

leisureopportunities

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Protect London 2012 legacy says House of Lords

The UK government needs to provide clear, strong leadership and appoint a minister with responsibility for producing legacy benefits or the positive effects of hosting the London 2012 Olympic Games could be lost.

That is the key message of a report published by the House of Lords Select Committee on Olympic and Paralympic Legacy, which also calls for strong and sustained cross-party co-operation to ensure lasting benefits, as well as the requirement for different government departments to work more closely on legacy matters.

Worryingly, the report entitled *Keeping the flame alive; the Olympic and Paralympic Legacy* finds "little evidence" of increased participation in sport and states that there has been an uneven distribution of economic benefits of the Games across the UK.



London crowds line up to congratulate Team GB on their victory parade in 2012

The committee makes a number of recommendations across different areas sporting participation; school age sport; high performance sport; the legacy of sports facilities; the legacy for regeneration in East London; the economic,

social and cultural legacy; and the delivery and governance of the overall legacy.

The report lists 91 recommendations and conclusions, which include a call for the government to urgently co-ordinate the work of producing action plans for individual sports, involving the relevant clubs, NGBs and sports councils; an improvement to the methodology used for the Active People Survey and the Taking Part Survey due to the "clear limitations" of the current system. It also describes the decision to scrap School Sports Partnerships as a "mistake" and criticises UK Sport's "no com-

promise" approach to funding Olympic and Paralympic sports, stating that it will lead to a growing gap between the sports which already do well and those which have low development prospects. *Continued on back cover*

Hull named UK City of Culture for 2017

Hull has beaten Leicester, Dundee and Swansea to be named the UK's City of Culture for 2017.

Hull, which is known for being home to poet Philip Larkin, the Ferens Art Gallery and the Hull Truck theatre company, will follow the 2013 City of Culture, Londonderry.

Councillor Stephen Brady said: "Winning the title is a real game-changer. It will give us a platform to tell the world what this great city has to offer, transform perceptions and accelerate our journey to be a prime visitor destination." Details: <http://lei.sr?a=n8e2V>

UK hotel investment tops £3bn for 2013

There is an "insatiable" appetite for London hotels from foreign investors which has contributed to more than £3bn of UK hotel investment in 2013 – almost double 2012's total and the highest since 2007 – according to estate agent Savills.

Total hotel sales for the first nine months of this year hit £2.4bn, two-and-a-half times higher than in 2012 and a large proportion of that is thanks to US investment into ailing British hotel chains.

Starwood Capital bought Principal Hayley for £360m, KSL bought Hotel du Vin and Malmaison out of administration for an estimated £200m and Jurys Inns received £160m investment from a consortium led by capital management firm, Moun Kellett. Savills says that it expects the strong



Foreign investors show most interest in London hotels

performance of the year so far to continue with at least a further £600m in deals to go through in 2013, bringing the total up to a forecast of £3bn. Details: <http://lei.sr?a=r7v3B>

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Shake-up of Derby's sporting venues

Derby County Football Club's (DCFC) Pride Park stadium will be renamed as part of a £7m sponsorship deal, Derbyshire County Cricket Club (DCCC) has launched a funding bid to redevelop its home ground and the county's university has submitted plans for a new £9m sports centre.

Pride Park will be rebranded as iPro Stadium next month (December), following DCFC's deal with global sports drink company iPro Sport.

The £7m deal will run for 10 years and is believed to be one of the biggest independent sponsorship deals arranged by a club in Football League history.

Meanwhile, DCCC is looking to secure £1.9m worth of loans and grants to allow a £3.6m redevelopment of its County Ground venue to go ahead.

The redevelopment would include a new media centre and increase the ground's capacity from nearly 5,000 to 7,000 strengthening the club's case to hosting a 2019 World Cup game.

The club has already been given a provisional



Derby County FC's Pride Park is to be renamed the iPro Stadium

green light for £1.7m of funding from the England and Wales Cricket Board towards the project.

Plans for a multi-million pound sports centre at the University of Derby have also been submitted to the city council.

The new £9m sports centre's primary use would be for staff and students, but there will be opportunities for use by affiliated sports organisations, schools and the wider community.

Details: <http://lei.sr?a=e9p2A>

sportscotland launches £10m clubs grant

sportscotland has launched a £10m, four-year funding plan which will create 50 new regional development posts for scottish governing bodies of sport (SGBs).

The investment will also see a Direct Club Investment (DCI) programme being launched to support the growth of individual clubs.

The new investment for the regional development posts totalling £5.8m over the next four years, is part of a strategy to ensure there are more professional people working directly to support local sports clubs, which will help improve the overall quality of the school to club to performance pathways.

According to Stewart Harris, CEO of sportscotland, the new grants mark a significant change in the way local sports clubs in Scotland are supported and will provide a model which helps clubs develop in a sustainable way.

"We are making significant progress in



The funding is part of a strategy to bring more professionals into local

implementing a world-class sporting system at all levels and this investment demonstrates our commitment to the growth of clubs throughout the country," he said.

"The connection between school sport, club sport and high performance sport is crucial in our drive to provide more and better opportunities for people to become involved in sport and physical activity."

Details: <http://lei.sr?a=R2D3v>

Women and sport inquiry begins

The Culture, Media and Sport Committee has hosted the first evidence session at the House of Commons as part of its inquiry into women and sport.

Chaired by John Whittingdale, the first session heard evidence from Tim Woodhouse, head of policy and external affairs at Women's Sport and Fitness Foundation; Rimla Akhtar from the Muslim Women's Sports Foundation and Claire Wheeler, strategic lead for equity at charity StreetGames.

Jane Ashworth, CEO of StreetGames, called for the inquiry to "not forget" those who she said will stand to benefit most from getting more active – disadvantaged young women.

"Disadvantaged young people can expect to live almost eight years less than their more



Tim Woodhouse speaking at the first session of the inquiry

affluent peers and sport is a key way to address this inequality," she said.

"Yet young people from disadvantaged areas participate in sport far less than their more affluent peers and this gap is even greater for young women from these areas."

Details: <http://lei.sr?a=z2G8Y>

Support for new CIMSPA business plan

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) has announced that five employers in the sport and activity sector have committed to investing in the UK development body following its new business plan.

CIMSPA, which provides leadership and drives standards for professionals working in sport and physical activity, has secured the support of Everyone Active, Leisure Connection, DC Leisure, the Amateur Swimming Association and Greenwich Leisure Limited.

The new investors in the institute have purchased more than 150 memberships for their respective teams between them.

The new business plan was welcomed and adopted by a record number of CIMSPA members at its AGM on 7 November 2013 with the plan including a new governance structure following a three-month business review led by



The plan was adopted record numbers of CIMSPA members

CIMSPA trustee David Stalker.

At CIMSPA's AGM, 185 out of 203 members voted in favour of the new business plan, while Julian Leybourne (ICON Training), Carl Bennett (NHS Stoke on Trent) and Ian Nicks (independent pool consultant) were elected as new trustees. Details: <http://lei.sr?a=d7K4x>

SRA chief executive Tim Lamb announces retirement

Tim Lamb, chief executive of the Sport and Recreation Alliance (SRA), has announced his intention to retire from the post in February 2014.

Lamb steps down after eight years in the role and his decision follows a programme of modernisation which included an agreement for a

new strategic direction and the negotiation of a three-year funding deal with Sport England.

He said: "The Alliance's funding is secure and with the Olympic and Paralympic cycle beginning again, it feels like a good time to sign off."

Details: <http://lei.sr?a=r2t6E>



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New £15.3m sports centre opens in Kirkcaldy, Fife

A new £15.3m sports and leisure centre has opened in Kirkcaldy, Fife, Scotland, as part of a £55m council-led project to open three new flagship facilities in the region.

Part of the Future of Leisure programme, the centre houses a 25m, six-lane swimming pool with poolside spectating for 90 people; a training pool with an underwater movable floor; and changing facilities.

Users also have access to a 60-station gym, a purpose-built aerobics studio, a four-court sports hall and a children's play centre with nearby café and a meeting room.

The facility further provides a health suite and steamroom located next to the pool area. Details: <http://lei.sr?a=f5v5N>



The new fitness centre will open in February

Opening date set for Hampton leisure centre

Vivacity, the not-for-profit organisation which manages many of Peterborough's culture and leisure facilities on behalf of the city council, is to open a new Premier Fitness club in Hampton.

The Vivacity Premier Fitness centre on Hadfield Road is scheduled to open on 1 February 2014 and will feature a 25m swimming pool plus a full range of fitness equipment fitted with Smart Centre performance monitoring technology.

Forming Vivacity's first premium health and fitness facility, it will also offer two high-end studios; a sauna and steamroom; four beauty treatment rooms; deluxe showers and changing facilities and an onsite café.

Membership will provide access to all six Vivacity Leisure Centres across the city, swimming at four pools and more than 175 fitness classes every week.

The opening of the Hadfield Road centre follows that of the Hampton Leisure Centre on Clayburn Road in September this year, the latter offering a gym; dance and exercise studios; a multi-purpose sports hall and grass football pitches. Details: <http://lei.sr?a=P3H9q>

Exercise boosts brain development

Moderate exercise during pregnancy could boost a baby's brain development, according to new research.

The study, which involved 18 mothers-to-be, found that 10 days after being born, children showed signs of having a more mature brain if their mothers had exercised during the pregnancy.

For the study, researchers randomly assigned 10 women to an exercise group and eight to an inactive group at the start of their second trimester. The active group engaged in at least 20 minutes of cardio vascular activity three times a week at moderate intensity – meaning at least a slight shortness of breath – with the pregnant women typically walking, jogging, swimming or cycling.

On average, the workout group clocked 117 minutes of exercise on a weekly basis, while the sedentary group clocked 12 minutes a week.

Using an EEG to record the brain's activity, the researchers measured the newborn children's brain activity while sleeping at eight to



Exercising when pregnant could stimulate a child's brain says the study

12 days old, focusing on the ability of the child's brain to recognise a new sound.

The babies whose mothers exercised had brains which were "more efficient" and could "recognise sounds with less effort".

The research team has hypothesised that exercise speeds up a process known as synaptic pruning, whereby extra nerve cells and connections are eliminated, helping brain development. Details: <http://lei.sr?a=S5Z3w>

250 million wearable tech devices by 2017

Over a quarter of a billion wearable health and fitness sensing devices will be shipped worldwide by 2017, as fitness technology becomes more dominant in the wireless marketplace, according to technology research firm ON World.

Research by ON has found that health and fitness wireless technology is entering a 'golden age' of interest from users, with adoption rates rising rapidly.

In a survey conducted by the firm with 300 people, it was found that 20 per cent already owned a wearable technology device such as a sports watch, heart rate monitor or activity tracker.

Such is the growing rate, demand for technologies like Bluetooth Smart for mobile health and fitness devices is accelerating, with ON stating that sales of Bluetooth Smart certified products have so far increased 380 per cent since January 2013.

With this in mind, ON has estimated that by 2017, sales of Bluetooth chipsets used solely for health, wellness, sports and fitness will reach 95.7 million.

ON found that having evaluated 200 mobile sensing health and fitness products, Bluetooth



IMAGE: SHUTTERSTOCK_12526765

Health and fitness wireless technology is entering the 'golden age'

Smart will be used in 59 per cent of products to be launched this year.

A collection of reports made available by the research firm has also highlighted that the IOS and Android platforms for smart watches and glasses will disrupt standard technological fitness solutions by offering a multi-purpose approach, providing a multitude of sensors and associated apps for users. Details: <http://lei.sr?a=M3n6a>

PayasUgym agrees deal with Virgin

Online gym pass provider payasUgym has announced an agreement to work with Virgin Active, in a move which will see the website provide lead generation services to Virgin Active clubs across the UK.

The move by payasUgym is part of the company's ongoing campaign to try and increase the number of people involved in health and fitness.

Virgin Active is the first of the leading private health club chains to join the payasUgym service, with 1,600 other clubs already participating in the nationwide scheme.

The payasUgym.com service sees customers create a free online account, which they top-up with credit. Users are then able to use the credit to buy passes for gym use at any of payasUgym's listed gyms and health clubs. Offers range from single day passes to a variety of short-term gym membership options.

"We are always keen to test new ways to drive qualified leads to our clubs. PayasUgym.com provides the opportunity for potential health club members to experience all that Virgin



PayasUgym will provide lead generation services to clubs across the UK

Active has to offer and we expect many of them to then be in a position to make an informed decision about joining," said Steve Dick, sales director at Virgin Active.

The payasUgym service has expanded rapidly since its launch in 2011, with the website recently announcing a partnership with HSBC to provide 1.35 million young account holders between the ages of 18 and 25 with more access to flexible fitness options.

Details: <http://lei.sr?a=H8v2Q>

Microsoft chooses fitness brand for Xbox One

Microsoft has chosen fitness brand Body Training Systems to provide video workouts for Xbox Fitness on the new Xbox One, which was released on 22 November.

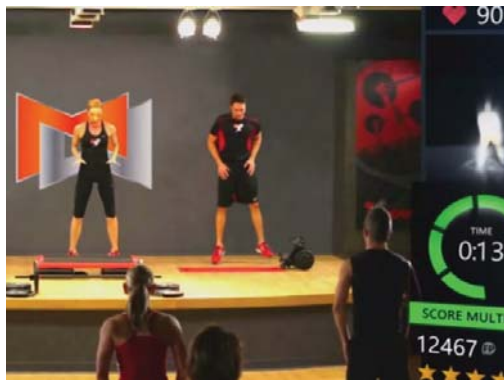
Body Training Systems and Group X Systems, the company which delivers the programmes to health clubs and leisure centres in the UK, have rebranded themselves to coincide with the new launch.

Now known as Mossa – the Italian for move or excite – the workouts on Xbox Fitness will enable consumers to use the Mossa programme from the comfort of their own living room.

Mossa has created four different workouts to launch Xbox fitness: Mossa Core Workout, Mossa Fight Workout, Mossa Groove Workout and Mossa Power Workout.

Microsoft, through the Kinect system, the Xbox Fitness online service will provide users with immediate feedback on their form, power and heart rate using the voice and motion capture technology.

A four-year deal has been agreed, which will see Microsoft and Mossa promoting



The Mossa programme will be available from user's own homes

health clubs and leisure centres running the full Mossa group exercise programmes. During this time operators will have the opportunity to offer free passes for Xbox Fitness users at their clubs and centres.

"We have welcomed Xbox One's desire to get those people at home, the 85 per cent of the population who don't go to health clubs, healthy and fit," said Mossa president Terry Browning. "It will then be a team effort to inspire them to knock on operators' doors."

Details: <http://lei.sr?a=k7R4v>



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Are you a social media obsessive?



PETER DUCKER

is chief executive officer of the Institute of Hospitality

I was interested to hear recently from one of our members, Thomas Kilroy MIH, a BaxterStorey catering manager, about his relationship with social media. Thomas wakes naturally most mornings at 5am and immediately checks in with Twitter, Facebook and LinkedIn. Due to differing time-zones, he finds daily news from Kathmandu, where he has business interests, and catches up with colleagues and friends based in the US and Australia who have been posting through the night. For him, this has replaced the morning papers, which he used to read voraciously. He now gleans the latest technology news, business case studies, political or financial commentary and the latest happenings in the world of hospitality right from his pillow. At this unearthly hour, he also goes through his 'suggested contacts' list on LinkedIn and tries to connect with at least five people every day.

Once in the office, he spends a few minutes every couple of hours checking in with Twitter to see what his colleagues are doing. He says that this fosters camaraderie among fellow chefs and managers while reinforcing BaxterStorey's brand presence. He shares and re-tweets menu ideas.

He also writes a blog (www.mykitchensync.com) every weekend and says that the greatest impact of social media for him has been the influence he can generate among colleagues and industry peers. "A few months ago, I posted a blog on menu engineering which led to a conversation on Twitter involving a chef manager, a development chef, the sales director and our co-CEO. The fact that this was on a Sunday night demonstrates how business parameters are changing as social media permeates our lives," says Thomas.

Social media's role in our everyday lives divides opinion, however, there can be no doubt that in the business world, it is an increasingly important and cost-effective marketing tool. But it is not always easy for operators to stay on top of. That is why the Institute of Hospitality is running a series of no-cost webinars this winter to help you run your business better.

HOTELS

Ace Hotels founder dies at 47

The founder of Ace Hotels, Alex Calderwood, died on 14 November at the company's Shoreditch hotel, in London.

Ace Hotel's Teriha Yaegashi says his passing was a shock and that the team are committed to carrying on the work which he started.

"We're lucky to have a close knit team and Ace family and together we will carry out his vision," she said.

Born in Denver in 1966, Calderwood skipped college, became a party promoter and ran a vintage clothing business before teaming up with a friend to reinvent the barber shop experience.

After creating a chain of around a dozen barber shops, the team took on a lease for a 28-bed 'flop house' in Seattle and set to work redefining the hotel experience.

With a mix of street art, reclaimed furniture, shared bathrooms and low prices, the Ace Hotels brand was born.



Alex Calderwood founded the Ace Hotels chain

There are currently five hotels: Seattle, Portland, New York, Palm Springs and London, which opened in September. Two more are scheduled to open in Los Angeles and Panama.

Many people have paid tribute to Calderwood. Luxehotelier said: "Visionary gets tossed around too lightly in the hotel biz. Alex Calderwood truly was one, in an industry that isn't."

Details: <http://lei.sr?a=G5Y2e>

Nottingham's Guildhall could be turned into luxury hotel

Nottingham's historic Guildhall could be converted into a four-star hotel with 100 bedrooms, as the city's council considers whether or not to hold talks with Sanguine Hospitality about a proposed development of the building.

Sanguine, which develops luxury hotels for the likes of Hilton and Intercontinental have produced outline plans for the development of Guildhall and has also held talks with English Heritage about the proposed project. Details: <http://lei.sr?a=p4q5E>

Scotland tops occupancy levels for hotels

Scotland's hotels outperformed the rest of the UK during the month of August, with hotels north of the English border recording the highest occupancy level and revenue in the UK, according to new data.

The research, carried out by business advisors BDO reveals that RevPar stood at £78.70 on average for the month in Scotland, which was considerably favourable when compared with the £42.79 average for England as a whole.

Percentage of rooms filled in Scotland reached 89.5 per cent, compared with 78.8 per cent in regional UK, 76.8 per cent in England and 82.9 per cent in Wales.

Perhaps unsurprisingly, Edinburgh – with its Fringe Festival taking place in August – had the highest RevPar, averaging £116.85. A regional breakdown of figures in Scotland showed that hotels in Inverness, Glasgow and Edinburgh all had occupancy levels of more than 90 per cent.

"These figures reveal another positive month for



Edinburgh had the highest RevPar during August at £116.85

Scotland's hospitality sector," said BDO's Alastair Rae. "These strong figures must provide some reassurance to Scotland's hoteliers who have had a difficult few years. This year would appear to be a return to form for the sector and will provide a welcome revenue boost for many owners."

Details: <http://lei.sr?a=g5R2D>



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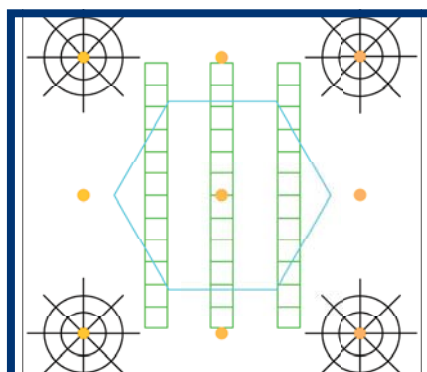
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£1.5m town spa opens in Dalston, north London

A second Smooth You spa has opened its doors in London spa in the new Dalston Square development.

The £1.5m, 5,000sq ft (464sq m) spa offers a modern hair salon and new state-of-the-art beauty equipment, with a range of semi-medical treatments, tanning equipment, a nail parlour and a selection of beauty treatments using products from the King's Cross-based Murad skincare company.

The original Smooth You establishment in Islington, which opened in 2011, is a finalist for beauty salon of the year and has around 6,000 customers on its books. Details: <http://lei.sr?a=U6A4c>



Harmsworth spoke about capex at GSWs 2013

Hotel spas need to fight capex allocation

The viability of some hotel spas is being undermined by unreasonable capital expenditure (capex) allocations, according to ESPA International owner, Susan Harmsworth.

Speaking at this year's Global Spa & Wellness Summit in New Delhi, Harmsworth said: "In the past, I've been asked to run the [hotel] pool and gym [as part of the spa], but by bundling these costs into the profit and loss of a spa makes it look unviable because the pool and gym capex and operational expenses should really be with the hotel. There are no industry norms and it's making it extremely difficult for spa operators in certain markets to be profitable."

She said that it's often left too late in the hotel build before the cost of the spa or capex is considered. This then leads to confusion between the hotel owner and spa operator about what return on investment is expected and when.

She added that until a standard for spa profit and loss is developed, sector benchmarking will also remain problematic.

A full interview will be available in the Q4 2013 edition of *Spa Business* magazine.

Nirvana Spa unveils crystal suite

Nirvana Spa, located in Berkshire, has launched its new spa experience, The Crystal Treatment Suite.

The new suite features 12 treatment rooms, four of which are dual treatment rooms, each named after a crystal. The suite offers a menu of exclusive treatments.

To accompany the arrival of the suite, Nirvana Spa has launched a new portfolio of spa rituals and experiences for the face and body using skincare brands such as Germaine de Capuccini, Celestial, Decl  r and Jessica.

Nirvana Spa's new signature rituals from Germaine de Capuccini include journeys such as: Journey into Serenity, a body massage using Obsidian holistic stones on the body's Chakra energy points; and Silks & Saffron, which takes the client on a journey full of eastern spices such as cardamom, cinnamon and saffron along with a massage using a silk foulard.

For the face, guests can choose from a range of facials including The Black Diamond. This treatment is based on the skincare benefits



Nirvana Spa's Crystal Treatment Suite includes 12 new treatment rooms

offered by stones, crystals and minerals and is rich in zinc and iron.

Spa packages have also been tailored for men and mums-to-be.

Visitors to The Crystal Treatment Suite can also use the Thermal Suite including sauna, salt inhalation steamroom, ice rub station, ice cascade plunge pool and monsoon showers and the Celestial Floatation Pool, which features 60 tonnes of Dead Sea salts, including 21 essential minerals dissolved in water heated to 35  C.

Details: <http://lei.sr?a=m5A3X>

Carbis Bay Hotel launches new luxury spa

A candlelit couple's room and Ruinart champagne bar are among the attractions of the £750,000 C Bay Spa, newly launched at the Carbis Bay Hotel in Cornwall.

The hotel has worked with spa consultancy, Spa Creators, to turn its vision of a luxury spa experience into a reality, which includes offering treatments aboard the hotel yacht and the beach.

Overlooking St Ives bay, many of the spa facilities offer breathtaking views and there are plenty of places for guests to enjoy them: a spa lounge, restaurant, balcony and decking area. There is also an outdoor heated swimming pool and sauna pod, as well as a cascading ocean vitality pool.

Spa director and designer, Jose Baker, says: "Our aim is to bring a new level of luxury to the spa experience, using only the best natural products and making sure that every customer feels relaxed and spoilt from the moment they



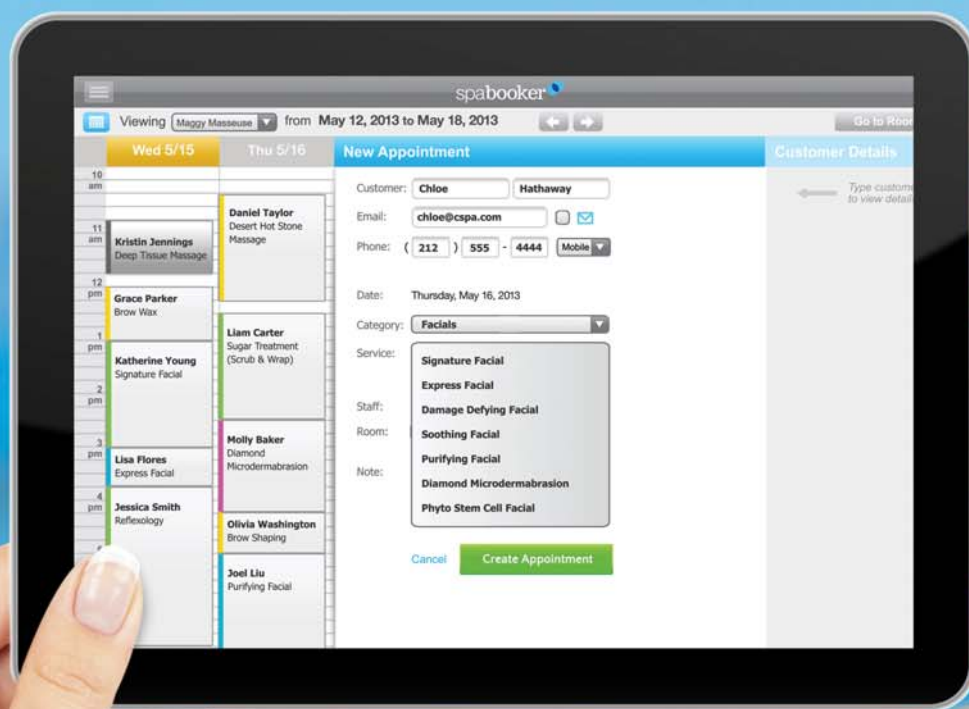
Carbis Bay Spa offers plenty of opportunities for guests to enjoy the view

arrive. Added extras, like the ocean pool and treatments aboard the yacht take the experience above and beyond your average spa."

The treatment menu includes a mix of facials, massages, complementary therapies, scrubs, signature bath rituals and beauty treatments. Voya, Aromatherapy Associates, Zen Spa, Jessica and Mii are the chosen product houses. Details: <http://lei.sr?a=m9V6s>

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Industry calls for reduced VAT

Representatives of the tourism industry have called for a VAT reduction to boost exports and halt the decline in key markets and have made a submission to the Chancellor of the Exchequer ahead of the Autumn Statement.

The Campaign for Reduced Tourism VAT represents more than 3,500 individual establishments in the hospitality sector and more than 40 national and regional associations. The campaign seeks a level playing field with the UK's tourism competitors in the EU which applies VAT at reduced rates.

Recent research on tourism VAT, using the Treasury's economic model, found that a reduction for accommodation and attractions would be revenue neutral and contribute an additional £4bn each year to the UK's economy.

Nick Varney, chief executive of Merlin Entertainments, commented: "The government is currently promoting its export credentials but has failed to recognise that tourism is an export sector. It has loaded tourism taxes, such as VAT, and increased other



The tourism industry is looking for VAT breaks for exports

barriers to a point where we are now losing market share to our rivals."

Tourism is one of only a limited number of goods and services for which the EU allows member states to apply a reduced rate and the majority of nations do this because it makes their tourism industry more competitive, encouraging growth in the sector. Tourism in the UK is the sixth-largest export earner and the only sector which has its exports subject to VAT. Details: <http://lei.sr?a=M8M3s>

UKinbound CEO leaving to head up charity organisation

The CEO of trade association UKinbound, Mary Rance, has announced her departure from the organisation at the end of the year in order to head up charity Contact the Elderly.

Rance has been at UKinbound since 2008 and is widely recognised for helping the

association to grow into one of the leading trade bodies in tourism.

"Naturally I am sad to be leaving UKinbound but glad to be leaving the organisation in such good shape," said Rance. Details: <http://lei.sr?a=6s9k6>

England a key driver to UK tourism growth

A new report from Deloitte – *Tourism: jobs and growth* – outlines England's central role in driving the future growth of tourism in the UK.

Worth £106bn and supporting 2.6 million jobs, English tourism is said to be key to an industry which has grown faster than manufacturing, construction and retail.

England's tourism economy accounts for 8.8 per cent of the country's GDP and 9.4 per cent of employment. Both the value of the sector and employment levels have grown in recent years, outperforming the wider economy which the report says further demonstrates the resilience of the industry during times of economic hardship.

For the first time, the report provides analysis for London and the rest of England separately, highlighting the importance of the industry throughout the whole of England.

Outside of London, tourism is worth £70bn and supports 1.9 million jobs, demonstrating the importance of the sector to much of the country.



The tourism industry is worth £70bn outside of London

However, while for many international visitors London will be their first and sometimes only port of call, the report shows what it calls the 'massive' opportunity the rest of England has to use the capital's international draw to inspire inbound visitors to explore destinations outside of London. Details: <http://lei.sr?a=b3n3C>

The potential of tourism to the UK



KURT JANSON
is policy director of
Tourism Alliance

VisitBritain has published the results of a new comprehensive piece of research by Deloitte on the value of tourism to the UK economy and its potential for growth over the next 12 years and the results are quite startling.

The modelling undertaken by Deloitte predicts that inbound tourism to the UK will grow at an average of 6 per cent a year over the next 12 years – from the projected £21bn in 2013 to £57bn by 2025. However, the report points out that it is possible that inbound tourism revenue could significantly exceed this prediction. The UK is underperforming other European destinations in winning visitors from the main emerging growth markets such as China and India due to a range of policies which represent a barrier to attracting visitors from these countries. Visa requirements, Air Passenger Duty and VAT combine to increase the cost of adding the UK to a European holiday by around £1,000 per family of four.

The outcome of which is that while Chinese outbound has increased by 40 million per annum over the past five years, the UK only receives 45,000 more Chinese visitors each year and while Indian outbound tourism has increased by 5.5 million over the same period, the number coming to the UK has increased by just 3,000 per annum. This is a woeful performance in these markets and is in complete contrast with mainland Europe where the freedom of movement provided by a Schengen visa, combined with lower APD and VAT rates is seeing tourism from emerging markets boom.

To address this, the report lays out an alternative future where the UK adopts policies which seek to address this issue and is as successful as its European competitors in gaining visitors from emerging markets. Under this scenario, the value of inbound tourism to the UK economy by 2025 could be increased by a further £12bn (to £69bn).

The £12bn in additional expenditure is not an insubstantial amount – it's equivalent to the entire annual drug bill for the NHS.

The ability to generate it simply by introducing policies that make the UK a more welcoming destination has got to represent one of the best returns on investment that the government could achieve.

Original Coronation Street set could reopen to visitors

The original set of Manchester-based soap opera Coronation Street could open to the public as a temporary visitor attraction for six months next year, allowing visitors to explore the street used in the ITV programme.

The traditional set is located on the Granada site, close to the Museum of Science and Industry (MOSI) in Manchester's city centre. A new set where the soap is now filmed is located in MediaCityUK.

The attraction is expected to open from March to September next year as a temporary 'reveal'. It is not clear whether this will be a farewell period for the show's famous set, or a tester to see whether the attraction garners enough interest to become a more permanent feature. Details: <http://lei.sr?a=N3Q6R>



The scheme aims to boost tourism in local areas

Historic Scotland makes £10m available for historic areas

The latest round of Conservation Area Regeneration Scheme (CARS) funding has been announced.

Applications for the £10m in funding will open early in the new year with a closing date of 31 August 2014. It is open to local and national park authorities, community groups and other third sector organisations delivering multi-funded projects.

CARS has invested £26m in projects across Scotland since 2007 and has attracted three times as much in match funding. It specifically targets conservation areas with social and economic disadvantages which make it difficult to attract investment in sustainable regeneration.

Cabinet Secretary for Culture and External Affairs, Fiona Hyslop, said: "CARS is instrumental in stimulating economic growth through new employment opportunities and promoting traditional skills, as well as boosting the local tourism industry."

An independent analysis into Historic Scotland, recently showed that its financial support generated an additional £166m of investment between 2007 and 2012. Details: <http://lei.sr?a=r6W2Y>

Merlin stock price valued at £3.2bn

Merlin Entertainments has been priced near the top end of trading expectations – at £3.2bn – as the attractions company made its debut on the London Stock Exchange.

Private equity owners Blackstone and CVC both sold a portion of their shares, as did Danish group Kirkbi, which also owns the Lego and Legoland trademarks, as well as having a 75 per cent holding in the Lego Group.

The offering of 30 per cent of Merlin's shares raised an initial £957m with trading starting at 315p. The share price shot up 6 per cent in conditional dealings.

It has been reported that retail investors picked up 12.5 per cent of the shares, while unconditional dealings took place several days later.

Shareholders in the business are also able to receive a 30 per cent discount on either two adult Merlin annual passes, or one Merlin annual pass to use for a family.



Alton Towers is part of the Merlin portfolio valued at around £3.2bn

Kirkbi has retained a significant holding in the business, with its stake standing just under 30 per cent, while Blackstone held 22.6 per cent and CVC 13.1 per cent when trading started.

Last year Merlin created revenues of more than £1bn, with the company operating 99 attractions in 22 different countries, which saw 54 million visitors in 2012 alone. Details: <http://lei.sr?a=n3J5a>

Royal Academy of Arts gets £12.7m in funding

The Royal Academy of Arts has moved a step closer to beginning its £36m Burlington Gardens redevelopment project, with designs created by David Chipperfield Architects, having been granted £12.7m by the Heritage Lottery Fund.

The development will see the linking of 6 Burlington Gardens with the nearby Burlington House, to create a centre capable of housing contemporary art shows, a debating chamber and space to display artistic treasures.

Plans by the architects suggest a corridor and stairs will be inserted through the academy's schools to create the link, with Reveal, Celebrate and Explore project, a scheme which will culminate with a wide range of events celebrating the RA's rich 250 year history and heritage and will creating an arts campus of just over two acres.

The premises at Burlington Gardens will then become a Royal Academy space hosting galleries for contemporary exhibitions, a lecture theatre and a 300-seat debating chamber.

The space will also be able to cater for conferences and film showings, as well as offering its own education area and space to showcase the



The project will create an arts campus of just over two acres in London

Royal Academy's permanent collection of artistic exhibits.

The front north façade of the Burlington Gardens building will receive a restoration, as will the building's internal features, generating conservation apprenticeships, new jobs and opportunities for heritage trainees.

The Royal Academy has so far raised £29m for the project, which includes HLF funding and money acquired through trusts, foundations and individual contributors, with a further £7m still required to meet the full cost of the project. Details: <http://lei.sr?a=H4P2a>



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Celtic Manor's planned new convention centre

Convention centre planned for Celtic Manor Resort

The Celtic Manor Resort has confirmed plans for a new Wales International Convention Centre, aimed at attracting leading conferences from all over the world.

The Welsh Government will provide match funding for the initial design and planning stage for the centre, which would include a new auditorium, exhibition hall and associated facilities with capacity for around 4,000 delegates, making it the largest facility of its kind in Wales and the south west of England.

The match funding scheme – announced by Minister for Economy Edwina Hart and Celtic Manor Resort chairman Sir Terry Matthews – will allow Celtic Manor to submit a proposal for outline planning consent next year. Details: <http://lei.sr?a=J6v8P>

Site selected for new leisure centre in Workington

Allerdale Borough Council in Cumbria has chosen a town centre site for Workington's new £9m leisure centre and swimming pool complex.

The development, to be built at Brow Top and operated by Carlisle Leisure under its existing contract, will also include a family entertainment complex with a cinema and retail and dining outlets.

The proposed site already belongs to the council so the development process can begin immediately, with the work due to take place in two phases – the leisure centre first and the entertainment complex later.

A detailed planning application is due to be submitted in Spring 2014 and it is hoped that contractors will be on site by July 2014; construction work is due to take up to 70 weeks.

The new centre, which should be open to the public by November 2015, will replace the two buildings which currently house the town's swimming pool and sports centre at Moorclose in the town.

The cost of extending their lifespan for only five years is said by the council to be more than half that of a new centre. Details: <http://lei.sr?a=D2y2d>

Burnley town centre leisure development plans

Burnley's town centre could be about to gain a cinema, shops and a selection of restaurants following a private local authority meeting to discuss the matter.

In March 2012 Burnley council announced that plans for a £40m shopping centre had been scrapped by developers Henry Boot, but now the council is again in talks to transform the area.

The private meeting, which was held 4 November, was set up on short notice and was used to discuss 'securing development of a prominent site within the town centre'.

A spokesman for Burnley Council said: "Burnley Council is in preliminary discussions with a potential developer with a view to



Burnley's town centre could be about to undergo a major overhaul

developing the former Pioneer site in Curzon Street for leisure uses, including a multi-screen cinema and food outlets, as well as parking."

Details: <http://lei.sr?a=B2F4P>

River Park leisure centre plans unveiled

Winchester City Council is considering the options for a revamp of the city's 40-year old River Park Leisure Centre at North Walls.

The options for the future of the centre include refurbishing the existing facility; a new build to the north of River Park; a rebuild occupying part of the current site; and two different sites at Bar End playing fields.

Council figures indicate that 'modest improvements' to keep the centre going for 10-15 years would cost between £6-7m, while the cost of a modern, high quality replacement would be at least £14-17m. However, it is felt that since interest rates are relatively low at the moment, the necessary borrowing would be a viable proposition in the short term.

As part of the process, a public exhibition is



The council say 'modest' improvements could keep the centre going 15 years

being held at both the DC Leisure-run facility and at Winchester Guildhall from 18 November until 2 December. Residents will also be able to discuss the various alternatives with staff and councillors at the Guildhall on 26-27 November, with any comments being considered by the full council in December. Details: <http://lei.sr?a=C7X5x>

Malhotra planning £43m revamp of Newcastle venues

Leisure, property and care company The Malhotra Group is investing £43m in a revamp of its Newcastle leisure venues.

Two restaurants in the group's portfolio will undergo a £500,000 refurbishment and Malhotra's plans for full renovations of its

leisure arm will then continue with Newcastle's Grey Street Hotel in 2014.

The developments come after the group secured a £25m deal as part of a £100m investment into operations across its entire portfolio. Details: <http://lei.sr?a=4y8C2>

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Earlier this month the Department for Communities, Local Government and Sport England announced that four areas (Manchester, Kirklees, Luton and Greenwich) will share £364,000 over two years to get more than 20,000 people to participate in sport and physical activity. This is great news and we look forward to hearing of other similar awards.

It is important that all government departments' (Communities, Education, Health and Culture, Media and Sport) work together in order to assist in assuring a joined up and unified approach, particularly in relation to workforce development.

SkillsActive is playing our part in helping to professionalise the workforce required to encourage and retain an active lifestyle. Friday 6 December sees the launch of the Register of Children's Activity Professionals (Capre), an independent register to assist schools, parents and individuals in ensuring that they are only employing or taking part in activities organised by a skilful, qualified and registered professional. Visit www.capregister.org for further information.

Another exciting project currently being worked on by SkillsActive is that of Get Healthy Get Into Sport Active Newham. As part of this scheme The British Heart Foundation National Centre for Physical Activity and Health (BHFNC) has recently secured £500,000 of funding from Sport England. The aim is to bridge the gap between GPs and other health professionals and the inactive population. The Register of Exercise Professionals (REPs) members have been developing GP direct referral schemes over recent years and welcome this latest development.

Training to help diabetic and obese on the up

Premier Training International (PTI) has announced an increase of 49 per cent in the number of fitness professionals undertaking training courses to help people suffering from diabetes and obesity.

The news comes amid recent research from Diabetes UK which suggests the number of people suffering from the condition will increase two-fold in the next 20 years.

PTI's Obesity and Diabetes course was originally launched in February 2012 with an initial 100 trainers completing the course in London alone.

PTI states that more than 250 people in total have now completed the course accredited by Active IQ, either as a stand-alone or as part of the Diploma in Exercise for Specialist Populations introduced in July 2012.

"As the national levels of diabetes and obesity increase, the industry is moving towards a closer alignment with the medical fraternity in tackling national health care issues," said Victoria Branch, global marketing director at PTI. "We are finding that an increasing number of health and fitness professionals are recognising this and want to establish themselves as a credible alternative or adjunct to mainstream medical interventions."

Other diabetes and obesity courses are on



Diabetes numbers are expected to double in the next 20 years

offer from training providers which include Discovery Learning, Parallel Coaching and Fitness Industry Education.

Nationally, 7.4 per cent of people aged over 16 are thought to have diabetes and this is projected to rise to 8.4 per cent by 2020.

The impact of exercise on diabetes is a topic of current intrigue in the health and fitness sector, with recent research suggesting that building physical activity into the daily routine could impact on the development of the condition.

Details: <http://lei.sr?a=n2H2G>

FitEx qualification enhances trainer skills

A new fitness qualification has been launched combining the Level 2 Fitness Instructor qualification and Les Mills International Instructor certification.

The FitEx qualification, launched by Les Mills UK and Lifetime Training, gives trainees the chance to study Level 2 Anatomy and Physiology, five key elements of training and trainer soft skills.

The qualification also provides the opportunity of studying one or two Les Mills programmes, with courses being completed within two to three months.

FitEx uses a variety of learning methods and tools, including home study, online learning, four days split across a classroom and a gym, plus 10 hours of Les Mills pre-course choreography learning and live training.

The Fitness Instructor course includes entry onto the Register of Exercise Professionals (REPs) at Level 2 along with 20 CPD points, while each Les Mills programme earns instructors an additional 16 REPs points.

"Fitness Instructors and PTs need more than



The qualification seeks to enrich instructor learning experiences

technical skills and this will become increasingly clear as their roles change and become more demanding in the future," said Nigel Wallace, client services director at Lifetime Training.

"While we build key practical, communication and commercial skills into our certificate and diploma courses, having the FitEx Award including one or two Les Mills Programmes, really enhances an instructor's employment opportunities and value."

Details: <http://lei.sr?a=R3h8c>

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Dianne Eade, Newquay Zoo
Head of Finance, Human Resources and Administration



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Opportunities in Saudi Arabia



MH Barghash & Co is the sole contractor to provide recreation services to the workers and families of Saudi Aramco - the world's biggest oil producer.

Saudi Aramco operates four private, gated communities for expatriates, their families and other company professionals.

Each community - Dhahran, Ras Tanura, Abqaiq and Udhallyah (with a combined residency of over 14,000 people) has its own unique character with access to local dining and shopping as well as unique points of interest.

All positions are single status only and have genuine occupational requirements. As such they are exempt from the requirements of the UK Equality Act.

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Recreation Supervisor

Required: 2 Male

Salary: £2,500-£2,700 / month TAX FREE

Ten (10) years related working experience. Associate Degree in Physical Education or equivalent. Must have experience with at least two (2) year in supervisory positions in managing major hotels and large housing complex with various recreational facilities. Fully conversant and practical knowledge of managing various recreation events and activities. Must have a knowledge in the operation and maintenance of different recreation equipment, facilities and others.

Fitness Consultant/Instructor

Required: 2 Male & 1 Female

Salary: £1,800 - £2,000 / month TAX FREE

Six (6) Years related working experience, Degree or Diploma in Exercise Science, Physical Education, Kinesiology, or equivalent field and Professional certification from recognized organization in the health & fitness industry. Must have a minimum experience of three (3) years in an exercise facility and three (3) year in supervisory position/consultant. Certification in Cardiopulmonary (CPR) and First Aid. Must have an excellent theoretical and practical knowledge of the physiological and bio-mechanical principles of exercise. Must be familiar with the body's various energy systems and appropriate types of exercise regimes to develop these systems. Must possess a practical knowledge of healthy nutritional practices and be able to clearly communicate them. Must be able to design safe, progressive exercise programs which take into account contraindications to exercise and the individual or group exercise limitations. Must be an excellent promoter of healthy lifestyles and be able to motivate individuals to begin exercise participation or continue participation in existing exercise programs.

Horse Riding Instructor

Required: 4 (either Male or Female)

Salary: £1,800-£2,000 / month TAX FREE

Five (5) years related working experience. Horse Riding Instructor must have BHS (British Horse Society) Instructor level qualification or equivalent. Knowledge of Pony Club Organization and activities is Optional. Instructor must have a practical and documented experience of at least 5 years in the related field. The Instructors should have references showing his/her competence in training in the respective field.

Tennis Coach/Instructor

Required: 2 Male

Salary: £1,800-£1,900 / month TAX FREE

Five (5) years related working experience. College Degree in Physical Education is preferred. Must have High School diploma and Diploma/ Certificate in related area. Instructor must have a practical and documented experience of at least 5 years in the related field. The Instructors should have references showing his/her competence in training in the respective field.

Swimming Instructor

Required: 2 Male & 2 Female

Salary: £1,800-£2,000 / month TAX FREE

Five (5) years related working experience. High school Diploma and full swimming teachers certificate and a Lifeguard trainer/assessors certificate. Must have experience in teaching swimming to all age groups and be able to initiate and maintain on-going training schedules to both beach and pool lifeguards in accordance with the SAUDI ARAMCO lifeguard training modules, which covers all aspects of being a lifeguard. The training shall be to a high standard and prepare the lifeguards for their 6-monthly lifeguard trade test. Must be competent and experienced at administering a large, comprehensive 'learn to swim' program for all ages and abilities and have patience to handle customers/patrons which will include adults, children and infants. Shall be fully conversant with procedures set out in the Saudi Aramco Swimming Pool And Beach Normal Operating Procedures. Must have valid lifeguard qualification.

Golf Coach

Required: 4 (either Male or Female)

Salary: £1,800-£2,000 / month TAX FREE

Five (5) years related working experience. Must have High School Diploma and Diploma/Certificate in related area. Instructor must have a practical and documented experience of at least 5 years in the related field. The Instructors should have references showing his/her competence in training in the respective field.

Youth Leader

Required: 3 Male

Salary: £1,500 / month TAX FREE

Three (3) years related working experience. B. S. in Education or Youth Services. Must have experience in coordinating youth programs and activities and must have a valid CPR/First Aid Certificate. Shall be capable of earning the respect of the Saudi Aramco community.

Multi Sports Coordinator

Required: 2 Male

Salary: £2,000-£2,200 / month TAX FREE

Five (5) years related working experience. College Degree in Physical Education is preferred. Must have High School diploma and Diploma/ Certificate in related area. Instructor level qualification or equivalent for SOCCER, BASKETBALL, BASEBALL ETC... Must have experience in the area of sports and recreation with three (3) years as head coach. Shall be proficient in the sports he supervised and know all the rules of several sports, knowledge of equipment involved and be able to teach beginners in the fundamentals and willing to work on a flexible schedule including weekends and evenings. Must be able to earn the respect of colleagues and community members.

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- Web address book
- Product selector
- Organisation contact book

OPERATOR INFORMATION

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- Senior Fitness Motivator, *Everyone Active*, Shipston on Stour, UK
- Account Manager, *Cascade3d*, South, UK
- Head of Business Development, *Parkwood Leisure*, Worcester, UK
- Swim Manager, *Everyone Active*, Cirencester, UK
- Duty Manager, *Parkwood Leisure*, Solihull, UK
- Assistant Centre Manager, *Football World*, Leeds, UK
- Personal Trainer, *Pure Gym Limited*, Holloway Road, London, UK
- Duty Manager, *Parkwood Leisure*, West Berkshire, UK
- Facilities Management And Development Officer, *South Somerset District Council*, South Somerset, UK
- SportsDock Duty Manager (Sales and Membership), *University of East London*, London, UK
- Head of Operations, *Westway Development Trust*, London, UK
- Personal Trainers, *The Gym Group*, London Waterloo, UK
- Personal Trainers, *The Gym Group*, London Vauxhall, UK
- Personal Trainer, *Pure Gym Limited*, West Bromwich, UK
- Fitness Manager, *Parkwood Leisure*, Sidcup, UK
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- Duty Manager, *GLL*, South Oxfordshire, UK
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- Kids Entertainer, *LeisureForce*, Abu Dhabi, United Arab Emirates
- Assistant Fitness Instructor, *GLL*, Rugby, UK
- Leisure Club Operations Manager, *The Manor of Groves Hotel*, Sawbridgeworth, Hertfordshire, UK
- Assistant General Manager, *The Gym Group*, London Vauxhall, UK
- Aqua Instructor, *Everyone Active*, Wickford, UK
- Team Leader, *Everyone Active*, Stratford Upon Avon, UK
- Assistant General Manager, *The Gym Group*, Milton Keynes, UK
- Front of House Colleagues, *Everyone Active*, Hinckley, UK
- Membership Consultant, *Everyone Active*, Hucknall, UK
- SwimSchool (Learn to swim) Manager, *Sevenoaks School*, Sevenoaks, UK
- Duty Manager - Dryside, *Sevenoaks School*, Sevenoaks, UK
- Swim Teachers - Level 2, *Sevenoaks School*, Sevenoaks, UK
- Club Promotional Staff, *énergie group*, Highbury, UK
- Duty Manager - Wetside, *Sevenoaks School*, Sevenoaks, UK
- Lifeguards, *Sevenoaks School*, Sevenoaks, UK
- Aqua Instructor, *Everyone Active*, Bourton, UK
- Personal Trainer, *Pure Gym Limited*, Southampton Central, UK
- Personal Trainer, *Pure Gym Limited*, Camberley, UK
- Assistant Manager - Operations, *Valley Leisure Ltd*, Andover / Romsey, UK
- Personal Trainers, *The Gym Group*, London Alperton, UK
- Personal Trainer, *Pure Gym Limited*, Warrington, UK
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- General Manager, *Everyone Active*, Fareham, UK
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- Assistant General Manager, *The Gym Group*, London West Hampstead, UK
- Activity and Sports Development Manager, *Everyone Active*, St. Albans, UK
- Account Manager, *Skills Active*, Head Office, Central London, UK
- Swim Teacher, *Everyone Active*, Ongar, UK
- Swimming Services Manager, *Peabody Trust*, London, UK
- Personal Trainers, *The Gym Group*, East Croydon, UK
- Personal Trainer, *Pure Gym Limited*, London, Greenwich, UK
- Golf Coach, *MH Barghash*, Eastern Province, Saudi Arabia

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Fitness Consultant/Instructor, MH Barghash, Eastern Province, Saudi Arabia, Saudi Arabia
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Youth Leader, MH Barghash, Eastern Province, Saudi Arabia, Saudi Arabia
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Personal Trainers, The Gym Group, London Ealing, UK
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Personal Trainers, The Gym Group, Ashford, Kent, UK
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Personal Trainer, Matt Roberts Personal Training Company, London, UK
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Spa Therapist, GLL, Wimbledon, UK
GLL Recreation (Lifeguard) Apprenticeship Scheme, GLL, Various, UK
Membership Consultant, Everyone Active, Plymouth, UK
Assistant Gym Manager, Pure Gym Limited, Grimsby, UK
Gym Supervisor, truGym, Stevenage, Luton, Plymouth, UK
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Become a Fitness Professional, Pocketfit Training, Nationwide, UK
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Funding for Careers in Fitness, Amac Training Ltd, South East, UK
Become a Personal Trainer, Discovery Learning, Various
Tutor, Leisure Industry Academy, Nationwide, UK
Personal Training diploma, Leisure Industry Academy, Various, UK
Trainee Personal Trainer, The Training Room, Nationwide, UK
Qualify as a Personal Trainer, Fitness Industry Education., Nationwide
Become a Personal Trainer, Focus Training, Nationwide, UK
GP Exercise Referral, Focus Training, Nationwide, UK
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Senior Spa Therapist, GLL, Swiss Cottage Leisure Centre, UK
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Visitor Experience Manager, National Trust, Nunnington Hall, near York, UK
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Calorie counts added to staircases

Public staircases are soon to be labelled as exercise apparatus when a government-backed scheme comes into force to try and make office workers and commuters across the UK fitter.

Trials at three large office buildings, including the BBC in Manchester, found that signs advertising how many calories you could burn by taking the stairs increased the number of people using them by up to 29 per cent.

The scheme is based on nudge theory, which subtly influences people's habits to help strengthen their hearts through short bursts of exercise.

Health experts class stair climbing – which burns more calories than jogging – as



The government-backed scheme will see calorie counts added to stairways

'vigorous' exercise and studies have suggested that climbing stairs for seven minutes a day could half the risk of heart attack over the next decade. Details: <http://lei.sr?a=G2m7D>

Legacy report "hit the nail on the head" says Sutch

Continued from front cover

Andy Sutch, chief executive of BISL, has commented on the House of Lords' Olympic and Paralympic legacy report, stating that the house has "hit the nail on the head" with its findings. Speaking to *Sports Management* magazine, Sutch

commented: "While there are some fantastic examples of legacy projects which are making a real difference, most of them are independently initiated on an ad hoc basis by local authorities, schools, national governing bodies and commercial operators." Details: <http://lei.sr?a=J5C8G>

Hotel customer expectations changing

Hotels will need to cater for a new breed of traveller which values life experiences and being connected with people over luxury items, according to a new report published by global hotel consultancy firm HVS London.

A *New Breed of Traveller* concludes that hotels face the risk of failing to adapt to the affects developing technology and globalisation have had on the expectations of younger travellers.

The report features interviews from leading hotel executives and outlines that a new generation of travellers see luxury more in the storytelling of having an experience, rather than in the abundance of luxury items featured during their stay at hotels.

For example, young travellers would rather see a hotel lobby where they can sit in drink coffee while surrounded by other people, rather than having a coffee machine in their room.



Hotel guests like to have good quality, sociable lobbies

The findings also suggest that hotel services will need to become more intuitive and casual to cater for this new generation, albeit with the same level of respect, while some hotels are abandoning uniforms and putting an end to scripting responses to visitors. Details: <http://lei.sr?a=f8m2B>

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