



TECHNICAL BOARD

CEN/BT by correspondence

For information

Issue date:

2018-02-22

SUBJECT

New CEN Workshop on 'Competences of hotel managers'.

BACKGROUND

CCMC received the draft Project Plan for a new CEN Workshop on a 'Competences of hotel managers'. This Workshop will develop a CWA, which will define the professional requirements (in terms of competences) of the general manager in the accommodation and hospitality industry.

The objectives of the Workshop are to provide competence requirements in the following areas:

- Global vision, such as: definition of overall commercial, e-commerce and sales strategy; etc.
- Planning and definition of goals, such as: defining short-medium-long term goals, etc.
- Organisation, such as: defining an internal code of conduct and regulations, etc.
- Human Resource Management and Leadership, such as: leading the team, etc.
- Management and operating control responsibilities, such as: booking, etc.
- Control, such as: compliance with tax and accounting regulations in force, etc.

Draft Project Plan

The draft Project Plan of the Workshop can be found in Annex 1.

moAssessment

The Self-Assessment is provided in Annex 2. Following the self-assessment, **there is no need for a CEN BT decision.**

Kick-off meeting

The kick-off meeting and first plenary of the Workshop will be held on **12 March 2018** at the following address: Melia Hotel, Via Masaccio 19, Milan, Italy.

The Workshop was also announced on the CEN web-site at:

<http://website.cen.eu/news/workshops/Pages/WS-2018-003.aspx>

Secretariat

UNI will provide the Workshop secretariat subject to formal approval of the Project plan at the Kick-off meeting.

Should you need further information or have any comments on this proposed Workshop, please contact Claire Dalier, CCMC Project Manager cdalier@cencenelec.eu.

2018-02-21 – CD



2018-02-08

DRAFT

Project Plan for the CEN Workshop on Competences of hotel managers

Workshop (to be approved during the Kick-off meeting on 2018-03-12)

1. Status of the Project Plan

- Draft Project Plan to be approved at the Kick-off meeting of the Workshop

2. Background to the Workshop

2.1 The market environment

The European tourism demand, despite some deviations during the recent years, due by the uncertainty concerning geopolitical instability in some destinations about safety and security worries, remains on a positive path. Following the modest 2% increase in international tourist arrivals in 2016, the outlook for y 2017 remains upbeat, between +2% and +3%.

The majority of reporting destinations showed robust growth over this period reflecting the positive demand from major intra-regional and long-haul source markets. The solid performance in the sector is sustained by strong promotional efforts to reduce seasonality, low level of oil prices, favorable exchange rates and improved air connectivity.

Early 2017 data for the airline industry saw a continuation of the 2016 growth trend aided by reductions in fuel costs that are keeping down fares. The first two months of 2017, Revenue passenger kilometre (RPK) surged by 7.3%. Encouraging economic conditions in the US continue to drive travel from the Americas to Europe while Asian travel to the region remains cautious due to safety concerns. The European accommodation sector also enjoyed robust growth in the first two months of the year. Average room rate (ADR) saw a slight reduction (0.3%) while occupancy rates and revenue per available room (RevPAR) remained positive at 3.8% and 3.5% respectively.

Encouragingly in 2016, the European tourism sector continued to grow (+2% compared to 2015) and proved resilient to safety and security challenges and political turmoil. Appetite for travel remains strong. However, holidaymakers are now switching to alternative, non-traditional destinations. Although factors such as terror attacks, the refugee humanitarian crisis, Brexit and the rise of populism have created concerns for the travel and tourism industry, barriers to travel will not ensure a destination's safety, but will instead hamper the tourism sector overall.

In order to ensure future growth and sustain market share in a competitive sector, European destinations must acknowledge shifts in the global market place and identify industry trends that are expected to drive the future travel trends and consumer travel experiences.



“At times of dwindling market share and increased competition, European leaders must cooperate at a country level to formulate appropriate policies and actions aimed at fostering Europe’s image as a tourism destination” said Eduardo Santander, Executive Director of the European Travel Commission.

Mediterranean cities, particularly within Spain and Portugal, or even the South of France, are quickly becoming some of the most popular destinations for corporate meetings and business events. The event attendees are keen to get out of the boardroom and explore all these locations have to offer, incorporating hotel’s surroundings to stimulate creativity and getting the utmost out of participants in corporate meetings.

The global airline industry’s capacity is expected to grow around 7% in 2017 and 6% in 2018. Complicating airline pricing is segmentation of fares to broaden appeal as travelers are able to purchase from options including a basic economy restricted fare or various upgraded fares, with specific service options. Airline prices are expected to rise along with oil prices in 2018. Oil prices have hovered below \$50 USD per barrel thus far in 2017 after bottoming out in early 2016 at \$29.

2.3 Motivation for the creation of this Workshop

A CEN Workshop Project for Hotel General Managers is motivated by the lack of current European reference documents such as standards and/or regulation related to identification and certification of Professionals with a clear and transparent technical evaluation of the skills and competences.

The definition of competence requirements of a Hotel General Manager will truly contribute to the future market growth and to the quality of the professionals, enhancing Hotellerie competition and service level in the accommodation field.

The future CWA may be used also for certification purposes and this certification can be also a starting point to enlarge in the future the hotel qualification to the other specialized figures not yet officially recognised. This CEN/WS has to be considered as an experimental test applied to an important industry, relevant for most of the European countries that deserves a high priority, due to the business market opportunities.

3. Workshop proposers and Workshop participants

The proposer of the Workshop is EHMA, European Hotel Managers Association

EHMA (www.ehma-italia.it) is a non-profit association of Hotel Managers operating first class and luxury hotels across Europe. Its members are committed to fostering fellowship and respect, as well as their own professional improvement to better serve the industry.

- History: EHMA was established in Rome in 1974. It is a non-profit association of Hotel Managers operating first class and luxury hotels across Europe.

- Vision: EHMA is concerned with safeguarding the ethics of the hotel profession. Its members are committed to fostering fellowship and respect, as well as their own professional improvement to better serve the industry.



- Mission: our mission is to make EHMA the number one platform for collective intelligence, education, networking and professional development among European hotel managers of 4- and 5-star properties.

- Facts and figures: close to 5'000 4- and 5-star hotels operate in 80 major destinations of the European market; of these, the majority are located in Western Europe, particularly in Italy, Spain, the United Kingdom and France. EHMA currently has 411 members in 27 European countries, corresponding to a market share of approx. 10%, showing room for expansion.

- EHAMA Strategy and Objectives:

- ✓ To establish EHMA as the most relevant association for European 4- and 5-star hotels
- ✓ To establish the EHMA AGM as THE industry event in Europe
- ✓ To acquire new members and to retain existing members
- ✓ To provide
- ✓ platforms for networking
- ✓ continuous collaboration with hotel schools and industry experts
- ✓ continued benchmarking in hotel service excellence
- ✓ To maintain mutually beneficial relationships with sponsors
- ✓ To facilitate business into new markets
- ✓ Partnerships

- Key Success Factors/ Pillars of the Association:

- ✓ Networking
- ✓ Face-to-face events and meetings
- ✓ Online forum
- ✓ Partnerships with industry related companies and other associations
- ✓ Collective intelligence
- ✓ access to industry relevant reports
- ✓ share knowledge
- ✓ Education
- ✓ develop professional skills



- ✓ participation in educational programs

- Value to the Members:

- ✓ In Terms of Networking
- ✓ EHMA Annual General Meetings
- ✓ Fun, informal events on a national delegation level
- ✓ Potential networking opportunities with other hospitality associations
- ✓ Information sharing with European and global lobbying partners – i.e. HOTREC
- ✓ In Terms of Intelligence
- ✓ Regularly updated hospitality news
- ✓ Industry-related publications, i.e. digital "Hotel Management International (HMI)"
- ✓ Blogs containing posts created by EHMA Secretary, the President and the National Delegates
- ✓ E-library access to provide members with a collection of digital reports (incl. E-newsletters)
- ✓ In Terms of Education
- ✓ Webcasts: on-demand, pre-recorded media presentations
- ✓ Webinars: web-based seminars that allow conferencing events to be shared with members in remote locations
- ✓ Sharing best practices with field specific associations
- ✓ Annual Competitions/Awards – i.e. EHMA Sustainability Award by Diversey Care
- ✓ Certification programs in collaboration with hotel schools - i.e. EHL, Cornell, Glion
- ✓ General Manager Scholarships - i.e. EHL, Cornell

The list of potential interested stakeholders includes the following organizations:

- ✓ ANEC - European consumer voice in standardisation
- ✓ Confindustria Alberghi <http://www.alberghiconfindustria.it/Pri/Hom.asp>
- ✓ HOTREC <http://www.hotrec.eu/>
- ✓ HR-Community <http://www.hrcommunityacademy.it/>
- ✓ Intertek <http://www.intertek.it/>



- ✓ Lavazza <https://www.lavazza.it/it.html>
- ✓ Solidus <http://www.solidusturismo.it/>

4. Workshop scope and objectives

The CEN Workshop intends to develop a CWA (CEN Workshop Agreement) which will define the professional requirements (in terms of competences) of the general manager in the accommodation and hospitality industry, i.e. the top manager who is in charge of the overall management of a hotel, regardless of its size or facilities and who can be regarded as the “guardian” of service quality standards and hotel reputation.

In particular, the CWA will provide competence requirements in the following areas:

1. Global vision, such as: definition of overall commercial, e-commerce and sales strategies; position of the facility on the market; position and visibility of the facility on social networks; credit management; definition of agreements and supply control system; definition of hotel management agreements with the various usable options; insurance management; public Relations with Customers, Associations and any other subject strategically relevant for the hotel, etc.

2 Planning and definition of goals, such as: defining short-, medium- and long-term goals; defining a Budget draft to submit to the Ownership/Stakeholder; defining a Business Plan draft to submit to the Ownership/Stakeholder, definition of CAPEX with ROI calculation, etc.

3 Organisation, such as: defining an internal code of conduct and regulations, defining the organisational chart and recruiting principles, etc.

4 Human Resource Management and Leadership, such as: leading the team to achievement of goals through definition of KPIs; promoting professional development of the Staff through definition of KPIs; performance control system; internal customer satisfaction monitoring (Staff), etc.

5 Management and operating control responsibilities, such as: booking, reception/desk and check-in; concierge desk and quality control; event organisation; revenue management; sales & marketing; digital and information technology; restaurant; financial administration, maintenance; housekeeping; security; retail and space optimization; etc.

6 Control, such as: compliance with tax and accounting regulations in force; compliance with work-related health and safety regulations in force; compliance with privacy and PCI/HACCP regulations in force; checking and driving economic performance; collecting data and controlling financial activities; compliance with quality standards of services provided; etc.

5. Workshop programme

CEN/WS official language will be English. The CWA will be in English.



Three versions of the CWA will be produced during the CEN Workshop: first draft, one intermediate version, and a final version, according to the following milestones (dates and meeting places are tentative and subjected to confirmation).

CEN Workshop participants will decide at a later stage during the development of the CWA if the document will be submitted also to the public commenting phase of 60 days.

Tentative Time-plan*

Description	Time	Place	Duration
Preparation of draft PP and presentation to CEN for starting official procedure	30 th January 2018	N/A	N/A
CEN/WS Kick Off of Workshop (including 30 days official announcement on CEN website)	12 March, 2018	Milan	1 day
First draft of the CWA deliverable	Mid March 2018	N/A	N/A
1 st CEN/WS Plenary meeting	April 2018	Tbd	1 day
Second draft of the CWA deliverable	Mid May 2018	N/A	
Workshop Final Meeting and final version/approval of deliverable	June 2018	Tbd	1 day
Final CWA deliverable for publication - After editorial checks	July 2018	N/A	N/A

* The Time-plan is subjected to be modified in relation to the drafting process of the CWA and to the eventual decision on the submission of the document to 60-days commenting phase.

6. Workshop structure

The Workshop proposer suggests the following Workshop structure that has to be approved during the Workshop Kick-Off meeting:

Chair

Main responsibilities:

- To preside at the Workshop plenary meetings
- To ensure that the Workshop delivers in lines with its Business plan;
- To manage the consensus building process
- To interface with CEN/WS Secretariat and CEN Management Centre regarding strategic indications, problems arising in the development of the CWA

Vice-Chair



Main responsibilities:

- To support the Chairman in the development process of the CWA
- To consolidate the comments received on the drafts during the enquiries and propose a resolution of comments for discussion with workshop participants
- With the support of the Secretariat, to prepare the drafts CWA to be circulated to CEN/WS participants

Project leader

Main responsibilities:

- To support the Chairman in the development process of the CWA
- To consolidate the comments received on the drafts during the enquiries and propose a resolution of comments for discussion with workshop participants
- With the support of the Secretariat, to prepare the drafts CWA to be circulated to CEN/WS participants

Secretariat:

Main responsibilities:

- To offer the infrastructure for electronic operation (i.e. Livelink platform);
- To administer the CEN Workshop's members list(s) and official registration of participants;
- To manage documents and their distribution, and to update the document register;
- To prepare and distribute CEN/WS Documents (i.e. draft agendas and information on meetings arrangements, minutes of the meetings, draft CWAs, etc.);
- To chase actions as decided by the CEN Workshop meeting;
- To advise on the requirements of the CEN/CENELEC Internal Regulations and decisions of the CEN/CA and CEN/BT in the development of a CWA;
- To provide expertise in standardization and provide relevant standards to the Workshop, when or where necessary;
- To check conformity of all of the versions of the draft CEN Workshop Agreement to CEN rules;
- To initiate and manage the CWA approval process, upon decision by the Chairman;
- To record expression of support to the CWA for transmission to the CEN Management Centre;
- To participate to CEN Workshop plenary meetings, audioconferences and meetings with the Chairman.

7. Resource requirements

The registration and participation at this CEN Workshop is free of charge for every member of the Workshop, but each participant will bear his/her own costs for travel and subsistence.

The administrative costs of the Workshop Secretariat and other logistical support will be covered by EHMA, European Hotel Managers Association.



8. Related activities, liaisons, etc.

It is suggested to establish a liaison, as appropriate, with CEN/TC 329 Tourism services.

9. Contact points

Proposed Chairperson:

Mr Ezio Indiani, General Manager Principe di Savoia, Milan, Dorchester Collection

Proposed vice-Chairperson:

Wilhelm Luxem, General Manager BAUR AU Zurich, Switzerland

Proposed project leader:

Mr Palmiro Noschese – Area Director Italy
Meliá Hotels International

Secretariat:

Elena Mocchio
(UNI – Italian National Standard Body)
Via Sannio, 2
20137 Milano MI
Tel. (+39)0270024507
Fax (+39)0270024474
www.uni.com

CEN-CENELEC Management Centre

Claire Dalier
Programme Manager
CCMC
Rue de la Science, 23
B-1000 Brussels
Tel.: +32 2 550 825
e-mail: cdalier@cencenelec.eu

CWA

Template for the self-assessment

Title of the proposed CWA:

Hotel managers – Knowledge, skills and competence requirements

1. Does the proposed CWA conflict with an EN or an HD for CENELEC?

- NO
- YES → **WARNING:** Work on the proposed CWA shall not be initiated.

2. Does the proposed CWA intend to define requirements related to safety matters?

- NO
- YES Is the proposed CWA within the scope of
- CEN? → The CWA proposal shall be submitted to CEN/BT for decision.
 - CENELEC? → **WARNING:** Work on the proposed CWA shall not be initiated.

3. Is the scope of the proposed CWA within the scope of an existing CEN/CENELEC technical body?

- NO
- YES → The relevant CEN/CENELEC technical body shall be consulted on the CWA proposal:
- If this technical body responds positively and sees no harm in the CWA being developed, the CWA proposal may be processed.
 - If the technical body is opposed to a CWA being launched, the CWA proposal shall be submitted to the CEN/CENELEC BT(s) for decision.

4. Does the proposed CWA intend to define requirements related to management system aspects?

- NO
- YES → The CWA proposal shall be submitted to the CEN/CENELEC BT(s) for decision.

5. Does the proposed CWA intend to define requirements related to conformity assessment aspects?

- NO
- YES → CEN/CENELEC Internal Regulations - Part 3, 6.7 applies.

If all these questions are answered NO, the CWA proposal may be processed.

If not, special conditions apply as given above.



Elena Mocchio

Head of Innovation Department
UNI - Ente Nazionale Unificazione

Milan, 2018-01-30