

Professional curriculum vitae of Melvin Gold

Name Melvin Gold

Current position Managing Director, Melvin Gold Consulting

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Professional history

2004 onwards **Melvin Gold Consulting Limited**
Managing Director

1996 to 2004 **PKF**
Partner & MD of Hotel Consultancy Services (1998-2004)

1992–1996 **Glencore UK Limited**
Management role in Property, Projects and Finance
Departments

1989–1992 **Pannell Kerr Forster Associates**
Senior consultant

1981-1989 Various management positions with Inter-Continental Hotels,
Thistle Hotels and Metropole Hotels

Education and industry standing

Education Ealing College of Higher Education, HND Hotel and Catering
Administration (1981)

Professional associations Fellow of the Institute of Hospitality (FIH)

Member of International Hotel Investment Council

Frequent commentator on hotel industry matters at conferences and in the media

Chairman of editorial board – Hospitality, the Institute of Hospitality magazine

Areas of special competence

- Hotel industry trends and characteristics.
- Portfolio and strategic reviews.
- Market demand and financial feasibility studies.
- Hotel valuations.
- Privatisation and fund-raising.
- Central and Eastern Europe and the former Soviet Union.
- Accommodation facilities at sport venues.

Recent speaking engagements & publications

- Chairman of panel session at International Hotel Investment Forum, Berlin in 2007 on subject of future in-room technology.
- Write regular Opinion articles for Caterer and Hotelkeeper magazine on topical issues.
- Speech on 'The changing financial structure of the UK Hotel industry' – delivered at Hotel Booking Agents Association annual forum 2006 and a similar speech for the British Association of Hospitality Accountants, Autumn 2006.
- Chairman of Private Equity Panel, Henry Stewart Hotel Funding Conference, June 2006
- Devil's Advocate article on 'separation of bricks and brains', Hospitality, Spring 2006
- Speaker and chairman at events hosted by Euromoney and at the International Hotel Conference
- Speaker and afternoon chairman, HCIMA Annual conference, Manchester 2004
- Chairman of conference for the Hotel Booking Agents Association in 2003 and 2004
- PKF Forum debate leader for an industry debate entitled 'Is the current vogue for hotel companies to sell their assets, and only retain operational control, in the long-term interest of their businesses?'
- Author of a PKF website article entitled 'More questions than answers: the prospects for UK hotels in 2003'. Also published in Caterer and Hotelkeeper magazine
- Guest speaker at the Choice Hotels Europe annual convention in Berlin in June 2003. Address covering performance trends in the UK, French and German hotel industries.
- Guest speaker for Hilton UK & Ireland business development workshops, speech and presentation, the main topics of which were performance and outlook for the UK hotel industry and the importance of yield premium, April 2002.
- Moderator for the 'Six Continents European Round Table', the main topic of which was the European conference hotel market, January 2002.
- Author of a PKF website article entitled '2002 – Year of hope, or glory?' This was an overview of major events in 2001 and their effects on the hotel industry, along with a forecast for 2002.
- Co-author of a PKF website article entitled 'Bloodied but unbowed – tourism's battle with terrorism'. A comparison of the impact of the 11 September terrorist attacks with that of the 1990-91 Gulf crisis.

Hotel market demand and financial feasibility studies

Responsibility for the management and conduct of market demand and financial feasibility studies in various locations. Projects include hotels associated with; conference/exhibition centres, multi-component resorts, commercial/trade centres, sports stadia, airports, city centre and rural locations. A summary location listing forms part of this document.

Valuations

Valued hotels in a wide variety of locations in the UK, Europe and Africa. These include locations as diverse as St. Petersburg, Russia; the Algarve, Portugal; and Dar es Salaam, Tanzania.

Privatisation and fund-raising

- Review of a hotel portfolio in Moscow in respect of a proposed pilot privatisation project.
- Preliminary overview of a spa resort in Czech Republic related to a proposed privatisation programme.
- Review of various Hungarian hotels in respect of the privatisation of a major Hungarian hotel chain including:
 - Assessment of future prospects for hotels in Heviz, Keszthely, Sarvar and Buk.
 - Preparation of sections of the long form privatisation report.
 - Review of the regional offices and group head office.
 - Consolidated estimates of future financial operating performance.
- Secondment to a major international hotel company to assist with document preparation related to a major fund-raising programme.
- Overview of the UK budget hotel market as part of due diligence for fund raising exercise carried out by a UK hotel operator.
- Overview of UK mid-market hotels as part of an intended flotation of a UK hotel operator.
- Brief review of the international luxury hotel market including specific commentary on 17 locations for an international hotel operator.
- Review of documentation and assumptions used by an investment fund in purchasing a participation in a company owning four hotels.
- Due diligence and client support for a venture capital firm seeking to acquire a UK budget hotel operator.
- Preparation of documentation for a medium sized hotel company for use within a corporate fund-raising exercise.

Litigation support

- Prepared expert witness evidence in support of a planning appeal in Newcastle upon Tyne.
- Provided litigation support and advice to a hotel operator in a legal dispute with the hotel's owner.
- Produced document in support of on operator's performance to substantiate their position in a dispute with hotel owner.
- Produced expert witness statement for a hotel owner/operator in respect of a dispute over brand name usage.

- Expert witness in a dispute between a constructor/architect and a hotel company over a defect which had appeared subsequent to opening. My role was to assist in quantification of potential lost profit.

Other major studies

- Review of eight locations in Italy as part of an overall strategic review of an Italian hotel group.
- Study of the practical considerations pertaining to the development and operation of a hotel in Moscow.
- Updating of a pre-feasibility study for a multi-component development on the Algarve, Portugal, including a hotel, real estate components, golf courses and leisure facilities.
- Overview of the market for sports and leisure facilities in Moscow, Russia.
- Overview of the market for extended stay lodging facilities in 20 cities in 5 west European countries.
- Market demand study and financial earnings estimates for a convention centre in Stockholm, Sweden.
- Review of food and beverage operations for a casino operator.
- Operational review, market demand study and valuation of a hotel in Dar es Salaam, Tanzania.
- Operational review and market demand study of a multi-component leisure complex in Surrey. Components included hotel, conference centre, tenpin bowling, theme bar and restaurant, children's play area and dark light laser game. Subsequently produced a business plan and operating procedures for the conference component.
- Study of the market potential for a serviced apartment complex in London Docklands.
- Examination of the options for alternative uses of surplus accommodation at retirement homes in Leigh, Greater Manchester and Beckton, East London.
- Overview of the luxury hotel and travel markets and latest worldwide trends, together with specific brief analysis of 17 destinations.
- Market demand study and financial earnings estimates for a residential conference and meetings venue in Brussels, Belgium.
- Review of Israel's hotel industry and the factors influencing tourism flows to the country. The study included specific consideration of geo-political influences, pricing, marketing, the operating characteristics of the country's hotels and the factors influencing hotel development.
- Review of the business plan and provision of advice to developers of a major theme park proposed for Magor, South Wales.
- Study of the opportunities for development of a chain of branded budget hotels in the Czech Republic.
- Review of a major portfolio of UK hotels on behalf of a prospective purchaser.
- Review of a business plan for a hotel market concept based upon the timeshare industry on behalf of a potential investor.
- Market demand study for an office complex in Central Moscow.

- A strategic review of the opportunities in the hotel sector internationally for a major multi-national corporation.
- Overview of some 20 UK locations in support of the development programme of a major UK hotel operator.
- Review of a business plan and management team on behalf of a major financial institution seeking to co-invest with the team in a management buy-out. Project involved hotel investors in the Caribbean.
- Review of a business plan on behalf of a luxury goods company as a prelude to a joint venture with a hotel operator.
- A major study of hotel prospects in London Docklands.
- Review of operations for an Italian hotel complex and recommendations for a future business plan.
- Review of a portfolio of German hotels held by a multi-national hotel company and strategic advice relating to future branding.
- Interview programme and opinion/performance research among tourism industry professionals and businesses in London post 11 September 2001.
- Review of operations and strategic options for a market leading spa and health club operator.
- Valuation of the hotel portfolio of a major investor/property developer group, and a review of strategic options.
- Valuation of the Sardinian assets of Ciga/Starwood hotels on behalf of an Italian bank.
- Strategic review and valuation of a mid-market UK hotel group.
- Advice and assistance to the owner of a start-up serviced apartment operation in a major UK city.
- Development advice and assistance to the owner of a site suited to the development of a 'boutique' hotel.
- Operational reviews of various hotels and small hotel companies.
- Industry advice to a venture capital company to assist in formulating their bid for an accommodation/conference provider being sold by a UK plc.
- Advice and assistance on the operational and financial aspects of a serviced apartment development in Bansko, Bulgaria.
- Quantification of serviced accommodation supply in the United Kingdom and consideration of related issues (a report for Travelodge which is now in the public domain)
- Assistance to a client making an investment in a company operating backpackers hostels

A selection of assignment locations where one or more studies has been undertaken

United Kingdom

Aberdeen	Glasgow	Reading / Thames Valley
Ashford	Heathrow	Rickmansworth
Basingstoke	Hemel Hempstead	Romford
Birmingham	Inverness	Scunthorpe
Bristol	Kenilworth	Sheffield
Buxton	Leeds	Slough
Cheltenham	Leicester	Stansted
Coventry	London (including Greater London)	Stratford upon Avon
Crewe	Manchester	Swindon
Daventry	Newcastle	Washington
Derby	Northampton	Weston Super Mare
Edinburgh	North East Cornwall	Wimbledon
Enfield	Nottingham	Winchester
Farnborough	Oxford	Woking
		Yeovil

Western Europe

Amsterdam, The Netherlands	Madrid, Spain
Athens, Greece	Milan, Italy
Ayamonte, Spain	Normandy, France
Berlin, Germany	Paris, France
Brussels, Belgium	Rome, Italy
Dresden, Germany	Seville, Spain
Dublin, Ireland	Stockholm, Sweden
Istanbul, Turkey	Tuscany, Italy
La Coruna, Spain	Utrecht, The Netherlands
Leipzig, Germany	Vienna, Austria
Lisbon, Portugal	Walldorf, Germany
	Zurich, Switzerland

Central and Eastern Europe and the former Soviet Union

Baku, Azerbaijan	Kishinev, Moldova
Bansko, Bulgaria	Moscow, Russia
Brno, Czech Republic	Poznan, Poland
Budapest, Hungary	Prague, Czech Republic
Bucharest, Romania	Riga, Latvia
Bukhara, Uzbekistan	St Petersburg, Russia
Cracow, Poland	Tashkent, Uzbekistan
Gdansk, Poland	Vilnius, Lithuania
Khiva, Uzbekistan	Vladivostok, Russia
Kiev, Ukraine	Warsaw, Poland

Africa

Dar es Salaam, Tanzania	Lagos, Nigeria
Kano, Nigeria	The Gambia

Middle East

Israel

Melvin Gold Consulting Ltd

Specialist consultants to the hotel industry