

how we look at that item today. I think I use to pay about \$7-8K on electricity per month at that property. Nowadays they would be paying about 700% more than that, but has room rates increased by 700%? answer is simple, NO.

As the years have gone by, and hotel running costs have spiralled, "cream" for the owners has significantly decreased. Hence why nowadays, HLP, BMS control and energy management plays a major role in an engineers job. And let's not forget budgeting and capital expenditure. The days of presenting a project with a 7 year ROI are nearly long gone. An owner now requires quick returns on an investment, 2-3 years maximum is now suffice. With building compliancy drastically changing over the years, an engineer must remember all areas of compliancy costs and ensure it is in the budget. Lord help the poor engineer who leaves one out and finds himself sitting opposite a very upset DOF whilst he is grilling you as to why you did not submit it in your original budget figures.

Another major change would be technology. I had no emails back then, no mobile phone, not even a fax. If one wanted to send a fax, one would ever so kindly and politely ask the GM's secretary, "can I use the boss's fax"... "Yeah, sure, get in the queue". Purchase orders were done in a book with quadruplicate copies, if you wanted to trace how much you had spent for the month without continually pestering the finance team, one would have a purchasing cheque book where every order was written down and added up with a calculator. There is probably not one piece of equipment in a hotel besides basic room FF&E that has not been affected by technology advancement. To the point now, the industry is drenched in all kinds of wonderful whizz bang devices, some good, some not so. The introduction of an HVAC and/or energy BMS is one of the biggest and most successful technical changes that has taken place... set points, actuator valves, BMS scheduling. How did an Engineer even manage back in those days without this gear!!

Another major change very noticeable to me... is the customer. Their perception of what is expected in a hotel has altered dramatically. If your hotel is not keeping up with improvements, these are the customers that will inform you. The old days of them sending a letter to the GM awaiting a response are also long gone. No, they don't do it that way anymore. They now punish your business through social media...Facebook, Trip advisor etc. Social media now plays a major role in your hotels advertising. A large number of hotels actually have a "Marketing, Media & Communications Manager". With the changes in technology especially over the last 15 years, a guest's expectation is high end. "What do you mean you don't have free WI-FI?!" "Every hotel I have stayed at has free WI-FI!" Customers are now deciding whether they stay with you not because of bed comfort or whether the coffee is adequate in the room. They now want the 100 channels of TV, they demand WI-FI and they are looking for major technology to make their stay easier. There are so many gadgets and

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