

# THE OVERVIEW

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## Post-Brexit Hope



HOSPA quizee rascals  
Where credit's due

# Welcome to THE OVERVIEW

Dear members,

As you read this, the hope is that the fast-moving car crash that is Brexit has slowed down, so that we can at least take stock. And I use 'car crash' under advisement, it being the description given to me by a senior property broker who declined to be named.

But, as the dust clears and the shock subsides, the sector - one of those which stood to lose most - has been looking at some possible sunny sides. The plunge of the pound is the most likely high spot, with those who had been jetting off via our budget friends for their summer break suddenly restricted to these shores. Which we all pray will be abnormally sunny. Early anecdotal evidence suggests that the Brits are already looking to drink through Brexit, which is tremendous news for pubs and restaurants.

Previous downturns have also shown that we have become addicted to our daily treats. While uncertainty may see us delay a new washing machine, we deserve our chai tea latte.

And, for those overseas, the chance for a cheap break in the UK will hopefully be alluring. Chinese online travel agency Ctrip has been attempting to cash in, marketing bargain UK holidays under the slogan "Brexit: travel on the drop".

So it's looking as though the summer could be quite buoyant and will need to be as the ruling powers delay the formal plug-pulling for as long as possible. There are some concerns that the UK may not be quite the desired destination as Europeans in particular view us with less enthusiasm, but a cheap break is a thing of great power. Hospitality knows how to turn on a bright smile. Now is the time to prove that we are not the insular nation we are being painted as.



*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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## Join us



**Over the summer, we have a goal to achieve! Perhaps you can help? We would like to strengthen and grow the HOSPA membership. We know our members value being part of HOSPA. We are hoping that even more hospitality professionals will join us to reap the rewards of our unrivalled network of finance, technology, revenue management and marketing experts.**

**M**y regular readers are already very aware of the benefits that HOSPA's professional development courses, our members meetings and special rates for our annual conference and exhibition, HOSPACE, deliver. We are proud of who we are and what we stand for. If you too are proud of HOSPA please spread the word and encourage your colleagues to sign up. A membership form can be found on page 23. We have a special agreement for companies who want five or more members within their organisation, so please call us on 0203 418 8196 to find out more.

Since last month, I have been lucky enough to attend the Institute of Hospitality Annual Dinner, HFTP's HITEC (and all the associated suppliers parties(!)), the Hospitality and Tourism Summit from the BHA, and The Cateys. I am more convinced than ever that we all offer an invaluable business resource for hoteliers, venue promoters, restaurateurs, and caterers to name but a few. We must all work together to enhance the reputation and promote hospitality both at home and abroad.

The main event in HOSPA's summer calendar is always the Quiz Night, with 'BroDOforte' taking the 2016 winners' trophy home. More on that on page 14. Judging by the messages we received afterwards everyone had a good time and it was a successful evening. Thank you to all those of you who contributed to such a fantastic atmosphere and also the HOSPA events team, Sarah Dovey for being quiz master and Justyn Herbert for taking charge of the scoring.

Of course, I cannot ignore the fact that Britain has voted to leave the European Union. I was travelling back from HITEC with some HOSPA members on the day of the referendum. As we left the airport in the US the early results were filtering through. The wiser amongst us were beginning to believe that the Brexit campaign might be successful. I, however, remained convinced

that Britain would Remain. Our plane landed on Friday morning to the news that not only had we voted to leave the EU but that our Prime Minister had already resigned. Once we got over the initial surprise, my fellow travellers and I immediately hoped our hotel bills for the previous week had been processed prior to the weakening of the Great British Pound!

Hospitality relies quite heavily on the EU. As the 4th largest employer in the country, the hospitality industry provides 4.5 million jobs. Yet 60% of those positions in London are filled by foreign workers.

Less than 72 hours after the EU announcement, the BHA Hospitality and Tourism Summit took place. Brexit was top of the agenda and remained the focus for the day. Ufi Ibrahim (CEO of the BHA) stated that the result "represented a profound moment for the future of our industry. Hospitality and tourism benefits from a flourishing economy and any level of uncertainty will have an impact". William Hague who is always such an engaging and entertaining speaker encouraged us all to "look at the positives" as there is "no going back".

The hospitality industry always suffers in periods of uncertainty and whilst the past couple of weeks have shown us how quickly things can change in politics, no-one is blind to the fact that our industry is facing a rocky time ahead. There are benefits on which we need to maximise. A weaker pound is better for inbound tourism and that coupled with UK residents being more likely to holiday at home some hotels and attractions will certainly see some increased profits.

And just to make sure I sign off on a lighthearted comment, I would like to thank Fourteen IP for some great hospitality during HITEC and Guestline for a fabulous day out at Henley - although I'm not sure how much of the rowing we actually watched!

## Where credit's due



Paul Nisbett, HOSPA member and FD, Valour Hospitality Europe, reports from HOSPA's breakfast meeting with Barclaycard, focusing on the pain points that the hospitality industry encounters with credit card providers.

Barclaycard presented three different topics to the audience: Fraud, challenges with chargebacks and PCI/DSS compliance. The key take outs from the breakfast were:

- Always look to get approval for additional charges or ensure you have the pre-authorisation process.

### Fraud - A market outlook

David Jeffery, Head of Fraud at Barclaycard gave the meeting an overview of the types and magnitude of fraud that Barclaycard are witnessing. Fraud, he said was a thriving business, with growth of 50% over last three years, forecast year-on-year growth rate of 30%, a forecast £600m turnover by 2018 and a great ROI. These are scary numbers but what was interesting was that we are now back up to the levels of 2008 (pre: Chip and Pin), due to the frauds becoming more sophisticated, faceless and dynamic. He said that over 69% of frauds were through remote purchases. Remember, they will exploit weaknesses in your systems.

Additionally, it is worth noting that the cost of managing a fraud incident is not just the initial loss but also:

- Cost of the goods/services provided
- Chargeback costs
- Resource costs to resolve the issue
- Fraud analytics tool costs
- Customer impact/goodwill costs

### Charge Backs

Lorraine Elmore, Chargeback Manager at Barclaycard presented an overview of the challenges and ways to reduce the risk of chargebacks.

The challenges our industry encounters were described as:

- Fraud
- No-show charges
- Damage to rooms
- Smoking in room charges
- Incorrect authorisation

Key to reducing the Risk of Chargebacks is to:

- Ensure you are taking payments securely
- Ensure you are disclosing your cancellation/refund policy and not just having a tick box to confirm you have read the terms and conditions
- Do not delay posting transactions, e.g. advance purchase bookings must be posted on booking not after the guest has departed or not arrived, as these run a higher risk of being disputed.

Fraud is still the No.1 reason for charge backs, so it is vital that your procedures are tight around card holder not present, pre-authorisation levels and all electronic payments.

### PCI DSS Compliance - Securing your environment to protect cardholder data

Tim Norman and John Suckling from the PCI DSS team at Barclaycard presented an overview of how Barclaycard manages the Payment Security compliance obligations of all Global Payment Acceptance customers through either a dedicated Payment Security Risk Manager or by using their Data Security Manager (DSM) portal. Most customers (SMEs) use DSM which provides a quick and easy way of managing your PCI DSS compliance. It guides you through the validation requirements, and expert assistance is available, which can help protect you from the risks of a data compromise and the associated costs/penalties that could result.

Reducing Risk - a few top tips:

- Understand, document and verify how payment card account data is stored, processed or transmitted in your online, telephone/mail order, and face to face channels.
- Ensure software is operating at the current vendor version and that vendor security updates are applied in a timely manner.
- Change all factory setting/default passwords.
- Verify the PCI DSS compliance status of your third parties and ensure your contracts reflect responsibilities.
- Evaluate the security of your online operations including website content protection.
- Review and evaluate the lifetime cycle "asset sweating".

I am sure these sound familiar because from Barclaycard's experience these remain common areas of risk that increase the likelihood of being breached.

Following the presentations a lively Q&A session was held with questions on the challenges with new payment methods and how best to handle the chargebacks on a timely basis, express checkout and new protocols on Terms and Conditions. Barclaycard will be providing updates on chargebacks and PCI DSS changes in the next few editions of The Overview.



**Ewa Maliczowska**  
Consultant, Madison Mayfair

## The Great Hospitality Identity Crisis

According to a report by Havas Media<sup>1</sup> only 6% of brands are establishing any kind of meaningful connection with consumers. That's not a statistic to be proud of. Havas found that people around the world wouldn't care if 74% of all brands disappeared completely, and North American people trust only 22% of brands. Yet to the hospitality industry, branding is important. The industry is full of existing brands which send a clear message about what's on offer, as well as emerging new brands trying to capture the imaginations of new markets.

Given an apparent intolerance for brands, it is worth looking inwardly at your own brand and deciding if your story is the one consumers will want to hear. We are in uncertain times, and while it may seem counter-intuitive to take on the cost of new brand developments, a slight repositioning or a new partnership could help strengthen your brand significantly.

### A brand for everything and everything in its brand

Some organisations are less timid about spending on branding. Late last year Amaris Hospitality announced plans to invest more than £100 million to rebrand 21 of its 89 properties, by moving hotels out from The Hotel Collection, and putting them

under Jurys Inn, Hilton and Accor brands. Amaris Hospitality is now made up of 37 Jurys Inn properties, 31 Mercure (Accor) and three Hilton with another three due to be rebranded. This major reshuffle could prove immensely worthwhile if each hotel is able to perform better under its new identity (because the brand offering is clearer to the customer) and The Hotel Collection is left with a more distinguished product for higher-paying guests.

### Please welcome Mr and Mrs Marriott - Starwood

In a quest to reckon with the force that is the online travel agents, Starwood and Marriott announced a merger. This has been the poster merger reflecting wider industry consolidation. But while this merger is record breaking - the combined companies operate or franchise more than 5,500 hotels

<sup>1</sup> <http://www.havasmedia.com/our-thoughts/blog/events/havas-in-the-hot-seat-at-mediaposts-the-reckoning>

with 1.1 million rooms worldwide - it brings into question just how to reconcile the two brands. Both have strong loyalty programs and have reassured their members that these will not immediately change.

There are big questions which - when two mega-brands are involved - may take years to unravel. This is a lesson that no matter what changes you make to your brand, you need to consider your existing customers at every turn.

## Who do you think you are?

An established brand name can carry a lot of weight, but this can also cause restrictions if the property or business needs to evolve its offering. For this reason, many of the big chains have fragmenting identities. They are creating spin off brands with which they can be adventurous and try something new with less risk than all out rebrand.

Ennismore, which created the successful Hoxton brand has recently announced a new brand called NoCo, 'which strives to challenge the status quo of today's budget hotel brands'. This new brand will allow Ennismore to compete in the budget market, while retaining its upmarket reputation through The Hoxton, the success of which has made the new venture possible.

Similarly, Hilton has had the means and opportunity to create a number of spin off brands each aimed a new market. The latest of these is Tru, which claims to be 'reinventing midscale' and is aimed at millennials. A purpose built brand can be far more successful at winning over new and niche markets than a brand that tries to bend to meet every need.

## Individuals stand together

There is nothing quite like a unique story or experience, and this is precisely what an independent property can offer. But standing alone against the giants is not feasible for all. Becoming part of a collection or membership group can add a level of credibility for an independent. This can also allow them access to bigger distribution channels and advanced technology.

Being the brand that offers this help is a great model for growth in today's industry. The soft brands' ability to expand quickly is a powerful advantage over the chains. Preferred Hotels<sup>2</sup> claims to be the world's largest independent hotel brand, and added 34 properties in the first four months of 2016. Another soft brand, World Hotels, is selling a platform for independent upscale and luxury hotels to 'tell their stories to the world'. Magnuson Hotels has over 1,000 independently owned hotels on its platform, and is growing faster than any other group.

## Brand differentiation

A brand only has real value when it able to set itself apart from its competitive set. So what is your brand's core selling point? Why do you stand out, and what attracts customers to your door?

- Positioning

Being the best in category can secure an influx of customers, so if you are hinging your brand on its place in a segment you need to deliver strongly. If you are a luxury brand you need to be astounding your customers, and an economy brand needs to get the basics spot on and have competitive prices.

- Celebrity

This can be the best and worst of branding. A recognisable face like Richard Branson's can give any product a chance at success. However this puts pressure on the celebrity to represent the brand positively. A negative or distracting association can be damaging to a brand. Donald Trump is now a controversial political figure who, despite celebrity, may actually put some visitors off. Trump Hotels recently announced that it would be creating a new spin off brand without the Trump name, which has now become irreversibly tied to the business leader's presidential campaign.

- History

Has your property lived through interesting times? Do you have an incredible story to tell? Older properties and brands can sell their history to the consumer to increase engagement and loyalty. Just make sure your operation is able to also meet contemporary consumer needs!

- Innovation and technology

On the other side of the coin, newer properties and brands which are using emerging technologies and rethinking design have a very strong opportunity to put this new way of doing things proudly out there as brand. Make sure that investment in innovation is clearly aimed at a thriving target audience. And remember to deliver the essentials.

- Lifestyle

Experience is arguably now the keyword of hospitality. A lifestyle focussed hospitality brand can give consumers a way to follow their interests, do what they love during their stay, and leave feeling like they have got something out of their accommodation other than a bed and a meal. And be warned, you'll be facing stiff competition.

The current low level of trust in brands is not irreversible, but the conditions needed for the brand/consumer relationship to flourish have changed significantly. Customers are sharing their data during almost every transaction and brands need to prove that they are being responsible with this - and treating it as an honour to hold this information. Similarly, they need to prove that they can get customer service spot on, or they can expect their name to quickly become tarnished.

Hotels need their brand promises to be more than surface polish. According to research from Sabre<sup>3</sup>, '63% of global consumers claim to buy products and services that appeal to their beliefs, values or ideals' and '65% of consumers say brands should take a leading role in supporting individual happiness.' Your brand needs to be confident in what it is and engage honestly with like-minded people (who double as customers!).

The hospitality industry is in a privileged position - having the opportunity to create brilliant experiences for people all over the world. Clever thought going into branding, backed up by real commitment to delivery, will create the meaningful connection that is found lacking in other industries.

Ewa Maliczowska is a regular contributor to HOSPA, and a Consultant at Madison Mayfair, a business which focusses on recruiting managerial positions for the hospitality industry. Ewa specialises in Revenue and Sales & Marketing roles in the UK and internationally.

<sup>2</sup> <https://preferredhotels.com/>

<sup>3</sup> [http://www2.sabrehospitality.com/trends\\_report](http://www2.sabrehospitality.com/trends_report)



## Leading learners this month: Rosalyn Qemalja

Rosalyn is proof of how studying Revenue Management with HOSPA can fit in with a busy family and work schedule, having completed her Stage 3 project shortly after giving birth to her second child, and managing the re-branding of her hotel, DoubleTree by Hilton Nottingham Gateway, where she works as Conference & Event Sales & Revenue Manager.

After completing her GCSE's Ros got a weekend job working in a small hotel in her hometown of Lincoln as a general assistant. She continued to work at the hotel whilst studying for A-Levels. Ros says her aspiration to work in hospitality came when the series of 'The Hotel', featuring Eileen Downey and the Adelphi in Liverpool, was aired on BBC One whilst she was studying. "This showed the passion, determination, commitment and sheer hard work required in the hospitality industry...I got hooked and decided that this was the career path I wanted to follow."

Ros graduated from Nottingham Trent University with a 2:1 BA (Hons) Hospitality Management and took a position as Trainee Manager at a hotel in Lincoln. She was quickly promoted to Reception Manager and worked in this position for a number of months. However, her passion during her studies had been in the area of conferences and events, so once in the role of Conference & Events Sales Manager at the Nottingham Gateway Hotel, she knew this would be the perfect role for her.

After working in this role for 10 years, and with a £5.5 million conversion underway to convert the hotel to the DoubleTree by Hilton Nottingham-Gateway, her General Manager, Mandy Goldsmith, introduced her to revenue management. Ros became involved with managing the GDS sites, along with focusing on the daily STAR reports, and working with TravelClick to position the hotel during the refurbishment. In the months prior to opening, she worked closely with the Hilton's Regional Director of Revenue Management in positioning the hotel's rates ready for opening. She says "I thoroughly enjoyed this challenge, and as a result of this sought a revenue management course that would give me the opportunity to get a better understanding of the discipline. I felt that the HOSPA Revenue Management Education Programme would be the perfect way to study whilst working full time. I have been able to apply my learning to my current role, and look forward to the opportunity of applying revenue

management practices to the conference and events side of the business, measuring RevPAS, and Function Room Occupancy, to allow for improved forecasting and to measure profitability."

Ros is very modest about the fact that she has recently returned from maternity leave, having undertaken the final stage of her study with a newborn baby and young child in tow. Ros says she's looking forward to applying the knowledge she has learned on the course into her current role now that the hotel has fully converted to a DoubleTree by Hilton property. She looks forward to continuing working with Hilton and enjoying the support of the revenue experts within the company to help her progress further. She says "If I aim high, and work hard, who knows what the future may bring!"

Her manager, Mandy Goldsmith, is very proud of her achievements saying "We are delighted at the good news and very proud of Rosalyn and her achievements. She is a great asset to our company and very much valued. During this course Ros was pregnant and gave birth to a baby boy just before the exams and, on top of all that, she worked up to a few weeks prior to the birth to support our hotel in re-branding as a Hilton Doubletree. Her role in the branding process was substantial. Having worked with her for many years I know she is amazing! She is currently on maternity leave and due to return to work in November. We have all missed her so much and can't wait to have her back."

To learn more about our Revenue Management or Financial Management programmes, please visit [www.hospa.org/en/education](http://www.hospa.org/en/education) or get in touch with us on 01202 889430 email [education@hospa.org](mailto:education@hospa.org)

You have until the end of August to enrol for the programmes commencing in September 2016. Each programme is studied in three Stages or Levels - Introductory, Operational and Strategic Stages - each costing £780 + VAT.

# HOSPA

Hospitality Finance, Revenue and IT Professionals

Professional Development

## Study with us on our flexible online programmes in Hospitality Finance

The HOSPA Financial Management and Accounting programme is the only course of its kind providing future finance managers in hotels, restaurants and leisure with an industry specific in-depth programme of study.

The course is focused on the requirements of the sector combining best practice from the Uniform System of Accounts for the Lodging Industry with statutory accounting. Studying with us:

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## Brexit - hope for hospitality?



### Dr. Cathy Burgess assesses the fallout for the sector from Brexit

As part of my current Hospa research project, looking at the future of the finance and revenue aspects of management, I have been interviewing a range of finance and revenue managers, including those at regional and director level. One of my questions has been about the potential impact of external issues, including Brexit. These interviews were all conducted prior to the referendum, with all interviewees expressing concerns from a business perspective.

The key points were:

- major security issues in Europe, resulting from both terrorism threats and migration, have seriously impacted on travel and therefore hotels, particularly in France, Turkey and Belgium with a major downturn in US business travellers who use luxury hotels
- worries about Brexit had already caused a downturn in conference business in and from EU countries
- therefore the hotel market feels very unstable, influencing profitability forecasts and resulting in some owners feeling very jittery - and making a lot more work for FCs and GMs
- UK hotels are major recruiters of Eastern European labour, who are seen as reliable and hard-working. Leaving the EU will cause major staffing headaches, with some very negative comments about British workers attitudes towards the industry
- this could happen fairly quickly if migrant workers decide to

move home (or elsewhere in the EU) due to worries about finding jobs

- this means, say some interviewees, that we will not only have to recruit locally, but also need to be far better at promoting the industry as a good place to work
- the Living Wage will help (and has cost many businesses a lot of money) but much more than pay is needed to persuade UK workers to join the industry
- many organisations have outsourced aspects of their businesses to EU countries, for efficiency but often also for tax reasons, and there was uncertainty about how this might change
- what about VAT? For instance, one commented that as Booking.com is located in Holland, this might impact on VAT payments
- what about rate parity? There has been a lot of discussion on this in recent years, and some countries have finally resolved the issues - how will these impact on OTAs, and on direct bookings?

More positively, there were negative comments about the current amount of compliance required by the EU, and the hope that these would reduce if we did leave.

Dr. Cathy Burgess FIH, FHoSPA - The Oxford School of Hospitality Management, Oxford Brookes University

# Are you adopting a Total Revenue Management Strategy?



**Revenue Management is not just software....it is a culture, it is a way of looking at, understanding and reacting to your business with a new focus. It's a collection of principles that underpin a structured approach to improving your organization at many levels. It's about creating a team focused around information that drives better revenue from top to bottom.**

**T**otal Revenue Management is about better decision making by using tools that allows teams to focus on what's important. It's about overseeing pricing and inventory controls, it's about allowing sales teams to evaluate the true value of contracted business, by allowing finance to evaluate performance and budgets...by allowing marketing executives to understand the ROI on their campaigns and thus spending their dollars more wisely and efficiently. It's about looking at total revenues, revenue profit margins and channel costs to help you focus on what's really driving Customer Value.

It's the Director of Revenue Management analysing the impact of actions and decisions and providing direction on how and where their teams should focus their efforts to improve profitability. It's about taking calculated risks, evaluating and questioning the results and looking at medium to longer term strategy and not being afraid of changing course if needed.

## **A Total Revenue Management approach should allow you to do all this and more**

Over the years, we at Infor have seen Revenue Management succeed and bring impressive increases in top line revenues and even better increases in bottom line profits. A key factor in these successes is a focus on a common goal, excellent communication and having a united team pulling in the same direction. Management, data analysts, RM gurus and software can all perform at the highest levels independently, but these elements need to be brought together to achieve sustainable success that delivers the best results.

We speak to many people involved with Revenue Management and this message of using data to unite all departments so that they can collectively focus on driving revenue shines through many of these conversations.

A Vice President Commercial Strategy who recently rolled out Infor Revenue Management tools into 27 hotels told us that his team are now much better at understanding the ebbs and flows of their business and are armed with the knowledge to make better decisions and be ready to answer the difficult questions he asks them.

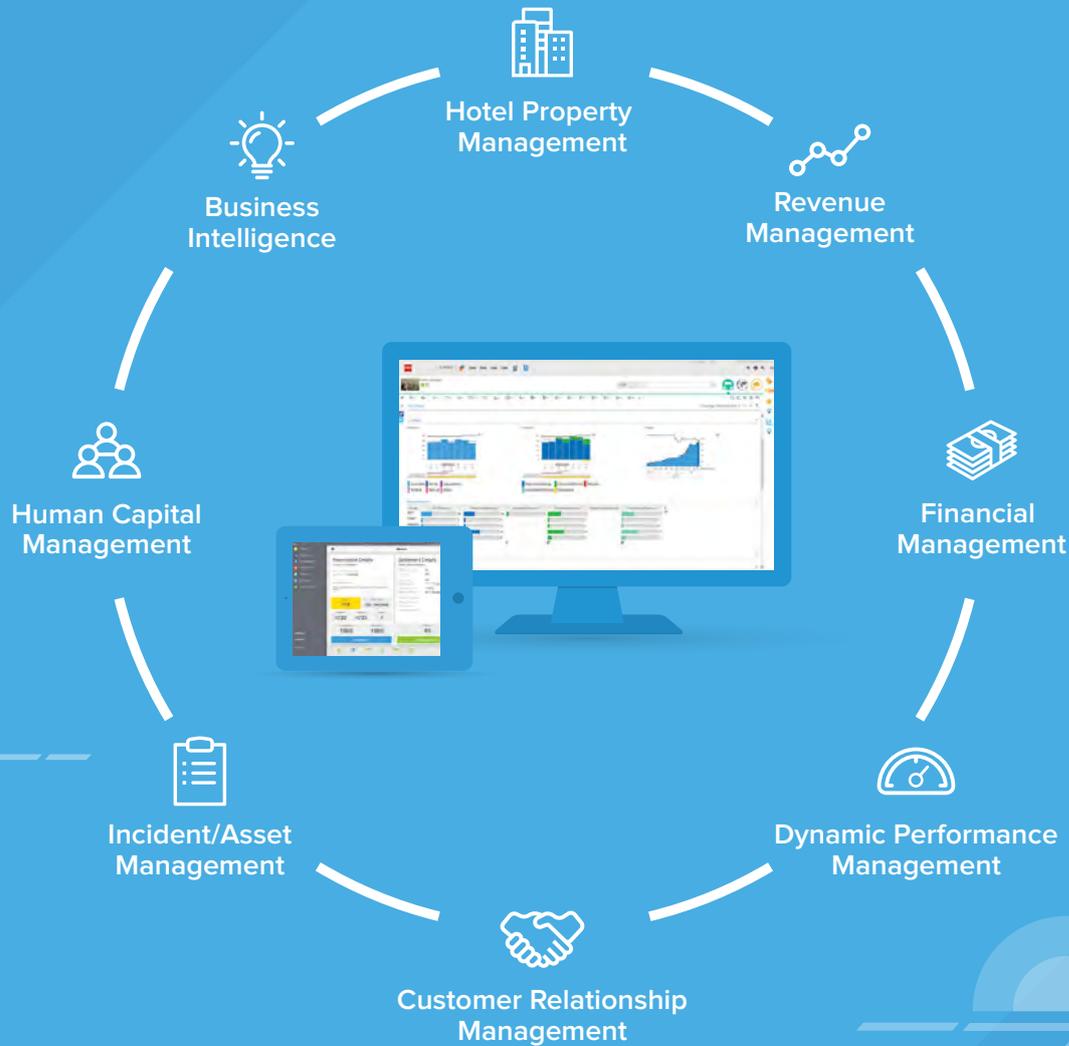
Total Revenue Management should allow users to drill down and identify problems, solutions, threats and opportunities. Tools are available to enhance the knowledge and accountability of your teams, no-one can avoid the hard truth of fully transactional, fully visible data.

All this endorses the Infor vision of helping hotels implement a Total Revenue Management strategy. Infor helps our customers implement a sustainable world class Revenue Management culture, we support and guide our customers along every step of the way to ensure they achieve the success they are looking for.

## **Total Revenue Management will help you become better business people, better colleagues, better deal makers and better hoteliers.**

Delfo Melli  
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Delfo heads up Infor EzRMS Revenue Management sales efforts into key and strategic accounts throughout EMEA. Delfo brings a wealth of industry and Revenue Management experience having previously worked for Micros-Fidelio, Ramesys, Optimis S.A and the Amadeus Hospitality Business Group.



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## Professional Development News



### Updates to the HOSPA Revenue Management courses

**E**arlier this year, HOSPA successfully applied for funding from the Savoy Educational Trust to invest in the development of our Revenue Management courses. The Revenue Management modules on Level 1 and, with effect from September, Level 2 have now been revised in collaboration with industry experts. Here are some of the activities learners will be expected to complete by level having studied the revised course materials:

#### L1: Introduction to Revenue Management

- Prepare a detailed demand calendar for your business showing seasonal and daily patterns
- Develop a value matrix to illustrate the relationship between price and quality for your business in relation to the competition
- Analyse the transactional costs for each of your market segments

#### L2: Operational Revenue Management

- Analyse the differential pricing techniques used in your business
- Assess the group business proposal process
- Review the Sales and Marketing planning process and the use of social media

#### L3: Strategic Revenue Management

- Utilise scientific approaches to pricing
- Using expected marginal revenue models to control inventory
- Developing a model for Customer Profitability Analysis

The newly revised levels of the course will provide participants with the opportunity to develop revenue management strategies

for their own business using the theories supported by spreadsheet models and other tools to apply their learning. All learners enrolling on our courses receive study packs, up-to-date textbooks, access to our online classroom with support from subject matter experts, plus additional resources from the EBSCO online library of academic and business journals including the Journal of Revenue and Pricing Management.

Individual modules from each level will be available for bite-sized learning from January 2017.

For more information email: [education@hospa.org](mailto:education@hospa.org)

## Examination results

On July 12th the HOSPA examinations took place for our learner members studying with us on our programmes in Hospitality Finance and Accounting and in Revenue Management. The examinations took place in a range of locations in the UK and overseas. The results will be released in early September following the confirmation of the grades by our assessors and External Examiners. Good luck to all those who are awaiting their results!

## Enrolment dates

We are currently enrolling for the next intakes on to our courses in Revenue Management and Financial Management with the courses commencing on the 12th September. All learners signing up receive membership of HOSPA on enrolment giving instant access to a range of resources.

## Continuing your Professional Development with HOSPA

Keeping up-to-date with the latest developments in your profession is essential. Membership of HOSPA enables you to keep developing your professional knowledge in the specialisms of Financial Management, Revenue Management, IT and Marketing as well as the ongoing developments and trends in the hospitality industry. To make the most of your membership why not try out the following:

- Login to EBSCO, our online resource of over 2,000 full text ejournals. EBSCO is a standard resource for University students and we are delighted to be able to offer access to this facility to all our members
- Join our subject specific groups on LinkedIn, where industry experts have gathered to offer information and views on the latest developments in the sector
- Attend a short course or suggest a topic for a seminar
- Join us on our regular meetings programme for the latest insights and attend HOPACE
- Read and contribute to our monthly member's journal - The Overview

## Our rising stars

Each year we recognise the achievements of our highest achieving learners at the Annual Awards Ceremony. This ceremony recognises the achievements of our students on the Financial Management and Revenue Management Programmes - to read all about our rising stars visit: [hospa.org/en/events/awards-ceremony/2015-award-winners/](http://hospa.org/en/events/awards-ceremony/2015-award-winners/)

The next Annual Awards Ceremony for 2016 prize winners will be held on the 25th January 2017 at the Hilton on Park Lane, London. The event will feature all our prize winners; a new Rising Stars Award, the Commitment to Professional Development Awards and more!

## Forthcoming short courses

### 19th October - Cost Control for F&B Operations

For all those involved with the management of food and beverage operations including head chefs, purchasing managers and food & beverage controllers. No prior knowledge of finance and accounting is required.

### 22nd November - Finance for Non-Financial Managers in Hospitality

This highly interactive course has been designed for departmental heads working in hotels and restaurants who want to learn more about the weekly and monthly trading reports, managing cash flow and interpreting the key performance indicators including REVPAR, GOPPAR and REVPASH.

Location for both courses: London

Cost: These one-day courses are priced at £300 + VAT per delegate and include lunch and course notes, plus 14 days access to the online classroom. The courses run from 9.30am until 4.30pm

To register your place at these events, please email [education@hospa.org](mailto:education@hospa.org) or call the Professional Development team on +44 (0)1202 889430.

## Are you a Hospitality Management Graduate?

If you have graduated having studied Hospitality Management, you may be exempt from one or two levels of our courses in Financial Management and Revenue Management leading to Associate level of Membership. HOSPA also offers Introductory Membership for 2016 Graduates for just £99 (+VAT) per annum.

## Need to know more about the USALI?

It is now over two years since the publication of the 11th edition of the Uniform System of Accounts for the Lodging Industry and the recommendations are being implemented into management reporting practices across the hospitality industry. An ongoing blog series written by Howard Field, international hotel specialist advisor, member of the HOSPA Finance community, one of the founding members of BAHA and author of the Guide to the 10th Edition of the USALI, focuses on the changes. Each blog entry can be found on the HOSPA website at [hospa.org](http://hospa.org)



Please take the opportunity to review his observations, give feedback and ask questions arising from the blog articles.

For more information about HOSPA Professional Development contact: Debra. [adams@hospa.org](mailto:adams@hospa.org) or call +44 (0)1202 889430

## → HOSPA PUB QUIZ

### Quizee Rascals



This year's HOSPA pub quiz in London saw 15 teams duking it out in Brown's at Covent Garden, pitting their Beyoncé lyrics with their knowledge of the names of Sarah's twins to the test for ultimate triumph.

Coming out on top with a combination of Wimbledon facial recognition (not everyone is Agnieszka Radwańska, as one team thought), random global architectural features and what on earth may have happened that day was BroDOforte. There were many tremendous team names, including Infor the Kill, The Moore You Know and the marvellous I Predict a Mar-riot (t).

Of course everyone was a winner really, including Hospitality Action, which looked set to benefit from the £5 cheaters' fine, although we are happy to report that (most of) our members are a wholesome, honest bunch.



## HOSPA

Hospitality Finance, Revenue and IT Professionals  
Professional Development

### Learn about Revenue Management with HOSPA

This modular programme is delivered online and provides an opportunity to study in-depth the revenue management strategies and techniques applicable to the hospitality sector. You will benefit from:

- Expert tuition and guidance from leading practitioners
- Up-to-date course materials and access to industry journals
- A convenient modular approach
- Relevant and practical learning
- HOSPA Associate (Cert Revenue Management) membership of HOSPA on completion of the full programme

Introductory modules are available for those new to Revenue Management leading to modules designed specifically to enable learners to apply the techniques to every day practice.

Enrolling now for September, to learn more contact us:

[education@hospa.org](mailto:education@hospa.org) / +44 (0)1202 889430

[www.hospa.org](http://www.hospa.org)

## Who are you?



### Dr. Cathy Burgess analyses the HOSPAs membership

This is the latest 5 yearly survey of the HOSPAs membership, gaining 100 responses from all communities. This is a summary of overall findings, and a future article will look at the results split between Financial managers, Revenue managers and Consultants (there were insufficient responses from IT members). Please note that not all results add up to 100%.

If you would like more detail on these findings, please see the full reports on the HOSPAs membership website.

#### Profile

Fifty-one percent worked in a 'UK capital city', 11 internationally, and the rest in UK regions. A third worked in an operational unit, and slightly more in a head or area office. For those in the hotels sector, 9 respondents worked in hotels of 300-599 rooms and 7 in those with more than 600 bedrooms, with a fairer gender split than in previous results. The 26 five star hotels were split almost equally between male and female. Half of the hotels were part of a chain, and apart from a few franchised these were split roughly equally between those that were management contract and those owned and managed. The other half were independently owned, with most being independently managed without a brand affiliation.

By community	Totals	Finance	RM	Cons
Female	40.3%	34.5%	50.0%	50.0%
Male	58.2%	65.5%	50.0%	50.0%

*Note: only 1 IT member responded to this gender question*

#### Systems

Half said they used the Uniform System layout, with only 17% saying they definitely did not. Two-thirds of the hotels are self-accounting, with the majority including statutory accounting. Only 16% of respondents said they were fully centralised. Despite this, many respondents said that some of their systems were centralised, such as insurance, taxes and systems management, which appears somewhat contradictory.

#### Experience & Qualifications

Eighty-four percent have worked more than 10 years in the industry, 34% with the same company. All question respondents said they had operational experience, and all had also worked

outside the industry. Fifty-seven percent had a degree of some sort, with females more likely to have a degree in hospitality than males. Almost a third had a professional accounting qualification. Eight respondents overall said they had no qualifications.

For the future, 89% said that a specialist degree would be important, with a similar percentage confirming the importance of a hospitality degree. Only 6% thought that professional qualifications would not be important, with no real differences between disciplines. Females continue as more in favour of achieving qualifications than males.

Many have undergone formal management training, although more than a third said that they had received none at all. Consultants and Revenue managers generally have undertaken more professional development than finance people, and females more than males overall. Disappointingly, 30% received no professional development in 2015.

## Managerial Skills

Those skills ranked as 'very important' included: communication (98.5%), problem solving (95.5%), planning (85.1%), organisation (80.6%), team work, goal-setting and leadership (all 77.6%). Comparisons between disciplines presented some variations:

Very Important	Finance	RM	Cons
Organisation	82.8%	72.7%	62.5%
Team Work	89.7%	45.5%	62.5%
Leadership	82.8%	45.5%	87.5%
Planning	82.6%	81.8%	87.5%
Negotiation	82.1%	54.5%	85.7%

If not categorised as 'Very Important', the above skills generally had 'Some Importance' for the majority of

respondents. Consultants had much stronger responses than other disciplines.

## Salaries and benefits

Overall results are given, showing that generally more males are paid in the higher scales, which may well reflect the higher proportion of males working in London & other UK capital cities, where salary levels are perceived to be higher. By discipline, Finance is paid at much higher rates overall than is RM.

Salaries	Total	Female	Male
Over £60,000	35%	28%	40%
£40,000 - £60,000	26%	12%	37%
£25,000 - £40,000	25%	40%	14%
less than £25,000	5%	12%	6%

Salaries	Finance	RM	Cons
Over £60,000	44%	27.3%	28.6%
£40,000 - £60,000	36%	28.2%	28.6%
£25,000 - £40,000	12%	45.5%	
less than £25,000	4%		

A list of benefits can be seen in the main report. All except 9 respondents said they had a bonus scheme, the rest being based on a combination of personal, unit and company performance, with less emphasis on departmental performance.

Dr. Cathy Burgess, FIH, FHOSPA Oxford School of Hospitality Management, June 2016

**HOSPA**  
Hospitality Finance, Revenue and IT Professionals  
Professional Development

The graphic features the HOSPA logo at the top left. Below it are three circular images arranged horizontally. The first circle (teal) shows a smiling woman, representing Hospitality. The second circle (blue) shows a large, ornate building at night, representing Finance. The third circle (red) shows a man in a suit holding a tablet, representing Revenue and IT Professionals.

## US and British drinkers beset by choice



**American and British consumers want a good range of options when they go out to drink, but are increasingly overwhelmed by choice, new research by CGA Group reveals.**

**T**he findings are from a major new cross-Atlantic report that compares and contrasts trends in eating and drinking out in Britain and the US. It shows that while consumers in the two countries drink out roughly as often, the US still has a much bigger culture of eating out: Americans do so 7.9 times a month on average, compared to 4.6 times for Britons.

The report also shows that US consumers are more likely to drink soft drinks and tequila out of home, while their British counterparts over-index on wine and beer. US bars tend to be much better stocked with spirits - offering nearly 66% more spirits than the average in Britain. Four in five (82%) spirit drinkers in the US say the range that is available to them is important when they consider where to go to eat or drink.

But this can lead to feeling besieged by choice: two in five (41%) consumers in the US cite deciding what to drink as their biggest frustration when going out. By contrast, the leading gripe among British consumers is getting served - cited by

nearly half (46%) of consumers as a frustration. It shows British pubs and bars need to do more to make purchases easier and faster.

The report also reveals that while three in five (59%) US spirit drinkers say visibility is an important factor in their choice, only a quarter (28%) of British drinkers do the same. More than a third (39%) of Americans value staff recommendations, compared to just one in eight (12%) British consumers.

CGA Strategy's European CEO Phil Tate says: "This new report provides some fascinating insights into trends in Britain and the US and shows that while our two countries are alike in our drinking habits in some respects, we are very different in others. It is striking to see that some consumers feel confused by choice, which emphasises the need for operators to provide an optimum range of options, well presented and efficiently delivered by knowledgeable staff. Pubs and bars that can achieve that will thrive in the years ahead."

## Half-term hits May sales



**Britain’s pub and restaurant groups saw same-store sales slip in May, with collective like-for-like trading down 1.4% on the same month last year according to latest figures from the Coffer Peach Business Tracker.**

“The later school half-term break, which this year fell in June against May last year, appears to have been a major factor – demonstrating how important the family market still is to the sector,” said Peter Martin, vice president of CGA Peach, the business insight consultancy that produces the Tracker, in partnership with Coffer Group, RSM and UBS.

“Overall, casual dining chains suffered most, with collective like-for-likes down a hefty 5.6% on last May, while pub groups actually saw a 1.0% increase in same store sales for the month, driven mainly by drink-led outlets which were up 4.5%,” added Martin. “It was definitely a tale of two markets last month.”

London also had a better month than the rest of the country, with like-for-likes up 0.9%, and London pubs and bars up 3.8%, against a 2.2% drop in same-store sales outside the M25.

“The distortion caused by the school holiday shift will work its way out next month, and operators will be encouraged by early indications of bumper sales in the first week of June, which also enjoyed good weather,” said Martin.

“However, there will be caution too, as May’s performance follows a drop in sales in April and a generally flat start to the year overall – and the underlying annual trend shows sector like-for-likes running at just 0.9% up for the 12 months to the end of May,” he added.

Total sales for the month among the 31 companies in the Tracker cohort were up 2.2% on 2015, reflecting the fact that groups are still opening new sites, if at a slower rate than previously.

Paul Newman, head of leisure and hospitality at RSM, said: “Making long-term predictions on the back of short-term

statistics is always a dangerous game. However, a 1.4% LFL decline in sales represents the biggest one-month decrease in well over two years and is clearly a worrying sign for operators and investors in the sector. In an ever more crowded market place, our conversations with operators are now shifting in focus from estate growth and rollout to driving gross margins and controlling cost inflation with major concerns around rent reviews, the NLW and next year’s rating revaluation.”

Mark Sheehan, managing director at Coffer Corporate Leisure, added: “The pub and restaurant sector has been dealt an undeniable blow by declining consumer confidence over the course of this year. For the most part, this has stemmed from general economic fears that have been worsened by the impending EU Referendum next week. With each of the home nations represented in Euro 2016, excepting Scotland, we hope to see an upturn in next month’s data, but overall, restaurant operators are undeniably struggling while pub companies are experiencing strong like-for-like growth.

“Looking further ahead, a ‘Remain’ vote in the referendum on 23 June would give a much needed boost of confidence for the sector while a ‘Leave’ vote would pile further pressure on the pound and is likely to exacerbate the weaknesses in consumer behaviour seen already this year. Notwithstanding this, a Brexit would also create a negative impact on hospitality businesses’ employment, commercial contracts and our tourism levels.”

Jarrold Castle, leisure analyst at UBS Investment Research, noted that the 12-month moving average like-for-like growth rate was falling, coming in at 0.8% in May, compared to 1.0% in April and 1.2% in March. “The moving average inside the M25 ended at 1.1% while outside it fell to 0.7%,” he added

### Pub and restaurant group sales performance for last 12 months

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>LFLs</b>	1.7%	1.1%	0.6%	1.2%	2.5%	-0.2%	1.3%	1.9%	0.0%	0.6%	-0.8%	-1.4%
<b>Total</b>	5.8%	4.8%	4.3%	4.6%	6.1%	3.5%	4.7%	5.4%	3.2%	4.9%	3.1%	2.2%

Source: Coffer Peach Business Tracker



## South West into record growth

The 2.6 % year-on-year increase in profit per room this month contributed to a 3.4% year-to-date uplift and the ongoing positive story of bottom line growth at hotels in the South West, according to the latest data from HotStats.

The South West has been one of the strongest performing regions in recent years, with profit per room increasing by 36.9% in the last 36 months, to £31.24 in the 12 months to May 2016 from £22.82 in the 12 months to June 2013.

Whilst the uplift in profit per room has primarily been driven by steady growth in total revenue, recorded at 4.4% in the 12 months to May 2016 to £100.69, and supported by astute cost management, South West hoteliers should be wary of the ever-increasing cost of labour, which has grown by 4.2% year-on-year for the month of May to £31.85 per available room, equivalent to 31.6% of total revenue.

### Commercial Segment Fuelling Strong Profit Growth for Leeds Hoteliers

Hotels in Leeds recorded a 5.3% increase in RevPAR (Revenue per Available Room) for the month of May driven by a 4.3% increase in achieved average room rate, which was well ahead of the growth in this measure for the Provincial UK as a whole at 2.3%.

The corporate sector in the city remains strong, recording an uplift in volume as well as a 6.2% year-on-year segment rate increase in May, to £75.56. The growth this month contributed to the 15.6% rate increase in the corporate segment over the last three years, to £71.92 in the 12 months to May 2016 from £62.17 in the 12 months to June 2013.

Despite a decline this month, growth in the residential conference segment has also been achieved, recording a 20.8% increase in the last 36 months, to £83.00 in the 12 months to May 2016 from £68.71 in the 12 months to June 2013.

In addition, a 5.6% year-to-date increase in Conference and Banqueting spend on a per available room basis contributed to the 4.8% growth in total revenue recorded at Leeds hotels in the five months to May 2016, further exemplifying the current strength of the commercial segment in the city.

Buoyed by business-related demand, year-to-date profit per room at hotels in Leeds has increased by 14.0%, to £32.28 from £28.32 during the same period in 2015.

### Profit Performance at Glasgow Hotels Hit by Falling Revenue and Rising Labour Costs

Profit per room at hotels in Glasgow declined by 8.4% in May, as the impact of a 3.2% fall in TrevPAR (Total Revenue per Available Room) was further exacerbated by a 3.1% increase in payroll levels on a per available room basis.

RevPAR for the month was down by 3.6% year-on-year to £65.48 from £67.89 during the same period in 2015 and top line performance has undoubtedly been impacted by additions to supply which have been developed on the back of recent robust market conditions. The addition of 563 bedrooms across 2015 and so far in 2016 will potentially challenge top line performance, particularly as 64.0% of new bedrooms are operating in the budget segment.

On a rolling 12-month average basis, profit per room has been on the decline since peaking at £42.32 in June 2015 and has fallen to £38.47 in the 12 months to May 2016. Despite this, Glasgow hotels are in a positive profit position, remaining 30.0% above the low of £29.67 recorded in the 12 months to July 2013. Whilst recent revenue declines have been measured, a simultaneous increase in costs has resulted in a more severe fall in profit per room, illustrated by the 8.4% profit drop this month on the back of a 1.8 percentage point increase in payroll as a proportion of total revenue, to 29.6% from 27.8% during the same period in 2015.

## The month of May 2016

	May'16	May'15	Var b/w		
SOUTH WEST	Occ %	77.7	76.8	0.9	▲
	ARR	79.46	76.69	3.6%	▲
	RevPAR	61.71	58.89	4.8%	▲
	TrevPAR	100.75	98.60	2.2%	▲
	Payroll %	31.6	31.0	-0.6	▼
	GOP PAR	31.68	30.86	2.6%	▲

	May'16	May'15	Var b/w		
LEEDS	Occ %	76.3	75.5	0.8	▲
	ARR	78.52	75.32	4.3%	▲
	RevPAR	59.87	56.84	5.3%	▲
	TrevPAR	108.33	105.40	2.8%	▲
	Payroll %	29.8	28.8	-1.0	▼
	GOP PAR	37.05	34.49	7.4%	▲

	May'16	May'15	Var b/w		
GLASGOW	Occ %	84.0	84.7	-0.7	▼
	ARR	77.99	80.18	-2.7%	▼
	RevPAR	65.48	67.89	-3.6%	▼
	TrevPAR	108.68	112.25	-3.2%	▼
	Payroll %	29.6	27.8	-1.8	▼
	GOP PAR	37.51	40.95	-8.4%	▼

## The Calendar year to May 2016

	YTD'16	YTD'15	Var b/w		
SOUTH WEST	Occ %	71.3	71.3	0.0	▲
	ARR	78.91	76.12	3.7%	▲
	RevPAR	56.27	54.29	3.7%	▲
	TrevPAR	92.53	90.88	1.8%	▲
	Payroll %	33.2	32.8	-0.4	▼
	GOP PAR	25.72	24.87	3.4%	▲

	YTD'16	YTD'15	Var b/w		
LEEDS	Occ %	72.5	73.3	-0.8	▼
	ARR	76.40	72.86	4.9%	▲
	RevPAR	55.37	53.38	3.7%	▲
	TrevPAR	103.76	98.98	4.8%	▲
	Payroll %	30.6	30.6	0.0	▼
	GOP PAR	32.28	28.32	14.0%	▲

	YTD'16	YTD'15	Var b/w		
GLASGOW	Occ %	76.2	78.5	-2.3	▼
	ARR	77.10	75.54	2.1%	▲
	RevPAR	58.78	59.29	-0.9%	▼
	TrevPAR	98.93	99.36	-0.4%	▼
	Payroll %	31.0	30.4	-0.6	▼
	GOP PAR	30.10	31.07	-3.1%	▼

## The twelve months to May 2016

	Rolling'16	Rolling'15	Var b/w		
SOUTH WEST	Occ %	75.8	75.5	0.4	▲
	ARR	80.57	75.80	6.6%	▲
	RevPAR	61.11	57.05	7.1%	▲
	TrevPAR	100.69	96.44	4.4%	▲
	Payroll %	31.1	31.7	0.6	▲
	GOP PAR	31.24	28.74	8.7%	▲

	Rolling'16	Rolling'15	Var b/w		
LEEDS	Occ %	77.1	77.0	0.1	▲
	ARR	76.62	72.64	5.5%	▲
	RevPAR	59.04	55.93	5.6%	▲
	TrevPAR	109.65	105.12	4.3%	▲
	Payroll %	28.9	29.4	0.5	▲
	GOP PAR	36.99	32.45	14.0%	▲

	Rolling'16	Rolling'15	Var b/w		
GLASGOW	Occ %	81.9	82.5	-0.6	▼
	ARR	81.21	82.66	-1.8%	▼
	RevPAR	66.48	68.18	-2.5%	▼
	TrevPAR	110.28	112.39	-1.9%	▼
	Payroll %	28.3	27.5	-0.8	▼
	GOP PAR	38.47	41.37	-7.0%	▼

**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](mailto:enquiries@hotstats.com)  
 visit [www.hotstats.com](http://www.hotstats.com)  
 or follow us on Twitter and LinkedIn

# Members' Events

## 5th September

**Career Development - The journey from Reservations Clerk to Commercial Director (via Revenue Management Director)**

### Event Details

In hospitality we always want to give our guests exactly what they want. With service as well as product we try to deliver the right value proposition for each one of our guests. This is of key importance as consistent non-delivery would lead to bookings drying up and the hotel being half empty. So from the service and product side, we generally have most boxes ticked.

One area we potentially do not live up to the guest expectation is the booking experience. There is no hotel that has a quick book now button like Amazon has. OTAs are much more successful in converting business than we are on our website. Do we really understand what our guests want or do we even really understand our guests?

We will share some interesting insights from different angles and have an interactive discussion about what it is our guests want. Be sure to join us on the 5th September in London.

For more information or to book your place, please contact Jenny. Rose@hospa.org

## 7th September

**HMA - Social Media Workshop**

### Time

8.30am - 10.30am

### Location

The Rooms at Browns, St Martin's Lane, Central London

### Price

Free for HOSPA and HMA members; £35 per person for non-members

### Event Details

Facebook and Instagram are two of the most efficient ways for hoteliers to drive qualified traffic to their website and convert it into actual bookings. Yet over the years, many have invested a great deal of time and money into it and are now left with little to no engagement on their pages and no clear idea on what to do about it.

During this session, we'll tackle the main misconceptions that are stopping hoteliers from unlocking the power of social media and share some of the newest strategies to drive concrete and measurable results to your hotel.

### Contributors:

- Jerome Courtial, Founder & Creative Director, JCMT The hospitality specialist for the social age
- Jennifer Zajac, Area Digital Marketing Manager, Hyatt

This session will be intermediate, for marketers who already have some experience with Facebook and Instagram communities and campaigns and want to take it to the next level.

Reserve your place today

## 15 September

**Regional Quiz Night In Glasgow**

### Location

Radisson Blu, 301 Argyle Street, Glasgow, G2 8DL

### Event Details

Join us for the Regional HOSPA Quiz Night! 15th September in Glasgow!

The event starts from 6.00pm on 15th September for a light meal, drinks and networking with the quick fire quiz rounds starting at 7.00pm prompt. There will be a magnum of Champagne for the winning team and various other prizes!

Cost: £20.00 per person (includes a drink and finger food) with teams of up to six allowed (prices are inclusive of VAT). Individual bookings are also accepted and will be placed together on a team.

This is one of the highlights of the HOSPA social calendar so book today to avoid disappointment - teams are limited!

To book individually or book your team of 6 please download and complete the booking form; Regional Quiz Night Form 2016 and send back to Jenny Rose, jenny.rose@hospa.org

This is a general pub quiz (not hospitality focused) and will include questions such as:

"Vodka, Galliano and orange juice are used to make which classic cocktail?"

## 19 September

**Meetings and Events Technology and Solutions**

More information to follow.

To book, please contact Jenny.Rose@hospa.org / 0203 418 8196

## 21 & 22 September

**Hotel Revenue Management: Pricing, Marketing & Distribution**

### Event Details

A SnapShot in revenue management at The University of Surrey, introducing a more collaborative approach to Demand Management.

The course aims to broaden an understanding of Revenue Management, promising some hard work, fun interactive exercises, along with opportunities to network. Attendees will apply their learning by taking part in a competitive web based simulation, responding to business situations, and using market intelligence to make decisions throughout a year of trading. The course will wrap up with an analysis of 'big data' together with discussions on future trends in Revenue Management.

The course is designed and delivered by University of Surrey in partnership with SnapShot, a Berlin-based startup which provides analytics for hotel data, stored in the cloud, and presented on an intuitive, actionable dashboard. The School's Centre for Research and Enterprise offers open and bespoke executive education programmes to meet the increasing demand for industry-specific learning and development.

The partnership between the University of Surrey and Snapshot ensures the course provides attendees with access to the latest in both academic research and industry real time developments in the area of Revenue Management.

You will find yourself in a friendly and mutually supportive atmosphere of interactive discussions, and practical workshops.

## Programme goals

The programme will provide attendees with an in-depth understanding of:

- The pillars of Revenue Management: Pricing, Marketing and Distribution
- The key areas that revenue management tackles
- The breadth and types of data available to revenue managers
- The importance of consistent data structure and analysis
- The Key Performance Indicators used in benchmarking and why they are important
- Pricing strategies relative to demand and value and their impact on hotel performance
- The importance of adopting a collaborative approach to managing demand through distribution channels
- Developments in the area of revenue management and current trends

As Revenue Management evolves, it is important for knowledge of the revenue function to be extended across departments. This program will allow you to contribute more effectively to the revenue decisions being made in your hotel and understand how to answer those difficult queries from your customers around pricing.

## Participants

The course has been developed to suit those who have had little exposure to Revenue Management previously, but have an interest in understanding the role of a revenue manager in a hotel. It is meant as a foundation course, perhaps for those who are looking for a move into Revenue Management, or to be able to contribute more to this function in an existing role.

For more information and to book please contact:  
cre@surrey.ac.uk / +44 (0)1483 683780  
University of Surrey, Guildford, Surrey, GU2 7XH, UK

**19 October**

## Cost Control for F&B Operations

### Location

London

### Event Details

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 £300 + VAT per delegate and includes lunch and course notes, plus 14 days access to the online classroom. The course runs from 9.30am until 4.30pm.

### How do I register?

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

For more information please email [education@hospa.org](mailto:education@hospa.org)

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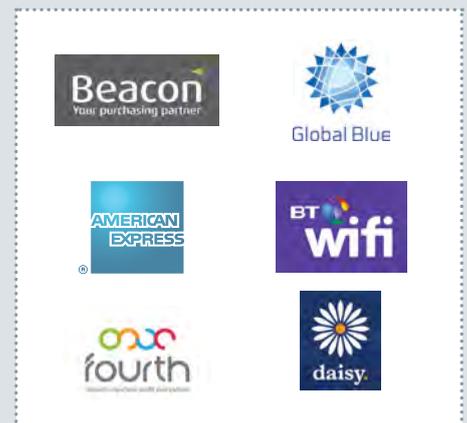
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# Application For Membership



Hospitality Finance, Revenue and IT Professionals

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Title (Please tick)	Mr <input type="radio"/>	Ms <input type="radio"/>	Mrs <input type="radio"/>	Miss <input type="radio"/>	Other (Please specify)
Forenames					
Surname					
Date of Birth				Nationality	
Job Title					
Company Name					
Parent Company					
Work Address					
Postcode					
Work Email					
Work Telephone					
Work Mobile					
Home Address					
Postcode					
Home Telephone					
Mobile					
Home Email					
Correspondence Address (Please tick)	Home <input type="radio"/>	Work <input type="radio"/>			

## Which grade of membership are you applying for?

You would normally be granted Ordinary status, but if you wish to be considered for a higher grade then please indicate which and ensure you submit a CV to support your application. Corporate membership is available for 5 or more colleagues. Please call +44 (0)203 4188196 to discuss or email [hospa@hospa.org](mailto:hospa@hospa.org).

Status (Please tick)	Ordinary <input type="radio"/>	Ordinary Student <input type="radio"/>	Associate <input type="radio"/>	Fellow <input type="radio"/>
Your Signature				Date

## BOOK NOW! HOSPACE 2016

Thursday 10th November

Sofitel London Heathrow, Terminal 5

### Hospitality Conference Exhibition

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

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

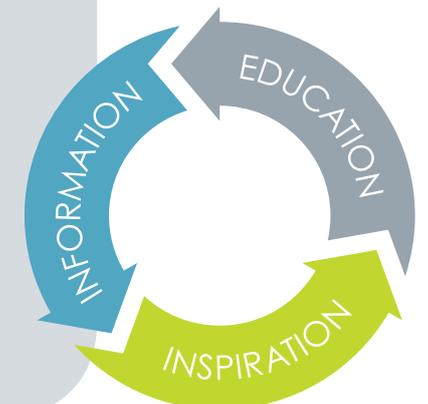
HOSPACE is also home to an Industry Specialist Solutions Exhibition - covering all aspects of your Hospitality business.

#### Who should attend this event?

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

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

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