 leading to a 14.9% increase in RevPAR to £59.32. Segment mix changed with rises in the volume of Best Available Rate (B.A.R.), residential conferences as well as tours & groups, which cancelled out a slight decline in corporate and leisure sectors, the two biggest segments.

Non-rooms revenues growth per available room derived from food (+7.9%), beverage (9.9%), meeting room hire (18.0%) and leisure (2.6%) led to a TrevPAR rise of 11.0% to £113.04. Astute operational cost control helped to convert revenue gains into a 16.8% increase in DOPPAR to £63.23. Although overheads per available room rose notably by 10.0%, payroll decreased by 1.8 percentage points and GOPPAR consequently increased by a stunning 22.1% to £36.95.

In November, hotels in the coastal destination showed once again the importance of looking beyond RevPAR. Indeed demand levels increased, as occupancy rose by 3.5 percentage points to 72.1%, albeit at the expense of average room rate (-1.9%). As a result, RevPAR grew by 3.0% to £42.99. However mixed performances were recorded in other non-rooms departments and TrevPAR went up only by 0.9% to £81.15. But with cost of sales increasing, especially with a 26.2% rise in travel agents commission per room let and with overheads per available room rising by 3.8%, payroll efficiency was not enough to offset a 5.2% decline in GOPPAR.

On a calendar year basis, the picture is still positive with hoteliers in Southampton experiencing increases in TrevPAR and GOPPAR by 3.0% and 2.2% respectively, but GOP conversion deteriorated slightly to 25.5% from 25.7% compared to the same period last year.



The month of November 2013

SCOTLAND

	Nov'13	Nov'12	Var b/w
Occ %	74.6	71.6	3.0
ARR	77.27	76.29	1.3%
RevPAR	57.65	54.62	5.5%
TrevPAR	104.05	97.92	6.3%
Payroll %	33.7	33.3	-0.3
GOP PAR	27.30	25.64	6.5%

LEEDS

	Nov'13	Nov'12	Var b/w
Occ %	83.4	77.2	6.1
ARR	71.17	69.87	6.4%
RevPAR	59.32	51.65	14.9%
TrevPAR	113.04	101.85	11.0%
Payroll %	27.3	29.1	1.8
GOP PAR	36.95	30.25	22.1%

SOUTHAMPTON

	Nov'13	Nov'12	Var b/w
Occ %	72.1	68.6	3.5
ARR	59.67	60.84	-1.9%
RevPAR	42.99	41.73	3.0%
TrevPAR	81.15	80.39	0.9%
Payroll %	37.9	38.4	0.5
GOP PAR	14.21	15.00	-5.2%

The Calendar year to November 2013

SCOTLAND

	YTD'13	YTD'12	Var b/w
Occ %	77.4	74.7	2.7
ARR	82.85	78.22	5.7%
RevPAR	64.01	58.42	9.6%
TrevPAR	107.74	99.60	8.1%
Payroll %	30.9	32.0	1.0
GOP PAR	34.47	29.83	15.6%

LEEDS

	YTD'13	YTD'12	Var b/w
Occ %	76.0	72.0	3.9
ARR	65.55	62.99	4.1%
RevPAR	49.79	45.35	9.8%
TrevPAR	95.64	89.56	6.8%
Payroll %	30.0	30.6	0.6
GOP PAR	26.60	24.38	9.1%

SOUTHAMPTON

	YTD'13	YTD'12	Var b/w
Occ %	75.4	74.2	1.2
ARR	63.57	61.81	2.8%
RevPAR	47.93	45.88	4.5%
TrevPAR	88.87	86.29	3.0%
Payroll %	34.8	34.5	-0.3
GOP PAR	22.68	22.20	2.2%

The twelve months to November 2013

SCOTLAND

	Rolling'13	Rolling'12	Var b/w
Occ %	75.7	73.0	2.7
ARR	82.06	77.81	5.5%
RevPAR	62.16	56.79	9.4%
TrevPAR	106.11	98.10	8.1%
Payroll %	31.2	32.3	1.0
GOP PAR	33.23	28.63	16.1%

LEEDS

	Rolling'13	Rolling'12	Var b/w
Occ %	75.0	71.3	3.7
ARR	65.48	62.93	4.0%
RevPAR	49.09	44.85	9.5%
TrevPAR	96.03	90.14	6.5%
Payroll %	29.8	30.4	0.6
GOP PAR	26.83	24.71	8.6%

SOUTHAMPTON

	Rolling'13	Rolling'12	Var b/w
Occ %	73.6	72.7	1.0
ARR	63.22	61.24	3.2%
RevPAR	48.54	44.50	4.6%
TrevPAR	87.52	84.90	3.1%
Payroll %	35.1	34.4	-0.6
GOP PAR	22.00	21.71	1.3%

Members' Events Forthcoming events

Feb 10

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

London
6:00pm to 8.30pm Venue TBC.

Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details.

March 10

HOSPA Regional Meeting - Birmingham
6.00pm for a 6.30pm start

Venue and speakers to be confirmed in due course.

Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details.

March 14

Revenue Management: Turning Insight into Performance

Venue TBC

Price: £49 + VAT per HOSPA Member attendee £65 + VAT per Non-Member Attendee Price includes 2 x coffee breaks & lunch at the event. All training material included.

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

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

What "control" does a Revenue Manager have?

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

How much impact and influence do you have?

How do you give constructive and motivational feedback? The importance of Presentation Skills

How to cultivate positive change

Encourage creative thought amongst their teams to grow new ideas and tackle existing issues

Assess how you add value to your business

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

Jennifer Keen, Director,
Total Revenue Solutions

Michael Heyward, Director,
Hotel Performance Support, IHG

To register for this event, please contact Lisa.Barnard@Hospa.org

April 7

HOSPA Regional Meeting - Manchester
6.00pm for a 6.30pm start Venue TBC

Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details.

May 12

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

London
6:00pm to 8.30pm Venue TBC.

Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details.

Sept 22

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

6:00pm to 8.30pm Venue TBC.

Registration is necessary to attend. To register your place at this event, please email wayne.gosden@hospa.org with your details.



HOSPSPA

Hospitality Finance, Revenue and IT Professionals
Education & Training

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

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

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

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

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

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

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

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