



Hospitality Europe Business News – Issue 17 – 18 February 2019

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INDUSTRY INTERVIEWS

Interview with Mr. Will Day, Sustainability Advisor to PwC



Will Day spent twenty years working with a range of relief and development NGOs (Save the Children, O FAM, Opportunity Trust and CARE International) in Uganda, Kenya, Ethiopia, Sudan and Somalia, and as CEO in the UK. He was involved in the establishment of Comic Relief, a fundraising and grant making organisation, before which he spent time as a broadcaster for the BBC World Service.

He has been Chairman of Water and Sanitation for the Urban Poor (WSUP), Trustee and Chairman of the Overseas Development Institute (ODI), Chairman of the Sustainable Development Commission, the UK government's independent advisory body. He has been Chairman of the BBC Children in Need Appeal, the largest grant giver for disadvantaged children in the UK, and was an independent assessor for the public appointments process of the UK's Department of Culture, Media and Sport (DCMS). He was a Special Advisor to the United Nations Development Programme (UNDP) between 2004 and 2009, and UK Commissioner on the Ramphal Commission on Migration and Development in 2010/11.

1. The International Paris Climate agreement foresees to limit global temperature rises to well below 2°C. Can you tell us more about what that concretely means for businesses in Europe and about the wider implications for future public policies across Europe?

The world's scientists are clear that whilst the Paris Agreement was an historic achievement, the impact of a 2 degree warmer world are potentially catastrophic (https://www.ipcc.ch/site/assets/uploads/sites/2/2018/07/SR15_SPM_High_Res.pdf). The expected social, economic and environmental costs of this are enormous, and one of the expected practical consequences is that businesses will be required to understand, measure and report on their exposure to these risks. It makes good business sense to do so anyway. PwC produces an annual Low Carbon Economy Index (<https://www.pwc.co.uk/sustainability-climate-change/assets/pdf/low-carbon-economy-index-2018-final.pdf>) which shows that some countries at least have been able to grow their economies whilst lowering their carbon footprint, but the pace of change that will be needed to meet these challenges is also accelerating, with a remaining global carbon 'budget' at current rates estimated to be 12 years. This heightened urgency is likely to lead to significant public policy interventions both to reduce greenhouse gas emissions (eg. carbon pricing, taxation) and to encourage the uptake of new and more efficient technologies. Businesses that do not understand these issues, or are not seen to be responsible in this area, will find their costs increasing, and potentially declining trust from their customers.

2. Tourism is responsible for about 5-6% of the global greenhouse gas emissions, with the hospitality accounting for 20% of that share. As international tourists arrivals are expected to grow by 43 million a year on average until 2030, a recent study shows that, to fulfil its share of the Paris International agreement, the global hotel industry will need to reduce its greenhouse gas emissions per room per year by 66% by 2030 and by 90% by 2050 compared to 2010 levels. This seems a herculean task for a sector which is composed at 90% of micro-enterprises. What could public authorities in Europe do to help hospitality businesses deliver on this challenge?

I agree that this challenge seems enormous, and as a consequence, the responses will need to involve all players in the system. Public authorities will take further steps to de-carbonise electricity grids and transport systems, as well as heating and cooling, which represent a large element of the footprint of buildings. They will seek to encourage investment in mitigation measures such as the reduction of waste and improved energy efficiency. Some of this will be driven by public policy and regulation; by taxing and/or providing tax relief for climate friendly behaviour and investment. Another requirement will be the need to move towards a more circular economy which will require improved recycling processes and systems, as well as the redesign and formulation of products. The setting of sensible targets and the measurement of progress against them is vital, and hundreds of companies have adopted science base targets (<https://sciencebasedtargets.org>) to help them better understand and respond to the situation.

3. HOTREC has just released a brochure on energy efficiency with guidance and solutions to improve energy efficiency in the sector. It follows another set of recommendations published last year to help to reduce food waste. In your opinion, what are the easiest solutions hospitality businesses could implement to reduce their carbon footprint? Apart from energy and food waste, which aspects should be tackled in priority by the sector?

As HOTREC is clearly aware, there are obvious and practical steps that individual businesses can take to understand and then act on reducing their energy, water and waste footprints. Maybe more fundamentally than that, whilst the combined purchasing power of individual HOTREC members may be relatively modest, collectively it is significant. The conversations that will need to happen with suppliers about the impact of their own activities, and decisions to purchase more sustainable goods and services will send important signals, and will be a vital element in bring about the necessary scale of change. In addition, a recent report on the very clear link between climate and diet (<https://eatforum.org/eat-lancet-commission/>) highlights the need to make big changes in agricultural production, and to reduce the global consumption of meat. In the light of these, we are likely to see a change in customer preferences. Already in the UK at least, the fastest growing segment in the food retail sector is to meet the growing demand for a vegan diet. Rather than wait for that to happen, successful, imaginative businesses, regardless of their size, will wish to make it easier for their customers to enjoy their hospitality and reduce their impact at the same time.

Interview with Pierre-Emmanuel Derriks, Executive Director at YOURCAREERGROUP



After studying in Vienna and Brussels, completed successfully with an MBA degree Strategy and Marketing, Pierre-Emmanuel Derriks started at StepStone group in 1999. Since more than five years, he is operating as Managing Director of YOURCAREERGROUP, corporate parent of HOTELCAREER.

What he enjoys the most about working for hospitality industry? The sector is in constantly change through ages. Employer branding and shaping the sector to an attractive industry to work in becomes important at any rate. With HOTELCAREER's vision, taking full responsibility and making the industry an attractive place to work for, the company enables people to find the job they love and provides organizations with the right service-minded people. Hence, HOTELCAREER directly contributes to unforgettable moments in a guest's life.

1. HOTELCAREER has recently developed a study on “How to attract, recruit and retain a global workforce”. Can you please highlight the main results of the study?

The hospitality industry offers a wide range of working opportunities and we wanted to find out what motivates people to work (abroad) and what are their preferences within our industry. We stretched our survey across Europe and more than 22,200 respondents participated. We asked global talents, what they find important and also what matters less to them. ‘We’ that is the hospitality job boards HOTELCAREER, Caterer.com, CatererGlobal and turijobs, all belonging to the StepStone Group. Key findings show, talents would not hesitate to leave their current job, anytime. Almost two-thirds of all persons surveyed intend to change jobs soon. Staff are currently less attached to their roots and job and more willing to relocate. 85% of them don't limit their options to a specific country. Since employers are in constant need of new staff, jobseekers are more aware of their “market value”. Employees have the upper hand and higher demands nowadays. New job experiences are at the top of the “wish list”, followed by career progression, more challenges and excellent working conditions. To our surprise, lower living costs have been mentioned as the least important reason for employees to work abroad. The study results vary just slightly between countries and age groups.

2. The study suggests that workers can move from one country to another in order to develop a career within the sector. Nevertheless, there are countries, that suffer from the “brain drain” phenomena and fear to promote mobility. What would be the arguments, you would present in favour of mobility?

With regards to “brain drain”, we have asked candidates whether they want to stay in their home country or would move for a job. If we look at the group of talents, who consider relocating abroad, we can also see, that some would prefer to stay in the country, they are currently working in. This gives employers the opportunity to attract both, candidates wanting to stay, as well as those, wanting to move abroad. An interesting finding is, that once jobseekers change their job, they wish to stay on in their new role. 53 % of all hospitality talents surveyed, intend to work abroad for as long as possible. They don't plan to change their job, as quickly as they actually do. We found, that employers, who have good strategies in place, in order to attract talents “in high demand” and who adapt to the needs of top talents, can build long-term relationships and do not need to worry about mobility. This is especially true for countries suffering from the “brain drain” phenomena.

3. In your opinion, what are the actions the hospitality sector could implement, in order to overcome the challenges of skill shortages, staff turnover, skill mismatches?

With global career opportunities come diversity and intercultural aspects into play. Moving to another country and working abroad does not always go well. Relocating needs a lot of thought. Company culture, country specifics, local and regional infrastructure -to name a few- all need to be taken into close consideration. Employers, who take care of their employees' right from the start, have a much greater chance to overcome any skill shortages or mismatches. And if recruiters make benefits and advantages more visible and communicate it through the right channels, businesses can create the much-required authenticity. The study reveals, that employers can deal much better with staff turnover, when they install and maintain a positive working environment, offering flexible tasks, workflows, great customer/guest care and support good teamwork. And of course, showing sincere appreciation is one of the most motivating factors for any employee. To put everything a nutshell: attract, recruit and retain a global workforce, by maintaining a great working environment– inside and outside your company walls. One that is pleasant and can be tuned to your employees 'wish list'. After all, a happy employee and happy guest -spreading the word- are your brand's best advocates. And who knows, some guests may turn out to be the perfect match to a role you have been so desperately looking to fill. They've already experienced the wonderful hospitality at your place!



Interview with Adrian Joyce, Secretary General of EuroACE



Adrian Joyce is Secretary General of the European Alliance of Companies for Energy Efficiency in Buildings (EuroACE), whose members are Europe's companies that provide the products, equipment and services that go together to create high energy performance in buildings.

Adrian Joyce is also the Campaign Director of the Renovate Europe Campaign, which was initiated by EuroACE in 2011 in order to stop energy waste in buildings. Its ambition is to reduce the energy demand of the building stock in the EU by 80% by 2050 as compared to 2005. Adrian Joyce is a professionally qualified architect who, having graduated from University College Dublin in 1984, spent 17 years in private practice (working in the UK, France, and Belgium and in his native country, Ireland) before getting involved full-time in architectural policy. He is currently Chairman of the Coalition for Energy Savings.

1. EuroACE, the European Alliance of Companies for Energy Efficiency in Buildings, recently co-signed the HOTREC Charter promoting the use of sustainable energy and improving energy efficiency in the hospitality sector. You are also aware of the fact that HOTREC published in December 2019 a brochure providing guidance and solutions to raise energy efficiency in the hospitality sector. How do you think the cooperation of EuroACE with HOTREC could develop in the years to come in order to improve energy efficiency?

As a policy-oriented business association, we are very well placed to assist HOTREC and others in getting to grips with recent, important changes to EU legislation. I am referring to the amended Energy Performance of Buildings Directive on which we recently published a fairly comprehensive guide. EuroACE followed the legislative negotiations very closely and advocated for significant changes in the Directive, particularly in relation to the energy renovation of existing buildings and the strengthening of requirements around technical building systems, automation and controls.

Many of the changes – that must now be transposed to national law in each and every Member State – will affect the hospitality sector. For example, when a new building is being designed and built, it will have to be a nearly zero-energy building (nZEB), as all buildings occupied after the 1st January 2021 must be nZEB. If a building is undergoing renovation or retro-fitting and it benefits from a public grant or subsidy, the whole building will have to be brought up to minimum energy performance standards applicable in the territory where the building is located.

Another change that I believe will affect many of the larger buildings in the hospitality sector is the mandatory requirement that all tertiary buildings whose technical systems have a rated output of over 290kW, must be equipped with a building automation and control system before 2025.

So, I believe that EuroACE could be a knowledge provider to HOTREC and its members on EU legislation that affects the energy performance of buildings.

On the other side, I believe that HOTREC can be a source of real-life stories about great building projects in the hospitality sector that are fully compliant with the long-term goals of EU legislation. EuroACE can then promote and publicise those stories directly or via our Renovate Europe Campaign proving that what we have been advocating for is not only possible but is already happening in many countries!

2. Could you provide us some business solutions that could help hospitality companies reduce energy consumption and save energy costs?

As a policy-oriented association we do not delve into specific recommendations for business solutions. However, we can say that there are several key principles that should always be kept in mind, many of which are captured in your very good brochure giving guidance on raising energy efficiency in the European hospitality industry.

The first thing is to know your starting point. To do this, an audit and an on-site assessment of the current state of the building is essential. Such a visit should include a description of the building, its age, technical characteristics and condition. It should also include a close examination of the installed technical building systems and a calculation of the current energy performance of the building.

The next step is to understand how the building is used, what activities are carried out there and at what times of the day. Delivering high-quality services to clients will, evidently, be primordial and any changes to the building must only improve the quality of those services.

Then, armed with all this information, it will be necessary to work with an independent energy efficiency expert who can assist in creating a plan or roadmap that is tailored to the building, the available budget and desired outcomes. That plan will then guide the investments in such a way that stage-by-stage the building moves from its starting point to become a highly energy efficient and decarbonised building.

It is noteworthy that the amendments to the Buildings Directive that I spoke about earlier now requires that all Member States of the EU put a plan in place that will lead to the transformation of their building stock to become highly energy efficient and decarbonised by 2050. Buildings in the hospitality sector will not escape this requirement.

3. As you know, the hospitality sector is composed of 2 million companies, 90% of which being micro-enterprises. Taking this fact into account, what do you think the European and national solutions could be to help the sector become more sustainable? What role do you think public authorities could play?

Public authorities are being pushed by regulation to really focus on the actions that will be needed to transform the building stock in the EU to become highly energy efficient and decarbonised. To do that they must develop long-term renovation strategies that take account of the nature of their building stock. They must inter alia, consider how to address the worst-performing buildings first, how to mobilise financing and how to engage stakeholders.

On financing, the next European Budget is currently under negotiation and the signs are that there will be more money available for climate-related investments, which includes energy efficiency motivated investments. For buildings, this is especially so under InvestEU – the next phase of the so-called Juncker Fund. The hospitality sector should be well placed to receive funding from InvestEU to transform its buildings to being highly energy efficient and decarbonised.

So, rather than talk about what public authorities can do for the hospitality sector, I think it would be more powerful to consider what the hospitality sector can do for the public authorities. After all, who understands the sector better?

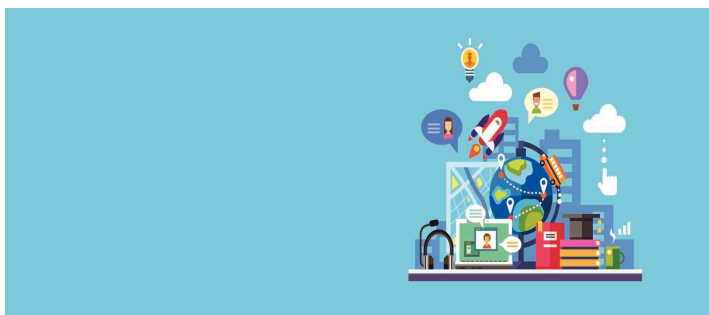
I would urge you to engage constructively with the public authorities at all levels from the EU level through the national and regional levels to the local, city level. Be ready to deliver data about your sector, to propose actions and approaches that are in harmony with your requirements, but that also allow the public authorities to more easily and readily fulfil their mission to deliver the best support possible for the transformations we face.

It will only be by working together that we will achieve our common long-term goal and EuroACE looks forward to a fruitful cooperation with HOTREC in the years ahead!



DIGITAL ISSUES

HOTREC encourages innovation and start-ups by its new online start-up platform



On 17 December 2018, HOTREC launched its free online European hospitality start-up platform, fostering the relationship between, on the one hand, mainly European start-up companies offering their services to hospitality businesses and, on the other hand, hospitality enterprises looking for business solutions for their day-to-day challenges.

The online platform is accessible, via www.hospitality-startup.eu, to all companies which are working or intend to work with hospitality businesses and which are not older than 5 years. Companies offering goods or services in relation to robotics, human resource management, sustainability, reservations, etc. are visible to hospitality businesses, which may contact them for possible new business relations.

With this initiative, HOTREC would like to help especially small start-up companies to prove their abilities on the market and for hospitality businesses to easier find solutions and partners for their challenges arising. Thus it should be a win-win situation for both start-ups and hospitality businesses and at the same time an encouragement for innovation and especially European start-up companies.

Online platforms to be more transparent towards consumers following UK authority action



Some major online hotel distribution platforms (Booking.com, Expedia, Trivago, Agoda, Hotels.com, ebookers) have submitted commitments to the UK Competition and Market Authority (CMA) to increase transparency of their sites vis-à-vis consumers. This is the result of the CMA investigation into their practices, which was launched in October 2017. This investigation covered practices linked to pressure selling, misleading discounts, search results and hidden charges.

With the implementation of the current commitments of these platforms by 1 September 2019, a more transparent operation of these sites is expected in the UK market, with possible spillover effect on other markets as well.

It is to be noted, that with the ongoing revision within the European institutions of the EU Consumer Law clearer and stricter obligations are to be expected regarding online platforms' transparency towards consumers in the EU

Web exposure of SMEs in France



GNI's partner called AFNIC, unveiled results of the big auto-diagnosis of web visibility of French SMEs. They predominantly (94%) consider that web is fundamental tool: to present their activity (68%), to be found by customers (49%) and to communicate with them (39%). Most of them (76%) have got web site and/of social media page. However 59% never give more than one hour per week to that.



Digitalisation and Restructuring: which Social Dialogue?

The joint European research project Diresoc intends to contribute to a better understanding of the impact of digitalisation on four sectors including the tourism sector.



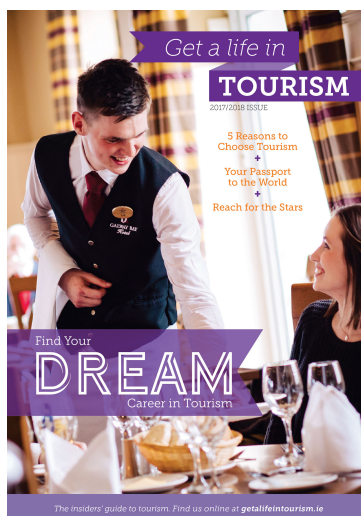
In April 2019, researchers will launch an international questionnaire survey addressed to employers and unions representatives at company and sectoral levels in eight countries (Belgium, Bulgaria, France, Germany, Italy, Portugal, Spain and Sweden). Your participation is essential to help understand social dialogue practices linked to digitalisation and restructuring. If you are interested in participating, or if you have further questions, please contact info@diresoc.eu or visit the website www.diresoc.eu.

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EDUCATION & TRAINING

IHF South East Careers Showcase



The Irish Hotels Federation recently worked with South East Regional Skills on a pilot project to help promote Tourism and Hospitality career options to secondary level students from the South East region.

The event took place in IT Carlow and representatives from various sectors participated in the event, Construction, Food-Life Sciences, Engineering, Communications Technologies, Financial Services along with Tourism and Hospitality.

The event took the form of 'speed dating' – groups of students visited each room and spent a half hour hearing about their career options in that particular sector and then moved to another room. Over 500 secondary students and 100 adult learners attended the event.

In the tourism and hospitality room students heard about the wide array of career choices in our sector and they got an opportunity to listen and speak to hospitality professionals from three hotels along with helping out with Cooking and Mocktail making demonstrations.



New rules for apprenticeship in France



In 2019 there are new rules in France concerning apprenticeship. For all new contracts signed in 2019, the French Law on Professional Future (adopted on September 5th 2018) has renewed status of apprentices and has raised their payment. It has also merged all financial aids in one.



New certification for European hotel director



According to Hospitality Inside, a new certification for European hotel director is born, stating knowledge, skills and competencies of a professional hotel manager. The certification is an official document issued by the European Committee for Standardization: the European counterpart of the International Organization for Standardization (ISO). The admissibility of the candidates applying for the certificate will be verified by Intertek, an international certification service provider listed on the London Stock Exchange.

What is it, exactly?

The procedure provides a deep analysis of the candidate's curriculum, followed by both an oral and a written examination, under the supervision of Intertek. There are two different levels of certification: one dedicated to Hotel General Managers (HGM) and one called Senior HGM, which is reserved for directors with at least ten years of operative experience (eight years for graduates). The document defines six business macro-areas of proficiencies: global vision, organization, control, human resources, operative department management, planning, and target definitions. Each macro-area is then further subdivided into a long series of specific activities. For example, the global vision area includes various tasks such as the definition of commercial strategies, as well as of e-commerce and sale plans, all decisions regarding the property positioning and its visibility on social media, the conclusion of agreements, and the implementation of a control system for the procurement chain.

Main Goal

ISO may soon adopt the document, in order to widen the certification perimeter behind European borders



Participate in the NTG survey on new skills needs in tourism!



The **Next Tourism Generation Alliance (NTG)** is the first European partnership and alliance for improving a collaborative and productive relationship between education and industry. The NTG Alliance will provide employees, employers, entrepreneurs, teachers, trainers and students with a set of Core NTG modules in digital, green and social skills.

The goal is to establish a Blueprint Strategy for Sectoral Skills Development in Tourism to respond to the fast-changing and increasing skills gaps in digital, green and social skills sets. NTG also aims to create transformative cooperation in five key tourism sub-sectors: hospitality, food and beverage operations, travel agencies and tour operators, visitor attractions and destination management.

The aim of the **NTG skills survey** is to detect if a gap exists between current levels of skills in the business field of Tourism and what is needed as skills in the future in 2030. Therefore an online questionnaire was created, you can access here:

https://buas.eu.qualtrics.com/jfe/form/SV_aabSamvmBvltEhL

Starting on Monday 14th January 2019, it is open for initially three weeks.

This applied research will be used to map the importance of digital, social and green skills for tourism businesses in the EU now and in the future. The NTG alliance holds a mirror towards the industry itself, to act strategically towards our future generations of tourism stakeholders, professionals, and students in view of serving our customers.

The five most common guest complaints in hotels and possible staff reaction



According with Derek Wood, a specialist in customer satisfaction in hospitality services, who works for Guest Check, the five top guest complaints and possible staff reaction count with the following:

- “My room is too hot/cold.”: temperature is a vital part of the guest comfort. What the staff can do about room temperature will depend on what the problem is. In most cases, the best way to handle this is to direct your guests on how to adjust the temperature for themselves with their in-room AC unit or thermostat. Ideally, there will be easily readable printed instructions on the unit itself but be prepared to walk guests step-by-step through the process. For guests that insist they just don’t understand thermostat technology, your staff may need to ask their preferred temperature and set the thermostat themselves;
- “I can’t access the wifi”: While there’s not much staff can do about ‘slow’ wifi, many guests will simply need help getting connected when they first check in. Often, wifi passwords are hand-written on a card in the guest book. The password may be hard to see or your proprietary wifi login may be confusing to navigate. Staff should be trained in the wifi login process so they can carefully walk guests through this as needed. As for wifi speed, this should be handled as one of many unsolvable ‘problems’ unless you really do have an on-site network admin.
- “There is too much noise in the room” - If the noise is coming from outside the hotel, the staff can offer to move the guest up some floors or across the floor plan to get them away from the noise. This transition will be easier (and more enjoyable) with a luggage cart so that guests don’t have to pack completely back up. If the noise is coming from inside the hotel (other guests or, perhaps, a service room), you can either try to squelch the noise or, again, move the guest. If the guest does not want to move or retract their complaint, consider offering them complimentary ear plugs.
- “I found a ____, my room isn’t clean!”: Some guests will be fine with a quick re-cleaning and some will be truly disgusted or outraged. For upset guests that will move, offer them a new (recently inspected) room and a ‘fresh start’ on feeling luxurious. If they won’t move, offer them a complimentary meal in the restaurant or spa treatment while cleaning staff takes another swing at making the room pristine.
- “I have a problem with your hotel service...”: Each service-related complaint must be handled with the utmost care and respect. Apologize to the guest and offer the closest thing your hotel can provide to what they expected to receive.

LOBBYING

UMIH will sign two more agreements to curb alcohol related harm



As a member of the European Alcohol and Health Forum, UMIH is engaged in many actions to curb alcohol related harm.

UMIH Cafés, Brasseries and Night Establishments works closely with MILDECA (Inter-ministerial Mission to Combat Drugs and Addictive Conducts) on the progress of the new government plan, the application of the rules of the Public Health Code, the reform of the regulation of drinking places, etc.

It is in a process of support for a better local festive life that MILDECA signs a partnership agreement with cities on prevention measures, better awareness, the implementation of a Plan to better protect young people and a debate on topics and good practices concerning the activities of the municipality in order to set up a local commission.

On January 25th, a new agreement will be signed with the city of Beziers and later this year with the city of Nice. The first three agreements were signed in 2018: September 19th with Cherbourg-en-Cotentin, October 17th with Calais and November 13th with Montrabe.



BUSINESS TREND & STUDIES

International tourist arrivals continue growing!



The latest figures on world tourism issued by the World Tourism Organization (UNWTO) show that international tourist arrivals grew 5% year-on-year in the first nine months of 2018. This reflects continued strong demand in a favourable overall economic context.

All world regions enjoyed robust growth in international tourism in the first nine months of this year, fuelled by solid demand from major source markets. Asia and the Pacific led growth (+7%), followed by Europe and the Middle East (+6% each), Africa (+5%) and the Americas (+3%).

Despite comparatively slower growth between July and September, UNWTO estimates that destinations worldwide received 1,083 million international arrivals through September, an additional 56 million when compared to the same period of 2017.

With few exceptions, preliminary data on international tourism receipts confirm the positive trend seen in arrivals, with particularly strong results in Asian and European destinations.

Among the top earners, tourism earnings in the United Kingdom were up by 12% despite a decline in arrivals. In Australia, receipts increased by 11% whereas France reported an 8% growth and Italy 6%, both in line with growth in arrivals. Tourism receipts in the United States, Spain and Germany went up 3%.

In Asia, China recorded a 21% increase in tourism earnings, with Macao (China) and Japan also leading results with 20% and 19% growth, respectively.

International tourism expenditure

Preliminary data on tourism spending for the first nine months of 2018 reflect increasing demand from major source markets.

The Russian Federation (+15%) reported the largest increase in spending and continues to recover strongly after some years of decline. The United Kingdom reported 10% growth despite a weak pound against the euro and US dollar, and tourism spending from France picked up 10% after some years of rather flat growth.

The United States, the world's second largest source market, recorded a 7% increase in line with the performance of recent years while top source market China showed a minor decrease in spending in the first six months of 2018 as a result of the weaker Yuan.

What can we expect from clients' food habits during 2019?

What can the hospitality industry expect for 2019 in terms of food habits?
What are the trends of the future?

According to Jeremy Ryland, an Australian food consultant from the "Insights", the following tendencies will be on the spot:



- **Reduced cash:** The cash economy will see more control with "smart tills" and changes in money processing. Examples such as in Belgium, show that the cash economy can be shut down – but with it, many venues will close. And as a result of the crack-down on the cash economy, as well as the younger generations preference for everything electronic, cashless transactions will continue to grow;
- **Plant based food:** Vegetarianism is now mainstream and restaurants and menus need to develop more vegetable-focused dishes, with proteins being the side complement. Even vegetarian tasting menus are quickly becoming the staple in many accredited establishments;
- **Gut-friendly foods:** Fermented foods, gluten-free, probiotics and other dishes designed to improve the health of your gut flora will be prominent as the new "healthy food" trend. With this trend, the food world is focusing on consuming the least processed food possible while increasing probiotics to improve the immune system;
- **Alcohol free beverages:** Particularly amongst the younger health minded guests, alcohol-free beverages are becoming popular. Cold brewed coffee. Distilled non-alcoholic spirits. Non-alcoholic brewed beers. Craft teas. Tea based drinks. And more;
- **Share Food:** The younger generations in particular love to share meals and the growth of family style eating to bring people together continue to develop as we seek to connect and regain social contact;
- **The dietician:** The use of mobile apps will provide consumers with access to personal dietary requirements when eating out. Personally-assigned nutrition will become commonplace and a major influence on your diet as we focus more on the science of food;
- **Value:** People want simpler, cheaper options. **"High end casual"** options will grow– fine dining in more friendly relaxed basic environments, even high-end fast food – **"fast fine dining"** and affordable luxury;
- **Waste not:** Leading on from social responsibility, restaurants are finding ways to distribute excess production to charities, reduce waste and find ways to increase sustainable operations. "Nose to tail" dining, reusable and biodegradable packaging and disposables such as "pasta straws" and ways to safely use "leftovers" are being explored.

MARKETING & COMMUNICATION

Marketing strategies for 2019



According to Divya Bhat, content strategist and writer for “Insights” here are a few marketing strategies for 2019:

- **Mobile Technology:** From proximity marketing or age/gender/geo-based targeted ads to throttling time-sensitive in-app notifications to encourage impulse buying, one can do wonders in marketing hotels using mobile technology;
- **Email marketing:** Email marketing can be used to recreate interest in guests who have stayed with you in the past, in building loyalty with repeat guests, in promoting offers or corporate guests, and what have you! What remains to be mastered is optimizing the content and customizing it. Go beyond templates and start personalizing for maximum impact, as and when possible;
- **Influencer marketing:** Be it on Snapchat, Instagram, Twitter or even on YouTube – social influencers have radically transformed the way brands connect to their audiences. Team up with an influencer who you think would be able to embody the spirit of your brand, your culture and with whom your audiences would best relate to;
- **Visual Content:** Instagram and Snapchat work wonders when it comes to sharing visual content with potential guests online. Having a brand account on Instagram can help potential guests get a virtual feel of your property. Having your own hashtags can also encourage guests to share their experiences with you. It helps to source varied perspectives because your marketing team may not always look at things the way your guests do!;
- **Word of mouth:** word of mouth marketing will always be one of the easiest and most effective ways of marketing, because it is genuine.

Advice on how small businesses can make the most out of the media



With the influx of artisan cafes, boutique local producers and trendy pop up eateries, the restaurant industry has become a magnet for media attention in recent years. But many local businesses across Ireland are still unsure about how to secure some of that exposure for themselves.

In terms of the first steps in creating an effective marketing plan, Sinead Ryan, Director of Presence PR in Ireland, suggests that businesses research how their current customers discovered them and decided where they want the business to go before investing in any marketing plan. Timing, also, is a crucial element. She explains, “Is there a refurbishment planned, a menu revamp, a change of chef? Make those changes, be your best, and then shout about it. It’ll be far more effective.”

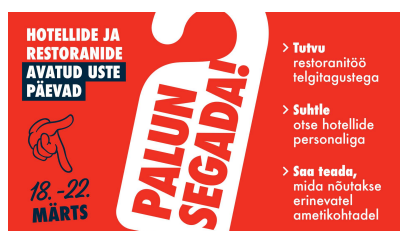
One common mistake that smaller restaurants and retailers make is imitating larger establishments with meal deal offers, often losing their own unique brand in the process. Instead, Sinead suggests utilising your local brand and the talents that already exist within your business. For example, creating a unique pre-ticketed themed menu that’s based around your restaurant’s brand and using local suppliers.

Yet, even with an excellent spin, the question of how to market events such as this still arises. Social media, when used optimally, can be a valuable tool in this respect. “Without exception, social media works best if it feels personal, authentic and responsive,” says Sinead. “Engage with your audience. Better to do a few picture-led interesting posts a day that highlight your qualities, than a once a week stream of retweets. Keeping it in-house ensures a consistent tone of voice.” When it comes to social media, great financial cost is unnecessary, however it can be time consuming. Sinead advises posting daily specials across all of your channels (this means Twitter and Instagram, along with Facebook) and using the visually appealing nature of food to draw attention.

Sinead further advises, if you build your reputation online, traditional local media will come to you for content. For restaurants hoping to get national exposure in mainstream media, Sinead recommends engaging with a professional PR company. By having a concisely written press release, menus and contact information on hand and professional photography readily available, Sinead surmises that a good PR can help you craft an effective message for your restaurant, while also advising on timing and approach, and connect with the media outlets that smaller businesses may find it difficult to reach out to. In Sinead’s vast experience, it’s the businesses that constantly evolve and improve, utilising their local resources and showing the customer that they’re doing what they love that create the most effective media campaigns.



Estonian Hotel and Restaurant Association (EHRL) is opening hotel and restaurant doors for students



EHRL is following the good example from Swiss colleagues and is encouraging local hotels and restaurants to open its doors to students through a campaign called: 'Please disturb' (PALUN SEGADA in Estonian), taking place from 18-22 March 2019.

The campaign aims to popularize the hospitality sector and show students what the sector can offer as a potential future career.

During the campaign participating hotels, spas and restaurants all over Estonia allow high school and vocational school students to take a 45 minutes tour, where is possible to have an insight about what takes place behind the counters and closed kitchen doors or how hotel managers and master chefs work. A separate homepage for the event was created to have information about participants and for participants to sign up for the tours. News about the campaign already reached local newspapers and schools. Therefore, EHRL expects an active participation from the target audience: schools and students.



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SUSTAINABILITY

Malta Business Bureau joins project consortium tackling hospitality food waste



There is a growing business case behind reducing food waste. There is also a growing business case behind reducing food waste. Simply put, wasted food represents wasted money. Providing restaurants with practical ways to reduce food waste should directly translate into cost savings.

This is why the Malta Business Bureau, the EU advisory office of the Malta Hotels and Restaurants Association, is forming part of a project consortium consisting of partners from Italy, France, Spain and Malta, implementing the recently-awarded LIFE+ FOSTER project (LIFE17 GIE/IT/000579). The project aims to provide practical methods to reduce food waste in the food service industry.

Education will be the vital element of the LIFE FOSTER project. It will introduce a bottom-up approach towards waste reduction through the education of trainee chefs, kitchen staff and front-of-house restaurant personnel. Local trainers will first undergo training in the best methods for food waste reduction in a commercial setting. Following this training, the techniques will be incorporated into curricula taught at national VET centres. The students of the VET centres will then apply these techniques during their placements at food establishments.

This approach will be coupled with strong promotion of the project's results through seminars, fairs, and workshops targeting restaurant staff, networking activities with other LIFE projects dealing with food waste, as well as through the engagement of policy stakeholders throughout the project's lifetime. These activities will further drive home the importance of tackling food waste in this sector.

Food waste has become a key priority on the European agenda, in the context of a drive towards reducing waste production more generally. This has been reflected in the European Commission's 2015 Circular Economy Action Plan which lists food waste as one of its priority areas. The food service industry alone is estimated to contributing around 12% of all food waste in Europe, highlighting the importance of targeting this sector if we are to achieve any meaningful reductions in food waste levels.

ENAIPT NET (Italy) is the LIFE FOSTER project's lead partner, with the Malta Business Bureau (MBB - Malta), Institute for Tourism Studies (ITS - Malta), Federazione Italiana Cuochi (FIC - Italy), University of Gastronomic Sciences (UNISG - Italy), Confederación Española de Centros de Enseñanza (CECE - Spain) and Agence nationale pour la Formation Professionnelle des Adultes (AFPA - France) making up the rest of the consortium. The project will run between 2018 and 2021.

For more information regarding the LIFE FOSTER project, please contact MBB Executive Gabriel Cassar on gcassar@mbb.org.mt or on 00356 21251719.

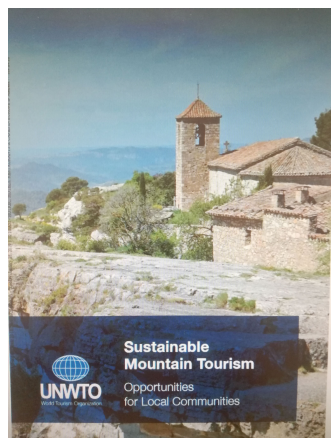
The Malta Business Bureau is the EU-business advisory office for the Malta Hotels and Restaurants Association and the Malta Chamber of Commerce, Enterprise and Industry.

The LIFE FOSTER project has been co-funded with the support of the LIFE financial instrument of the European Union.

This publication reflects only the author's view. The European Commission is not responsible for any use that may be made of the information it contains.



UNWTO study on Sustainable Mountain Tourism



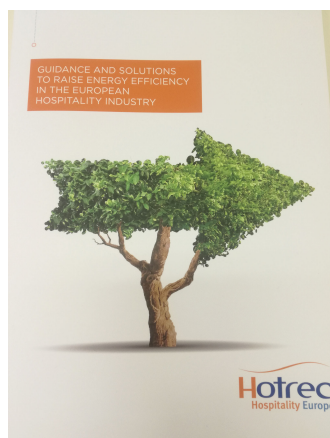
The World Tourism Organisation (UNWTO) has published in December 2018 the study: 'Sustainable Mountain Tourism'. Recognizing the potential of mountain tourism for driving the socioeconomic growth and development of local communities, this publication presents a summary of the information generated at UNWTO's mountain tourism events (i.e. World Congress on Snow and Mountain and Euro-Asian Mountain Tourism Conference), including a systematic definition of mountain tourism. In addition, it gives an overview of the development of mountain tourism in different parts of the world over time, and the recent structural changes affecting this segment as a result of new market patterns. The main conclusions of the study are the following:

- Mountain tourism structures are the result of a long specialization process
- The main assets of the mountain tourism market are its four seasons and its strong home market
- Mountain tourism has reached maturity and changed from a mass to a multi-niche market in traditional mountain tourism countries
- Mountain destinations can be reinvented by positioning and repositioning, branding and the strategic use of Information and Communication Technologies (ICT)
- Tourism is often the only way to create wealth in mountain territories, yet its sustainability depends on the preservation of its environmental resources
- Public administrations play a crucial role in stimulating mountain tourism growth since independent entrepreneurship and local initiative have become scarce in poor mountain regions

To have access and read the UNWTO study, please [click here](#).

HOTREC guidance and solutions to raise energy efficiency in the European Hospitality Industry

On December 2018, HOTREC unveiled its brochure on “Guidance and solutions to raise energy efficiency in the European Hospitality sector”. The guide includes a sustainable charter, with the aim of promoting the use of sustainable energy and improving energy efficiency in the sector.



HOTREC’s partners include UNWTO; EURACE; EuroCommerce; ETOA; ETC; Metro; Necstour; SMEUnited; EU-ASE. HOTREC and its partners commit to inform each other of actions at local level that help to improve energy efficiency in local businesses and therefore reduce greenhouse gas emissions by generating energy savings. The brochure also presents guidance to generate energy savings with little investment. Actions can include: turning off the exterior lightening during daily hours; use low-energy lighting; doors and windows to be kept shut when heating/cooling system is on; regularly monitor energy consumption of your equipment.

In addition it identifies long-term energy saving solutions requiring more important investments, including upgrading the building’s thermal performances; optimizing HVAC systems; investing in equipment to raise control of lighting and water systems. Finally, the brochure presents the UNWTO’s nearly Zero Energy hotels (NeZEH) initiative, which HOTREC fully supports, together with a selection of best practices initiatives.



INNOVATION AND TECHNOLOGY

Electra Hotels and Resorts Selects IDeaS G3 RMS to Optimise Revenue and Market Share



On 13 December 2018, IDeaS Revenue Solutions announced that Electra Hotels and Resorts, one of the most influential players in Greek tourism, has chosen IDeaS G3 Revenue Management System (RMS) following a lengthy review process to optimise revenue performance across its 616-room property.

The decision was based on the following points:

- A buoyant market delivers new challenges – With the Greek economy bouncing back, a projected rise in overseas tourism has been matched by the emergence of a significant number of new hotels. Now that the market has turned a corner, an efficient and automated revenue management system was identified as an essential tool to deal with increasing competition.
- Replacing manual forecasting to improve ADR – Traditionally, Electra worked closely with tour operators, corporate businesses and conference-and-event organisers. Analysis determined this strategy was “leaving money on the table” because individual traveler bookings result in stronger rates and occupancies. A decision was made in 2016 to prioritise revenue management to improve ADR and profits; however, its time-consuming manual forecasting system limited its ability to increase revenue.
- Forecasts based on up-to-date market intelligence – Given the dynamic and fluid nature of the market, especially in Athens, the Electra management team identified access to up-to-date market intelligence as a key priority. By selecting IDeaS G3 RMS, which takes into account online supply from both competitors and OTAs when making forecasts, the organisation gained the insight needed to enhance profitability.



GNI's favorite solutions for hospitality businesses



GNI was very active in the national hospitality tradeshow called EquipHotel being member of jury to deliver Hospitality Awards. From all candidates, GNI spotted 25 of interesting products or solutions for hospitality establishments. All these innovations are very inventive and could become the new standard! [Click here for more information \(in French\)](#)



Exploring Health Tourism: an UNWTO publication



The UNWTO/ETC publication on Exploring Health Tourism aims to provide a better understanding of the growing segment of wellness and medical tourism. The study introduces the evolution of health-related tourism products and services from all around the world and provides insights into the current situation of the industry, as well as the future potential.

The conclusions of the study point out that as part of a health tourism strategy, destinations should look into travel facilitation issues, namely:

- Visa policy, enhanced connectivity, safety and security, mobility framework for people with disabilities;
- Diversification of source markets and segments;
- Attraction of investment;
- Establishment of a regulatory framework, including legislation, incentives and standards;
- Quality of service and infrastructure;
- Training and skills development;
- Accreditation and certification of health tourism facilities and practices;
- Product development, involving e.g., the meetings industry or gastronomy.

The study adds that Health tourism can help tackling seasonality. It also mentions that collaboration and partnerships are key among the different stakeholders involved in the health tourism value chain: destinations, authorities, local communities, accommodation and transport, providers, facilitators. Health tourism can be better integrated into tourism policies overall. The successful public-private initiatives to promote health tourism put in place in some of the leading health tourism destinations, and which can be considered best practices, could be replicated in other countries.

The complete study can be found [here](#).

EVENTS & TRADE SHOWS

SMEUnited: UEAPME has a new name!



At the occasion of its extraordinary General Assembly, on 6th November 2018, UEAPME decided on SMEUnited as the new name for the association for Crafts and SMEs in Europe. SMEUnited stands strong for all micro, small, medium-sized and craft enterprises in Europe, giving them a powerful and unique voice towards the European Institutions and stakeholders.

SMEUnited aims at “Shaping Europe for SME, shaping SMEs for Europe”. During the event SMEUnited President Ulrike Rabmer-Koller and Secretary General Véronique Willems unveiled the association’s new name and its memorandum for the 2019 European elections. In the memorandum, SMEUnited put forward that strengthening SMEs and Crafts means a successful future for Europe.



Popularizing hospitality industry among students: “Cool Schoolday”



Estonian Hotel and Restaurant Association (EHRL) participated in a conference ‘**Cool Schoolday**’ which aims to direct schoolchildren to choose the specialities for studies and plan their future careers.

For the first time EHRL participated in the event with its own stand, where the association organized different competitions, for example pillow case swap and various quizzes on our industry topics to show what career in hospitality is all about. Cool Schoolday celebrated its 15th anniversary and every year around 2000 students all over Estonia attend the event. Feedback from students was very positive, so EHRL plans to attend the event in fall 2019.



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HHRA General Assembly news



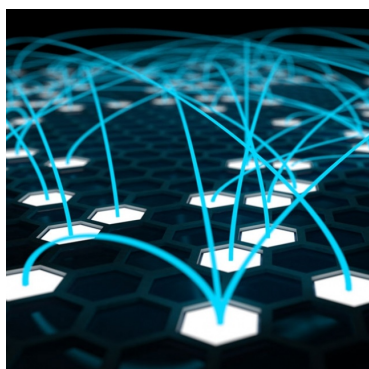
On the occasion of HHRA General Assembly in November 2018, Mr. Tamás Flesch has been elected President of the Hungarian Hotel and Restaurant Association (HHRA). Moreover, from the 1st January 2019 onwards, the Hungarian Hotel and Restaurant Association (HHRA) counts with a new General Secretary: Ms. Zsófia Deák (zsofia.deak@hah.hu). Mr. István Kovacs is now advisor the association (istvan.kovacs@hah.hu).

For the upcoming years the main goals of HHRA are the following:

- Lowering the VAT of accomodation from 18% to 5+4%: the level of VAT of accomodation in Hungary is one of the highest in the EU countries, which has a negative impact to the competitiveness of the Hungarian hotels and tourism as well. As a result of HHRA's lobby activities, the Hungarian government decreased the VAT on food from 27% to 5+4% in two steps between 2016 – 2018. HHRA aims to reach the same result in accomodation. This would mean 5% VAT and 4% to the so called tourism development contribution. This 4% is paid to a fund handled by the Hungarian Tourism Agency and will be used for financing touristic marketing and different touristic projects;
- Regulation of homesharing: in Hungary there is regulation for many years on the topic, but it is not sufficient. HHRA is in contact with the Hungarian Tourism agency regarding on the topic;
- Labour shortage: the tourism is booming in Hungary, but the hotels and restaurants are facing a serious labour shortage. Reasons relate to low salaries; the high number of Hungarians working in Austria, Germany and other EU countries, amongst others. Again, a lower VAT of accomodation could improve the profitability of the hotels and could contribute to the solution of this issue.



GNI at Consumer Electronics Show in Las Vegas!



Once again, GNI flew to Las Vegas to visit the Consumer Electronic Show (CES) and see how the future of the Hospitality will be. Many solutions such as smart home, welcome robots, vocal assistants... are ready to enter private houses so would be the new basis for customers in hospitality establishments. Artificial intelligence, blockchain and facial recognitions are riding high in numerous solutions that could be implemented in hospitality businesses. Let's shape the future!

