

EuroCHRIENews

The European Federation of International CHRIE
The Hospitality and Tourism Educators

Spring 2015

The EuroCHRIE Board Meet in Manchester!



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Manchester Metropolitan University is the proud host of EuroCHRIE 2015

Experience EuroCHRIE

Thursday 15 – Saturday 17 October 2015

with sponsored pre-conference workshops on Wednesday 14 October 2015

A great response

The Organising Committee at the Manchester Metropolitan University (MMU), UK, would like to say a big thank you to the authors who have submitted papers for presentations and/or posters for the Experience EuroCHRIE 2015 conference. There has been a great response to the call for papers and delegates can look forward to a full and interesting schedule of theoretically progressive and industry-relevant presentations and posters.

If you missed the original paper submission deadline, but would like to submit a paper for EuroCHRIE 2015, please contact the Programme Chair, Dr Amanda Miller, by email:

eurochriemanchester@mmu.ac.uk

Papers in review

Papers have been sent to reviewers. The team at MMU would like to thank reviewers in anticipation for their thorough and speedy reviews. The deadline for the return of reviews is Monday 20 April 2015. If you are a reviewer and find you are unable to complete the paper reviews by this date, please email eurochriemanchester@mmu.ac.uk.

Authors will be notified of paper acceptance in May 2015.

An exciting conference schedule

In addition to the research presentations and posters, we are delighted to announce a programme of free workshops and events to enhance your conference experience.

- Career Academy sponsored by **REDGlobal** on Thursday 15 October.
- Pre-conference workshop on Wednesday 14 October run by our sponsor **STR Global SHARE Center**: Certification in Hotel Industry Analytics & Train-the-Trainer session.
- Pre-conference workshop on Wednesday 14 October run by our sponsor **The Total Simulator Company**.
- **Institute of Hospitality** accreditation workshop.

As well as the networking receptions and gala dinner, delegates can also book an optional tour of Manchester United's Old Trafford Stadium during registration. The tour includes visits to the players' dressing rooms, the pitch and the managers' seats.

Registration

Online registration for Experience EuroCHRIE 2015 will go live on our website on **7 April 2015**. Delegates can pay securely online with a credit/debit card or by bank transfer (where applicable, please have an institutional Purchase Order number to hand when completing the booking form). Delegates are advised to contact the British Embassy in their country to check visa requirements for entry to the UK before registering.

Register here after 7 April: www.eurochriemanchester.org

Accommodation

A wide range of accommodation is available in Manchester. Marketing Manchester has negotiated preferential rates accommodation rates for EuroCHRIE delegates. Rooms can be booked through our bespoke accommodation site, which includes useful information such as distance from the conference venue (the Lowry Hotel).

Book your accommodation now: <https://aws.passkey.com/event/12137430/owner/9745128/home>

We look forward to welcoming you to Manchester

The Organising Committee at Manchester Metropolitan University is looking forward to welcoming delegates to the 33rd EuroCHRIE Conference. Please visit our website or contact Conference Chair, Dr Steven Rhoden, if you would like more information about the conference.



Dr Steven Rhoden
Conference Chair: Experience EuroCHRIE 2015
EuroCHRIE Area Consultant for United Kingdom

Through its academic foundation REDGlobal – Simulations and Certifications provides bursary licenses to schools wishing to modernize their didactics for students but lack the resources to do so. Recently REDGlobal, provided complimentary simulation licenses and training to two schools in Eastern Europe: Budapest Business School in Budapest Hungary and the American Hotel Academy in Brasov Romania.



An Update from the Director of Research

Elizabeth M. Ineson.

Greetings from Manchester, the venue for EuroCHRIE 2015! Thank you for your paper and poster submissions to date; the response has been very good. By the early submission date of March 2nd, 106 papers and 13 posters had been uploaded to EasyChair, with 22 requests for extensions.

It is not too late to submit a paper or a poster. The Manchester team would especially welcome submissions in sustainable experiences and experience technologies. Please email Amanda Miller a.miller@mmu.ac.uk to agree a late submission deadline and then upload your work via EasyChair (See eurochriemanchester.org).

The short paper (3000 word) format continues to be conducive to sufficient paper submissions whilst allowing for subsequent expansion of the papers for journal publication; it also saves reviewing time. The Manchester conference title is 'Experience EuroCHRIE'. Within each of the themes, **the numbers of papers/posters submitted to date are as follows:** The Management of Experiences (34); Consumers' experiences (32); Educational Experiences (16); Sustainable Experiences (12); Experience Technologies (9) and Unclassified (3)/ The Management of Experiences (5); Consumers' experiences (2); Educational Experiences (5) and Unclassified (1). Interestingly, we are pleased to announce that the theoretical/practical-applied split is 65%/35%, which it is hoped will encourage a greater proportion of industry participation than in previous conferences.

All of the accepted papers will be run through Turnitin; it is strongly recommended that future EuroCHRIE conference hosts should adopt this procedure. A maximum of five outstanding papers

will be put forward to the Institute of Hospitality for adjudication. Each best paper recommendation submitted to IoH must follow the guidelines and be authored by iCHRIE members. The full Manchester 2015 conference proceedings will be available to each registered delegate in electronic format.

Once again, the standardised process for EuroCHRIE paper and poster guidelines with submissions via EasyChair seems to be working well. Reviewers have been encouraged to make at least some positive comments and not to reject any papers outright, rather to advise on how they can be improved then ask for resubmission or recommend a poster session. Reviewers are advised to mentor the authors, as opposed to just being critical, so helping to develop high quality papers. The team is grateful to those reviewers who have submitted their comments early. Authors are being informed of the decisions on their submissions as soon as the comments are available, i.e. well within the early bird registration deadline.

The current bank of EuroCHRIE reviewers is held by Rai Shacklock who passed the list on to the Manchester team. We are very grateful to both the new and repeat volunteers. If you are not on the list and can help with reviewing this year, please send you details to Amanda Miller or in the future to Rai Shacklock admin@eurochrie.org

Following the Dubai research workshop, in Manchester we will focus on further methods of qualitative data analysis using examples from published papers including: Content analysis; Delphi technique; Ethnography; Narrative analysis; Netnography; and Thematic analysis. The potential contributors to date are: Liz Ineson; Shaun Ruane; Marianna Sigala; and Melanie Smith.

If you have published a research paper using Content analysis or Ethnography and would like to be part of the Manchester workshop, please contact me for further information e.ineson@mmu.ac.uk

Inaugural EuroCHRIE Challenge Finishes with Great Success! *Heidi Anaya, Director of Education, REDGlobal Group*



The 1st Annual EuroCHRIE University Challenge, which began in early February, came to a terrific conclusion on March 13th.

There were a total of six schools in the competition. The teams were from Stenden University (Qatar), Haaga-Helia (Finland), Modul University (Austria), The Hague Hotel School (The Netherlands), UCN (Denmark), and The Budapest Business School (Hungary).

The teams, comprised of four senior students and one instructor, competed in the Simulation Challenge in a competitive set of six (with one hotel operated by each school). Each week they made strategic decisions to improve the position of their hotels in the competitive set, with a focus on Market Share, Financials, Guest Satisfaction, and Associate Engagement. The winning team was the hotel with the best overall balanced scorecard at the end of the four-week competition.

While in the competition, the students also completed their certification in Hotel Business Acumen via on-line learning modules, supplemented by weekly web conferences.

While every group performed extremely well in the Challenge and the race was close throughout, the winning team was the team from UCN (Denmark). In second position was The Hague Hotel School.

UCN (Denmark) Team, The Waterline Hotel



Mia Duberg Nielsen; Eva Mikelson; Viktória Rigó; Jan Bach; Louise Ærthøj Velling (instructor)

The most valuable things gained from the EuroCHRIE competition, besides the purpose of enhancing knowledge within areas of forecasting and revenue management, were the gradually increasing adrenaline and the sparkling team spirit we felt while working for 6 weeks that brought such a colorful spectrum of positive emotions and interesting experience. It was a time when we got to know not only new competences and how to put theory in practice, but also taste a range of emotions from responsibility, uncertainty, patience till excitement. In total there have been so many benefits from this competition and we highly recommend other students to participate in the future.

Hague Hotel School



Mandy Ho; Geneviève Lekner; Thijs Johannes Kraaikamp; Malte Weege; Si Wan Isabelle Chow (instructional assistant); Michiel Laterveer (instructor)

Hotelschool The Hague is very grateful to EuroCHRIE and REDGlobal for participating in the simulation challenge.

It was a very close and intense competition with the 5 other Business Universities. We started the year with a run-down hotel that was not performing well. Our strategy was to first invest in the product and on staff in order to drive preference and market share. We also added F&B outlets to drive our sales, but we were not alone in the market.

Despite trading going up in the market in occupancy, other hotels kept selling low rates so our strategy of increasing rates for the great product and service only worked out in the 3rd quarter. We only started focusing on our finance in the last quarter. On all other aspects of the balanced scorecard we came in first.

Stenden University Qatar - Hotel Saffron Team



Norane Osman; Shrutiben Iyer; Muhammad Farooq; Rania Aissaoui; Swati Prasad (instructor)

EuroCHRIE 2015 has been a different kind of competitive experience. It was very engaging and the rest of the teams from other universities were very interactive. The live conferences (using the camera, chat box and microphone) plus the weekly decisions we had to agree upon have made it so much fun.

We have definitely learned a lot about hotel simulation systems and how they really work. Operating a hotel is not as easy as it might sound, especially when you get to run it through a simulator; everything has to stay under control or else your position drops down in the market.

Saffron gradually improved and learnt a great deal from the initial mistakes. We were able to

achieve the highest YTD and monthly GOP by the end of the year.

We recommend this 6-weeks challenge to all the students; it's an extremely beneficial certificate to attain, especially if you're planning to grow within the hotel industry. Thanks to Heidi and to the awesome team.

Budapest Business School



ESŐ MARIANNA; GARADNAI GYÖRGY; CSEMER VIRGINIA; ORSZÁGH NORBERT; Karakasné Morvay Klára (instructor)

We started the competition as Rising Star Hotel from Budapest Business School. We enjoyed each moment of the RevSim simulation. We gained practical experience in revenue management that we can transfer to real life. The international competition was fabulous because: Marcsi - I met and learned to use different reports and statements used in hotel practice. Furthermore I realized the connections between them. Gini - I had to make decisions similar to real professionals. It was exciting! Norbi - The learning materials were useful, logical and student friendly. Genius! Gyuri - I highly appreciated the involvement and requirement of doing the tasks as a team, which brought us together. Klári - The whole concept is amazing. I got a lot of inspiration how to become more professional! We are more than grateful for being part of this wonderful competition. Many thanks to the organisers! We wish you all the best and hope that we will have the opportunity to take revans! It's a pity it's all over

MODUL University Vienna



*Evgenia Antonova; Ioana Alexandra Benea;
Sebastia Ferrari; Matthias Gillhofer
Dr. Florian Aubke (instructor)*

The EuroCHRIE challenge follows the integration of Revenue Management as an academic discipline of MODUL University's undergraduate curriculum and it gives students a competitive advantage over other graduates! The challenge represented an extracurricular opportunity for ambitious students, who would like to expand their competences upon the theoretical foundation already obtained during the regular seminars and lectures. In addition, participants were given the chance to take the HBA Knowledge Exam, whose successful completion results in an officially recognized certificate for Revenue Management. The competition has been a truly enriching experience that conveyed a fairly complex subject in an interestingly entertaining way!

HAAGA-HELIA - Finland



*HAAGA-HELIA ammattikorkeakoulu
Laura Kohtala; Jani Osmo; Joel Pakalen;
Maria Streltsova; Pasi Tuominen - instructor*

Our Experience

First of all we would like to thank you for letting us be a part of this exciting simulation and competition, we all thought it was a

magnificent and educational experience for our future in the field of hospitality.

What we enjoyed definitely the most was the feeling of a real professional competition against other international hoteliers. The timing in the simulation was good; the quarters divided by four weeks was long enough to get together as a group and plan for the next strategy and moves. Also the RFPs made our group enthusiastic and made us really think and focus on the forecasts. Understanding how the simulation game actually simulated the scenarios and how our decisions affected the end results was a bit tricky to realize in the beginning and our team paid dearly for having a very "Nordic" approach in a few sections of the hotel management. But we learned from this experience and now have a wider understanding of different angles to hotel management.

The simulation game gave us an excellent peek to what managing in the hotel industry can be and it is safe to say that all of us learned that anything is possible in this dynamic field

Sincere congratulations to all involved!

REDGlobal will be delighted to honor the top two teams at EuroCHRIE Manchester 2015. Winners **UCN (Denmark)** and in second position **The Hague Hotel School (Netherlands)**.



Heidi Anaya, Director of Education, REDGlobal Group

EuroCHRIE Slate of Office



Richard Ginioux
Immediate Past
President – Chair of the
Nominations Committee

The EuroCHRIE Board met in Manchester on the 5th March 2015 and discussed the up and coming **Board Elections**. The following EuroCHRIE members have expressed their interest to stand:

- **Vice President**
 - John Fong
 - Risto Karmavuo
- **Director of Membership**
 - Henri Kuokkanen
 - Ralf Burbach
- **Director of Networking and Conference**
 - Patricia Cuevas Sarria
- **Director of Research**
 - Elizabeth Ineson,
 - Xander Lub
 - Angela Roper
- **Secretary**
 - Anders Justenlund

Secure voting will take place during May 2015 and EuroCHRIE members will be notified when voting opens. Please use your vote for these important elections.

Successful candidates will be sworn in at the ICHRIE Summer Conference in Florida.

New Area Consultant for East Africa

Joselyn Goopio

Director, Centre for
Tourism and
Hospitality
Strathmore
University
Nairobi, Kenya



Tel: +254 710757837

Email jgoopio@strathmore.edu

Joselyn (Joy) Goopio is one of the key persons who started the school of hospitality in Strathmore University. She was instrumental in setting up the hospitality and tourism degree programme which was consequently launched in 2008. As Director of the Centre for Tourism and Hospitality in Strathmore University, she heads the curriculum review for the improvement and integration of subject content with the current trends in the industry.

Joy holds a Master's degree in Home Economics Education from University of the Philippines and a Bachelor's degree in Chemical Engineering from University of San Carlos, Philippines --- an interesting combination of academic qualification which shows Joy's diversity of interests. She has vast experience in running academic programmes and in mentoring the youth. She is also a trained life coach and mentor and holds a professional certificate in Facilities Management.

Combining engineering and hospitality skills made her specialize in facilities management which is an essential support function in the hotel industry, coupled with design and layout of offices and foodservice facilities.

Joy has the vision of exerting a positive influence to raise the standards of hospitality and tourism industry in Kenya through education and training. She plays a key role in the formation of a tourism professional body in Kenya where she currently sits as the interim Vice Chair.



News from ICHRIE.....

Dr Maureen Brookes is Vice President ICHRIE, Past President of EuroCHRIE and A Reader in Marketing and Teaching Fellow in the Oxford School of Hospitality Management, Oxford Brookes University. She sits on the Executive Board of the UK Hospitality Management Subject Association (CHME) and the Professional Review Panel for the Institute of Hospitality. She is the former Hospitality Liaison Officer for the UK Higher Education Academy

As I sit here and look out my office window I am cheered by the sight of snow drops, daffodils and a few rays of sunshine. These are clear signs that spring is on its way and it is very welcome. As Spring is associated with the concepts of rebirth, rejuvenation, renewal and regrowth, it is rather timely that I write this article on the ICHRIE 2020 Strategic Planning Process.

The task of developing our new strategic plan has been one of my clear priorities during my tenure as Vice President. Obviously, this is not a one-person task and I have been lucky to have the support of a strong Strategic Planning Committee and the support of Federation Presidents and other members of the ICHRIE Board.

To start the planning process, we launched a membership survey in the Autumn. Our key goal here was to understand 'where we are now' as an organisation. You very kindly provided clear feedback on the strengths of our organisation and the challenges we currently face. You also provided feedback on the current and future vision, mission and values for ICHRIE. Armed with that data, the Board has voted and agreed on a new vision, mission and values for our 2020 Strategic Plan. In other words, we agreed 'where we want to go'.

At the moment we are now working on developing goals that are fully aligned with the vision, mission and values. We are in the process of gathering competitor data to understand the ICHRIE offer from a competitive perspective. You have also been invited to complete a member survey developed by the marketing committee so that we can gauge the perceived value of different member benefits. In conjunction with both of these activities, the Directors of Education, Research, Networking, Membership and Industry have been working with their committees to identify new products and services for our members. This data will all be used to formulate our strategic goals and our action plans for the forthcoming year.

Just like Spring, we are looking at the renewal, rejuvenation and regrowth of our organisation. We want to build on our strengths as global organisation as well as ensure that we meet the needs of our global membership. My plan is to present a full draft of the plan to the Executive in our May meeting in Chicago and then present the final plan in Orlando during our annual conference. I am hoping to have some pilot products and services ready to introduce to you as well.

It would be great to see as many of you in Orlando as possible for the premiere of the ICHRIE 2020 Strategic Plan. In the meantime however, if you have any thoughts or views and you missed the opportunity to feedback through our surveys, please feel free to contact me directly. Your views are important.

With kind regards, **Maureen** Brookes, Vice President ICHRIE meabrookes@brookes.ac.uk



Is your institution interested to host a EuroCHRIE Conference?

After Manchester, the next EuroCHRIE conference will be organized in **Budapest 2016**. Planning of these conferences is now in progress and it is time for us to seek new candidates for future conferences.

Bids for the 2017 conferences need to be submitted by **1st of February 2016**. We are also open for proposals to 2017. You will find a Bid document at www.eurochrie.org/downloads/EC,BidDocument2013.pdf

or by sending an email to risto.karmavuo@haaga-helia.fi This document describes the required elements and procedure for hosting a EuroCHRIE Conference.

EuroCHRIE conferences will be awarded to the Institution that has presented an acceptable Bid. Usually there is more than one candidate bidding for conference and the EuroCHRIE Board makes its final decision based on the quality of the Bid (e.g. location, theme, fees, budget etc). You will be required to make a presentation to the Board.

Organisations must have been Institutional or Premium Members of ICHRIE for a number of years and must have had a presence at 3 consecutive conferences.

Should you have any questions regarding the EuroCHRIE conferences, please do not hesitate to contact me.

Risto Karmavuo
Director of Networking



REDGLOBAL CONTINUES ITS SUPPORT FOR EASTERN EUROPE

Through its academic foundation REDGlobal – Simulations and Certifications provides bursary licenses to schools wishing to modernize their didactics for students but lack the resources to do so. Recently REDGlobal, provided complimentary simulation licenses and training to two schools in Eastern Europe: Budapest Business School in Budapest Hungary and the American Hotel Academy in Brasov Romania.



THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT NAMED AS ONE OF THE BEST HOTEL SCHOOLS IN THE WORLD

Dubai, 23 February 2015: The Emirates Academy of Hospitality Management (EAHM), one of the world's leading hospitality business management schools and a part of the global luxury hotel company Jumeirah Group, has been listed as one of the top hotel schools in the world by Hotelier Middle East magazine for the third year running. The hospitality school was featured on the list due its strong focus on quality and continuous improvement since its inception in 2001. EAHM was shortlisted from a number of hotel schools across Europe, Asia, North America, Africa, Australia and the Middle East.

Ron Hilvert, Managing Director of EAHM, said: "We are honoured that both the hospitality industry and potential students recognise EAHM as one of the top hotel schools of choice amongst aspiring hoteliers. We are privileged to be involved in the education of the future leaders of our industry." Graduates of EAHM find excellent professional placement opportunities in the hospitality and tourism industry and other related sectors, with a majority of its graduates finding employment within the first six months of graduation. More than 500 alumni are now working in over 90 countries and have been employed by more than 100 companies worldwide. For more details [go to](#)



Carnegie Faculty – Research Bursaries

Full time Postgraduate Research Student Bursaries (4 available) start date - October 2015

Each studentship will have a bursary of **£14,047** per annum (pro-rata into 12 monthly payments) plus UK/EU Fees paid for a period of three years. If you are an enthusiastic high achieving student looking to undertake a PhD in a vibrant research environment, then join us by applying for a full time bursary available within the Carnegie Faculty. Carnegie brings a fresh and informed perspective to research in sport and exercise science, leisure, events, hospitality, tourism, education and childhood. The quality of our research is evident in the outstanding results achieved in the 2014 Research Excellence Framework, where we ranked 2nd nationally when accounting for both research quality and the number of contributing staff (Sport and Exercise Sciences, Leisure and Tourism)

For more information [please go to](#)



SPOTLIGHT on The Private Hotel School, Stellenbosch, South Africa

Situated in the beautiful surroundings of the town Stellenbosch, a premier South African tourism destination and Africa’s culinary capital, The Private Hotel School is where hospitality studies can be pursued. A team of professionals with international and local experience facilitate nationally and internationally accredited courses. The Private Hotel School is accredited by the South African Department of Higher Education and Training as a Higher Learning Institution and also accredited by the American Hospitality Academy as an International Hotel Management School.

Staff of The Private Hotel School



It is a sought after hotel school in Africa and assists prospective candidates to realize their aspirations of a career in the dynamic global hospitality industry. The programmes offered include the Higher Certificate in Hospitality Management and the Advanced Certificate in Hospitality Management with a Culinary specialization. The Private Hotel School also offers the Advanced Diploma in Hospitality Education / Management. The aim of this programme is to offer candidates such as developers, teachers, trainers and managers with

limited background in hospitality management, culinary arts and teaching a qualification in hospitality education. To gain access to the programme they are required to have an undergraduate qualification with at least 360 credits on the South Africa Qualifications Framework, known as a level 6 or a three year Bachelor or Diploma.

In addition The Private Hotel School also has the Centre for Professional Development where short courses and programmes are offered to industry and to develop skills. The School has an event venue and hosts various events from weddings to conferences. Staff are also involved with industry as consultants and often consults on matters related to tourism and hospitality. For those who would love to have a truly South African experience the School offers Culinary Adventures for interested parties, lecturers and students. The tours comprise fun and exposure to the top hospitality and culinary products of the region.

On a national level the School has an agreement with the international distinguished University of Stellenbosch. Internationally The Private Hotel School collaborates with EuroCHRIE and hosts the EuroCHRIE Southern African regional office. It also has an agreement with the American Hospitality Academy (United States of America), William Angliss Institute (Australia) and is in the process of collaborating with institutions in Dubai, France, Switzerland and the United Kingdom.

The membership base of The Private Hotel School includes EuroCHRIE, AHA-IHMS, FEDHASA (Federated Hospitality Association of South Africa), APPETD (Association of Private Providers Education), SACA (South African Chefs Association), City & Guilds Group and Stellenbosch Tourism. For more information regarding The Private Hotel School kindly visit the website on www.privatehotelschool.co.za or contact Dr. Deborah Johnson, Vice Dean of Innovation and Strategic Planning on djohnson@privatehotelschoolco.za



Professor Peter A Jones MBE
Dean eHotelier Academy

M: +44(0)7746826872
peter.jones@ehotelier.net
<skype:pajones488>
www.ehotelier.com

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**A Message from
the EuroCHRIE
Director of
Marketing &
Communications
John Fong**

Dear EuroCHRIE
Friends, following

the Dubai Conference last October where I was wearing a double-hat of Conference Chair and Director of Marketing for EuroCHRIE, I am glad to report that we have come up with the following initiatives to increase awareness and drive membership for EuroCHRIE:

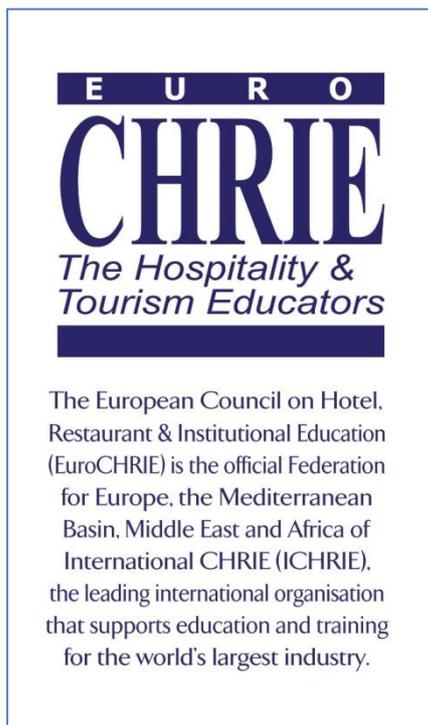
1. EuroCHRIE Marketing Toolkit

A EuroCHRIE Marketing Toolkit was recently presented at the Spring Board meeting in Manchester and it comprised of:

a. A EuroCHRIE Prezzi Presentation

(http://prezi.com/vjydcjci_cn/?utm_campaign=share&utm_medium=copy)

b. A EuroCHRIE Business Identity Card
which we can give out freely.



Connect with us:



 EuroCHRIE
 @eurochrie
 info@eurochrie.org
 www.eurochrie.org

c. The EuroCHRIE Brochure (which can be downloaded from the website).

This Marketing Toolkit will be disseminated via EuroCHRIE's website (Business Card will be made available at the Manchester Conference) and these tools will allow all members to be able to speak freely about their EuroCHRIE association. We believe our members are the best proponents of the EuroCHRIE message and based on the demographics and feedback from the Dubai conference, we noticed that over 50% of the attendees heard about EuroCHRIE through word-of-mouth. Hence, we believe that equipping our members with the necessary tools will help us in advancing the growth of EuroCHRIE. We certainly welcome your comments after you have looked through the Marketing Toolkit.

2. EuroCHRIE Sponsorship Position Paper

Drawing from my own experience of organising a Conference, I am aware that Sponsors can make or break a Conference. Hence for the Dubai Conference, you would notice that we

had a good line-up of Sponsors and “big names” such as “LG”, “The International New York Times” and “Nestle”. Building on this momentum and in consultation with our internal and external stakeholders, I have put together a position paper which provides guidance for Sponsorship. The position allows for a win-win for both EuroCHRIE and the Conference Host and will also be “future-proof” so as to ensure continuity of our sponsors. The position paper can be downloaded from the EuroCHRIE website.

3. Advertising on LinkedIn and Facebook

We will soon be rolling out a series of advertising campaigns on LinkedIn and Facebook to raise the awareness of EuroCHRIE. These campaigns will help to drive web traffic to our homepage and also encourage visitors to take up membership. A modest amount of financial resources have been set aside for this campaign and it will be rolled out over the next few months.

I hope you find the above initiatives interesting. As always, I consider it a privilege to serve on the EuroCHRIE Board and if you think of any areas that we can further improve, please do not hesitate to contact me at john.fong@emiratesacademy.edu I look forward to catching up with you either at ICHRIE in Orlando or EuroCHRIE in Manchester!

From the Editor

If you have any articles for the next newsletter then please contact me at admin@eurochrie.org alternatively if you would like to chat via Skype send me a contact request rai.shacklock Premium or Institutional member then we may promote forthcoming conferences. **Please remember to keep a check on the website www.eurochrie.org and don't forget to occasionally refresh your view if you have book marked the EuroCHRIE webpage otherwise you will not be viewing the latest updates.**

Rai Shacklock - EuroCHRIE Federation Administrator



**29 - 31 July 2015 Rosen Shingle Creek
Orlando, Florida USA**



The Votes are in

Please join us in congratulating the future leaders of International CHRIE

- ✓ **Vice President:** *Mokie Steiskal*, Columbus State Community College
- ✓ **Secretary:** *Wanda Costen*, Northern Arizona University
- ✓ **Director of Education:** *Rachel Chen*, University of Tennessee
- ✓ **Director of Marketing:** *Michael O'Fallon*, James Madison University
- ✓ **Director of Networking:** *Sheryl Kline*, University of Delaware



Skype - [rai.shacklock](https://www.skype.com/people/rai.shacklock)

✉ admin@eurochrie.org

☎ +44 (0)7920450175

🌐 www.eurochrie.org



STR SHARE Center Educator Workshop and CHIA Train-the-Trainer Session Opportunities

You are cordially invited to attend one of several upcoming events taking place in the coming months. The sessions are open to professors and instructors. Grad students and senior level undergrads are invited if space allows. Industry professionals are also welcome. The events are slightly different and are described below. For more information or to reserve a seat, please contact us at sharecenter@str.com.

Manchester, United Kingdom – May 19-20

The two-day event will take place on Friday and Saturday June 19th and 20th, immediately prior to the CHME conference. It will be held at Manchester Metropolitan University and will be hosted by Christopher Mitchell, C.Mitchell@mmu.ac.uk. This will be a full Train-the-Trainer session for the “Certification in Hotel Industry Analytics” (CHIA) certification. The two-day event will include a thorough review of all training content and a demonstration of application exercises.

Brisbane, Australia – June 5

The one-day Educator Workshop will take place on Friday June 5th. The event will be held at Griffith University and will be hosted by Marlene Pratt, m.pratt@griffith.ed.au. During the first half of the day, there will be a variety of presentations including: Hospitality and Tourism Future Trends, Australia and AsiaPac Hotel Industry Update, Hotel Data and Resources Available for Research and Education. There will be opportunities for local input and brainstorming regarding needs and initiatives. In the afternoon, there will be

a half-day introduction to the “Certification in Hotel Industry Analytics” (CHIA), including a review of the content and the training package, and a discussion of how the program is being implemented by schools around the world.

Auckland, New Zealand – June 9-10, prior to AsiaPacCHRIE Conference

The two-day event will take place on Tuesday and Wednesday June 9th and 10th, immediately prior to the AsiaPacCHRIE conference. It will be held at Auckland University of Technology and will be hosted by Peter Kim, peter.b.kim@aut.ac.nz. The morning of the first day will include presentations as described above. Starting on Tuesday afternoon and continuing all day on Wednesday, there will be a full CHIA Train-the-Trainer session. The two-day event will include a thorough review of all training content and a demonstration of application exercises.

Melbourne, Australia – June 16

The one-day Educator Workshop will take place on Tuesday June 16th. The event will be held at William Angliss Institute and will be hosted by Paul Whitelaw, paulw@angliss.edu.au. The format will be identical to the event in Brisbane.

Sydney, Australia – June 18-19

The two-day event will take place on Thursday and Friday June 18th and 19th. It will be held at Blue Mountains School and will be hosted by Scott Richardson, scott.richardson@bluemountains.edu.au. The format will be identical to the event in Auckland.

Shanghai, China – June 23-24, in Chinese

The two-day event will take place on Tuesday and Wednesday June 23rd and 24th. It will be held at the Shanghai Business School and will be hosted by Dr. Zhong. The morning of the first day will include presentations as described above (Brisbane). Starting on Tuesday afternoon and continuing all day on Wednesday, there will be a full Train-the-Trainer session for the “Hotel Industry

Foundations and Introduction to Analytics” (HIFIA) certification. This session will be translated into Chinese. The two-day event will include a thorough review of the HIFIA training content, a demonstration of application exercises and a discussion of how the program is being implemented by schools around the world.

Orlando, United States – July 27-28

The two-day CHIA Train-the-Trainer will take place on Monday and Tuesday July 27th and 28th, immediately prior to the ICHRIE conference. It will be held at the University of Central Florida, Rosen College of Hospitality Management. We appreciate Professor Amy Gregory, amy.gregory@ucf.edu, for hosting and thank Dean Pizam and Dr. Hutchinson for their support. The two-day event will include a thorough review of all training content and a demonstration of application exercises.

We will also be conducting a one-day “Hotel Industry Foundations and Introduction to Analytics” (HIFIA) Train-the-Trainer on Tuesday July 28th. This session will also be held at the Rosen College of Hospitality Management. During the event, we will thoroughly review the HIFIA training content, a demonstration of application exercises and a discussion of how the program is being implemented by schools around the world.

Manchester UK – October 14,

The one-day Educator Workshop will take place on Wednesday October 14th 2015 at Manchester Metropolitan University, prior to EuroCHRIE Conference

For more information or to register - If you have any questions or need more information, please contact sharecenter@str.com. Space is limited, so if you think you might be interested, please let us know, and we will hold a seat for you. There is a brief enrolment form to fill out. If there are students or industry professionals that would like to attend, please contact us. We would be delighted to have you join us for an educational and enjoyable experience.

The Educator Workshop – The first half of these events consist of several informative presentations including:

- Hotel Industry Overview on Australia (or New Zealand, China or Singapore) and AsiaPac and the world – latest performance and development trends with drill down into local areas
- Hospitality and Tourism Future Trends – hot topics, issues, challenges, and their impact upon educators
- Data and Resources Available for Research and Education – a thorough review of different types of hotel and tourism data, and other helpful resources, available for research and classroom use
- Brainstorming session on needs and initiatives – opportunity for local input, discussion and collaboration

Certification in Hotel Industry Analytics

(CHIA) - The “Certification in Hotel Industry Analytics” is being offered globally to undergraduate and graduate students, as well as professors through a joint effort between AH&LEI, ICHRIE and STR Global. Over 3,000 CHIA certifications have been granted and over 35 TTT sessions have been conducted. The CHIA is the leading hotel-related certification for university students graduating from Hospitality and Tourism programs. This recognition provides evidence of a thorough knowledge of the foundational metrics, definitions, formulas, and methodologies that are used by the hotel industry. Recipients have proven that they can “do the math” and interpret the results. They have demonstrated an ability to analyze various types of hotel industry data and to make strategic inferences based upon that analysis. Certification also confirms a comprehensive understanding of benchmarking and performance reports. Achieving this distinction announces that these students have a place among the best graduates in their profession and opens the doors to future career opportunities. Recipients receive a certificate and are able to use the CHIA designation on their business cards and resumes.

The Train-the-Trainer session covers the CHIA training content, which includes:

- Hotel Industry Analytical Foundations
- Hotel Math Fundamentals, the metrics used by the Hotel Industry
- Property Level Benchmarking
- Hotel Industry Performance Reports

The session also prepares instructors to be able to present the CHIA training to their own students. It is easy to personalize the training related to your own area of the world.

Instructors can receive the CHIA certification themselves by taking an online exam after the session.

Hotel Industry Foundations and Introduction to Analytics (HIFIA) - The “Hotel Industry Foundations and Introduction to Analytics” is an abbreviated version of the CHIA described above. The HIFIA is shorter, 5 modules instead of 16. There is less of an emphasis on math, analyzing data, and reports. It emphasizes that the math required by a hotel industry professional is not “rocket science”. It also builds an appreciation for analytics and industry reports used by hotel companies and tourism organizations around the world.

New Area Consultant for Ireland

Dr. Ralf Burbach



Phone: [+353\(0\)14024372](tel:+353014024372)

Email: ralf.burbach@dit.ie

School of Hospitality Management and Tourism, Dublin Institute of Technology, Ireland

Dr Ralf Burbach is the Head of the Hospitality Discipline and Assistant Head of the School of Hospitality Management and Tourism, Dublin Institute of Technology, Ireland. Dr Burbach has worked in a number of lecturing and managerial roles in different higher education institutions since 2001. Prior to his academic career, Dr Burbach worked for thirteen years in the hospitality industry and held managerial posts in Germany, the United Kingdom and Ireland. Dr Burbach is a member of the Irish Hospitality Institute and a board member of the Irish Hospitality Trust. Dr Burbach is currently a board member in EuroCHRIE as the area consultant for Ireland.



EuroCHRIE in (understanding with) SPACE

Photo L-R Jan Willem Meijerhof, Danutė Rasimavičienė and Anders Justenlund

At the EuroCHRIE Spring Board meeting in Manchester, UK. EuroCHRIE President, Jan Meijerhof and President of the SPACE-network, Danutė Rasimavičienė signed a Memorandum of Understanding between the two networks. SPACE is the European Network for Business Studies and Languages. The SPACE-network has, among others, a growing hospitality and tourism committee and would like to expand their expertise within this area. EuroCHRIE-members will with this agreement be able to benefit from SPACE's expertise within fundraising from different EU funds; furthermore SPACE is open to facilitate partnership relations between EuroCHRIE and SPACE member institutions.

What is the SPACE-network?

SPACE was founded in Lille (FR) in 1989. The network has grown to reach a membership of about 60 higher education institutes in 27 countries from both the 'old' and emerging 'new' Europe. The network has changed in nature of that the network's collaboration has a greater emphasis on business (in its many forms), language and intercultural communication, hospitality and tourism management, and since 2011 entrepreneurship. Furthermore SPACE concentrates on bachelor and master's education as the basis for membership. Though the remit of the SPACE-network has widened to develop European and global co-operation in the above areas, the network's motto remains the same: Learning by Sharing. Developing a spirit for quality in teaching and a commitment for research have become SPACE's main objectives.

As EuroCHRIE Honorary Secretary I find it important that our federation reaches out to other networks, organizations and private enterprises in order to increase membership benefit and a continuous development of our network.

Should you as a member be interested to learn more about the SPACE-network you are welcome to visit their website www.space-eu.info or contact Anders Justenlund at ajus@ucn.dk. In any matter regarding the activities of the EuroCHRIE board, please feel free to contact me as well.

EuroCHRIE Switzerland mini-conference - June 2nd

The team from Glion Institute of Higher Education Bulle campus and the Glion Online MBA invite you to a EuroCHRIE Switzerland mini-conference in Bulle. This year's event will focus on destination marketing and management, and the future of tourism destinations. Save the date, Tuesday June 2nd, on your calendar! A full agenda will follow. Any questions contact Henri Kuokkanen henri.kuokkanen@glion.edu



TAKE OFF!

JOIN THE ACCOR STUDENT ADVENTURE
2015 EDITION

THEME: CUSTOMER LOYALTY PROGRAM AT ACCOR IN 2020

SUBJECT: LOYALTY PROGRAM & GUEST EXPERIENCE: IMAGINE THE FUTURE OF CUSTOMER LOYALTY.

Accor organizes from March 25th to June 19th, 2015, an original and innovative student competition.

“Take Off! Join the Accor Student Adventure”

This year, our competition will allow the students to be evaluated by Accor professionals and by top-school teachers with different cultural backgrounds!

Accor noticed a virtuous circle between loyalty program and Customer life knowledge: **Data allows Accor to know better customer’s needs and expectations**, which encourage the customer to come back in our hotels. This way, the company has even more information about customer’s habits, and is able to give a better service to the customer. And so on.

From this idea, one question may appear: *“Is Big Data improvement contributing to the enrichment or the destruction of customer experience?”*

But nowadays, loyalty programs are not the completion anymore; the idea is now to know better the guest.

Loyalty and guest experience are now going together.

It is not about simple rewarding only: **we have to go further!**

From this point of view, we decided to choose a very interesting theme about Loyalty, guest Experience for the future.

Here we have some sentences representing what could be the future formulation of the subject:

- **"How the loyalty program of 2020 can best support the customer experience? »**
- **"From customer acquisition to customer retention, is the future of loyalty program about points and rewards? Imagine the future Accor loyalty program in 2020.**
- **"Loyalty programs have their benefits need to be constantly updated. How do you imagine the loyalty program of 2020?"**

For more information go to www.accortakeoff.com or to www.eurochrie.org

The 2015 EuroCHRIE Awards – coming soon

We are pleased to announce that we have 2 new sponsors EuroCHRIE Awards this year



STR Global “Bridging the Gap” Award 2015 – in recognition of significant contributions related to bridging the gap between academia and industry.

This award honours a professional who has worked to build closer cooperation between academia and industry in relation to training, research and development in hospitality and tourism education. The recipient will normally be a EuroCHRIE member

Prize

- 500 euros
- Full registration to EuroCHRIE conference
- EuroCHRIE individual membership (for following year)
- Plaque



LAUREATE
INTERNATIONAL
UNIVERSITIES*

The Laureate Hospitality Achievement Award 2015 is this year being sponsored by Les Roche Hotel School, Switzerland.

This award honours an educator or trainer for outstanding achievement in contributing innovative ideas, methods or programs that have advanced teaching, learning or practice in the field of hospitality education or training.

Prize

- 500 euros
- Full registration to EuroCHRIE conference
- Plaque

Les Roches, Switzerland is a co-educational hospitality management school offering BBA, Post Graduate Diploma, MBA and MSc that is accredited by the Commission on Institutes of Higher Education (CIHE) of the New England Association of Schools and Colleges.



The international environment at the school promotes awareness and understanding of national and cultural differences and encourages students to work together in a team to improve inter-personal skills. Graduates of Les Roches may therefore embark upon their careers with confidence, armed with knowledge, basic experience and inter-personal skills which allow them to successfully face career challenges.

Other Awards continue as below and nominations will soon be requested by Richard Ginioux.



The EuroCHRIE Presidents Award – sponsored by REDGlobal



The EuroCHRIE Presidents Award is the highest individual recognition a member of EuroCHRIE may receive. It is presented to a EuroCHRIE member in recognition of the individual's lifetime contributions and outstanding service both to hospitality and tourism education and the EuroCHRIE Federation.

- Plaque
- EuroCHRIE Registration
- 500 Euros

Institute of Hospitality Education Research Award



The award is given to a superior research publication submitted for the EuroCHRIE annual conference on a topic relevant to the field of hospitality or tourism management by an International CHRIE Member.

- Certificate or plaque
- Complimentary Institute of Hospitality membership for one year
- An invitation to an Institute of Hospitality annual event
- A summary of the research to be published in Institute of Hospitality magazine
- 500 Euros



The EuroCHRIE International Industry Award

The award recognizes an outstanding international industry or organization for demonstrated commitment and service to the to the hospitality and tourism industry.

- Plaque



The EuroCHRIE Regional Industry Award

The award recognizes an outstanding regional industry or organization for demonstrated commitment and service to the to the hospitality and tourism industry.

- Plaque

Tuesday, June 2, 2015
Glion Institute of Higher Education
Academic Center, Bulle Campus
Chemin de Bouleyres 37, 1630 Bulle



*The team from Glion Institute of Higher Education Bulle campus and the Glion Online MBA invite you to a EuroCHRIE Switzerland mini-conference in Bulle. This year's event will focus on destination marketing and management, and the future of tourism destinations. We are looking forward to seeing you there! **There are 30 seats available for the event.** You are welcome to share this invitation with your colleagues who are not EuroCHRIE members, but members have priority in case of high demand for the seats.*

09:00 – 09:30 Registration and welcome reception/coffee in Academic Center ground floor	09:30 Welcome	09:30 – 10:45 Destination competitiveness: What the future holds? Mr Ludovic Lainé, President, Atelier LaPaz.	10:45 – 11:00 Comfort Break
	11:00 – 12:00 Making of a preferred destination Ms. Sue Clark, Faculty, Glion Online MBA.	12:00 – 13:00 Lunch in Academic Centre + Coffee	13:00 – 14:00 – TBC Dr. Noelle O'Connor, Faculty, Glion Online MBA.
14:00 – 14:15 Comfort Break	14:15 – 15:00 Collaborative revenue management in destinations: the way forward? Mr. Henri Kuokkanen, Research fellow, Glion Graduate School.	15:00 – 15:15 Discussion and closing remarks	15:15 onward Networking coffee at Academic Center ground floor

For further details contact Henri Kuokkanen at henri.kuokkanen@glion.edu

You will soon receive a link for online registration.

Bournemouth University Win the Passion 4 Hospitality Business Management Game 2015 - March 23.

Picture caption: University of Bournemouth win P4H 2015 Business Game Competition. Peter Russell and Debra Adams present the award to the winners.



Bournemouth University has won the Passion 4 Hospitality Business Game for the second year in a row. Team member Ellen McCausland tweeted

after the event “@HOTS_Simulation Such a fantastic day yesterday at @IoH_Online Conference. Proud to have brought home the trophy for a second year! #BUproud”. The competition was contested this year by teams from Plymouth, Manchester Metropolitan, University College Birmingham, Westminster Kingsway and Bournemouth. These five teams came through the online heats for the competition, which featured eight teams.

This year the focus of the business game was on revenue management, social media and guest reviews. Each of the five teams competing in the HOTS business management game were given the responsibility of managing individual hotels within the simulated environment. All five teams were in direct competition with each other and competition was fierce.

The simulation scenario was created to compliment the theme from the P4H live debate final. The teams were tasked with creating a revenue management strategy for their hotels and then executing this within the simulation. The teams were judged on their hotel performance results, which included RevPAR, ADR, Occupancy and Gross Operating Profit. They each also had to produce a written revenue management plan.

The teams could sell rooms through online channels, set their rate strategies and also manage their social media profiles.

Peter Russell, Operations manager from HOTS (The Total Simulator Company) said, “We wanted to present the teams with a curveball this year and present them with an exercise closely focused on revenue management to see how they would cope. This will be an essential skill for them in years to come and all five teams coped very well, with all of them running profitable hotel businesses by the end of the competition, which is a great achievement.”

The properties all started the same, with all teams having an equal chance for success. The competition was fierce with Plymouth coming a very close second, followed by Manchester Metropolitan in third.

Debra Adams, Head of Professional Development at arena4finance said, “We were very impressed by the commitment and level of achievement demonstrated by all the teams taking part at this year’s event. REVPAR and GOPPAR maximisation was the key to success and all the teams massively improved these KPI’s for their virtual hotels resulting in a very close contest!”

The Business Management Game was delivered by the teams from HOTS and arena4finance and in partnership with the Institute of Hospitality, HOSPA and CHME.

The winning team will be awarded a day in industry from a partner organisation who will give them experience of what it is like working in the hospitality industry. This will be discussed with the team to make sure the day is focused on an area of interest to them.

All of the teams did exceptionally well. If these were real life hotels, all of the shareholders would be very pleased, as all five hotels were starting to turn a good profit by the end of the year, with the chance for further improvement in future years.

This was the second year that this Business Management Game has taken place and due to the positive feedback received it will certainly be taking place again next year. If your university is interested in taking part, contact the teams from HOTS or arena4finance.

For further information contact:

Peter Russell – The Total Simulator Company (HOTS) - prussell@etosc.com

Wayne Gosden – arena4finance - wayne.gosden@arena4finance.co.uk

THE AFRICA FORUM – Kevin Nield EuroCHRIE Vice President



In October 2014 at the Dubai conference, we organised our first ever Africa Forum. The idea behind the forum was inclusion. Africa is a major part of our great organisation but has until recently been under-represented. As a board we felt that we had to address this, this was one initiative that was proposed. Since then the EuroCHRIE board has been strengthened with regional representatives across the whole of Africa.



The forum was well attended and thanks to the work of Belinda Nwosu had guest speakers presenting the issues that impact upon the African continent.

The following are issues that came out from the conference. You will note that the UK managed to find its way into Africa! Nevertheless, it raised an interesting point:

1. South Africa: We need business to understand our issues as they affect us. Basic infrastructural and policy issues affect us on the continent in ways people from outside might not appreciate. EuroCHRIE should reflect this
2. Kenya: The people who will drive developments must understand how things work. There are circumstances that will require delivering services under stress. A whole new skill set is required to make things work. The curriculum must reflect this
3. UAE: There tends to be only bad news about of Africa. But that should not define what Africa is,. The growth statistics reflect this.
4. UAE: There is a need to engage cultures and not remain on the old way of doing things. The hospitality curricula should reflect the cultures of the communities they are in.
5. UK: A great study would be to harness and capture the natural hospitality of African people and influence the curriculum.

I would like to see these and other issues progressed. At the Manchester conference, we intend to convene a short session which would deal with how we might research these issues and how we can use them to inform future conferences. I look forward to meeting you all there.

Save the dates:

Please see below the details for the upcoming CHIA workshops.

- **May – Manchester 19-20 May**, held at Manchester Metropolitan University, prior to CHME Conference
- **June – Auckland 9-10 June**, held at Auckland University of Technology, prior to APacCHRIE Conference
- **July – Orlando 27-28 July**, held at Rosen College, University of Central Florida, prior to ICHRIE Conference
- **October – Manchester 14 October**, held at Manchester Metropolitan University, prior to EuroCHRIE Conference
- **October – Switzerland**, exact date and location to be determined
- **November – NY 6-7 November**, held at New York University, prior to IHMRS

If anyone would like more details or to reserve a seat, they can contact me Duane Vinson Steve Hood at sharecenter@str.com

Journal of Policy Research in Tourism, Leisure and Events

The latest issue of the *Journal of Policy Research in Tourism, Leisure and Events* is a special issue entitled: **Second homes planning policy and governance** Guest Editor: **C. Micheal Hall**, University of Canterbury, New Zealand <http://www.tandfonline.com/toc/rprt20/current#.VLTqc7FFCHs>

A new initiative:

Colleagues may be interested to hear about a new section of the journal entitled *Dialogues*. It encourages discussion between several authors on a policy related topic. The same question may, therefore, be addressed from contrasting theoretical, cultural or spatial perspectives. Dialogues may be applied or highly abstract. The first is entitled ‘**Does relevance matter in academic policy research?**’ and is answered initially by Dianne Dredge (Aalborg, Denmark). **There are then four individual responses to her paper** by Huw Thomas (Cardiff, UK), Lynn Minnaert (New York, USA), Jan Mosedale (University of Applied Sciences HTW Chur, Switzerland) and Noel Scott (Griffith, Australia). **The Dialogue is concluded with a reply from Dredge**. These have been made available **free of charge in advance of publication** by Taylor and Francis:

<http://www.tandfonline.com/action/showAxaArticles?journalCode=rprt20#.VLTpxrFFCHs>



We hope that you will find them of interest. Ideas for a Dialogue are welcome.

Please email me r.thomas@leedsbeckett.ac.uk

Professor Rhodri Thomas

International Centre for Research in Events, Tourism and Hospitality (ICRETH)
Leeds Beckett University.

Source:



The January 2015 Top 5

Year-over-year RevPAR change in local currency

January 2015 vs January 2014

Countries	Occ (%)		ADR		RevPAR		Percent Change from January 2014		
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR
	Hungary	47.9	42.4	19621.38	17007.04	9405.53	7216.85	13.0	15.4
Malta	48.1	42.9	82.81	76.27	39.81	32.73	12.0	8.6	21.6
Ireland	55.6	51.1	86.86	80.07	48.29	40.93	8.8	8.5	18.0
Lithuania	43.5	40.9	56.35	50.93	24.50	20.85	6.2	10.6	17.5
Portugal	38.9	34.8	68.35	65.13	26.57	22.65	11.8	4.9	17.3

January 2015 vs January 2014

Markets	Occ (%)		ADR		RevPAR		Percent Change from January 2014		
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR
	Budapest	47.8	41.5	20445.45	17897.13	9776.12	7433.81	15.1	14.2
St Petersburg	43.6	39.5	3367.34	2965.23	1467.56	1172.40	10.2	13.6	25.2
Lisbon	49.8	42.6	79.33	75.68	39.52	32.27	16.9	4.8	22.5
Athens	47.7	41.9	93.18	88.55	44.48	37.08	14.0	5.2	20.0
Dublin	60.1	54.8	87.95	81.18	52.83	44.50	9.6	8.3	18.7

Source:



The February 2015 Top 5

Year-over-year RevPAR change in local currency

February 2015 vs February 2014

Countries	Occ (%)		ADR		RevPAR		Percent Change from February 2014		
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR
	Lithuania	47.4	39.8	55.91	49.14	26.50	19.54	19.1	13.8

Croatia	27.5	21.0	447.42	469.32	122.89	98.51	30.9	-4.7	24.8
Ireland	65.9	61.3	95.76	83.56	63.12	51.25	7.5	14.6	23.2
Malta	60.7	53.2	76.17	70.62	46.23	37.60	14.0	7.9	23.0
Hungary	52.3	47.2	18235.49	17162.52	9540.33	8103.37	10.8	6.3	17.7

February 2015 vs February 2014

Markets	Occ (%)		ADR		RevPAR		Percent Change from February 2014		
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR
Vilnius	49.4	40.7	56.86	49.89	28.10	20.29	21.5	14.0	38.5
Dublin	69.0	63.8	99.50	85.76	68.65	54.71	8.1	16.0	25.5
Budapest	52.2	46.2	19337.83	18336.96	10084.98	8474.27	12.8	5.5	19.0
Warsaw	69.1	58.8	261.80	258.70	180.91	152.10	17.5	1.2	18.9
Manchester	81.8	77.5	72.46	65.53	59.26	50.79	5.5	10.6	16.7



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EuroCHRIE 2015
15th-17th October



MANCHESTER, UK

Hospitality, Tourism & Events Industries
and the Experience Economy

Manchester Metropolitan University are the proud hosts of
EuroCHRIE 2015

For Call for Papers, further information and to register interest,
please visit: **www.eurochriemanchester.org**



Manchester Metropolitan University is the proud host of EuroCHRIE 2015

Registration

Online registration for Experience EuroCHRIE 2015 will go live on our website on **7 April 2015**. Delegates can pay securely online with a credit/debit card or by bank transfer (where applicable, please have an institutional Purchase Order number to hand when completing the booking form). Delegates are advised to contact the British Embassy in their country to check visa requirements for entry to the UK before registering.

Register here after 7 April: www.eurochriemanchester.org