

## Professional curriculum vitae of Melvin Gold

Name	Melvin Gold
Current position	Managing Director, Melvin Gold Consulting
Contact Details	'Hilltop' Carroll Hill Loughton Essex IG10 1NL  Telephone: 07906-630187 e-mail: <a href="mailto:melvin.gold@melvingoldconsulting.com">melvin.gold@melvingoldconsulting.com</a> <a href="http://www.melvingoldconsulting.com">www.melvingoldconsulting.com</a>

---

### Professional history

2004 onwards	<b>Melvin Gold Consulting Limited</b> Managing Director
1996 to 2004	<b>PKF</b> Partner & MD of Hotel Consultancy Services (1998-2004)
1992–1996	<b>Glencore UK Limited</b> Management role in Property, Projects and Finance Departments
1989–1992	<b>Pannell Kerr Forster Associates</b> 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 (now University of West London) HND Hotel and Catering Administration (1981)
-----------	---

Professional associations      Fellow of the Institute of Hospitality (FIH)

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 industry supply
- The branded budget hotel market in UK and Europe
- Privatisation and fund-raising.
- Central and Eastern Europe and the former Soviet Union.
- Accommodation facilities at sport venues.

## **Recent speaking engagements & publications**

- How important is the Bed and Breakfast sector? An article for B&B News Aug/Sept 2013
- Hotelkeeping & the Business of Hotels. An article for Profile Leader April 2013
- Thoughts for 2013? The hotel industry contributor to Caterer and Hotelkeeper's podcast looking forward to 2013.
- Branding is the key to hotel growth. An article for British Hospitality Association's Trends and Developments 2012 publication
- Total UK Hotel Construction exceeds £20bn in past decade. An article for British Hospitality Association's Trends and Developments 2012 publication
- Panellist at Visit England's Visitor Economy Forum 2012 on the panel covering "A sector-based analysis of the opportunities for growth in the visitor economy in England post-Olympics and towards 2020".
- Keynote speaker "Driving revenue through Innovative Marketing in Hospitality" conference organised by Caterer Conferences in November 2011
- Guest speaker and panellist. Launch of BSI International Corporate Benchmark report (Oct 2011)
- Franchising gains in UK hotel expansion. An article for the Hospitality Black Book 2011 (Spring 2011)
- Backdrop to UK hotel industry at Classic British Hotel annual conference Nov 2010
- Moderator of panel session at 2010 International hotel Investment Forum (Berlin) in March 2010. Topic: "How is brand profitability being adapted to cope with the downturn and keep owners happy?"
- "How to return to growth". An article for Hotel Report magazine, January 2010
- Various presentations on hotel industry issues for private meetings in various law firms and banks
- Keynote speaker at Conference Centres of Excellence annual conference 2009 (Glasgow)
- Keynote speaker at Classic British Hotel annual conference 2008 (Cardiff)
- Chairman of panel discussion entitled "Been there, seen it and lived to tell the story – strategies to deal with a downturn" at the 2008 Euromoney conference in London
- Speaker and panellist at the Distribution workshop at Terrapinn's 2008 Budget Hotel Conference

- Chairman of panel session at International Hotel Investment Forum, Berlin in 2007 on subject of future in-room technology
- 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
- Speaker and chairman at events hosted by Euromoney, at the International Hotel Conference, Hotel Booking Agents Association and Institute of Hospitality
- 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
- Moderator for the 'Six Continents (now Intercontinental Hotels) 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.
- Review of a domestic mid-market Russian hotel company for a fund considering making a minority investment in the company.

## **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.
- Hotel industry expert evidence on behalf of a client pursuing planning permission for a hotel in Colchester. The matter went to appeal and the role included providing expert evidence to the public planning appeal.
- Retained by a construction company to assist them in quantifying loss of earnings during works on a hotel in order to remedy a construction defect.
- Prepared expert witness statement in a trademark dispute between two companies.

## **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 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.
- 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.
- 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.
- 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). Prepared in 2008 and updated in 2011
- Assistance to a client making an investment in a company operating backpackers hostels
- Working as part of a consulting team on a review of Tourism South East on behalf of SEEDA
- Assistance to the owners of a conference centre in Staffordshire in considering future operating arrangements
- International development plan on behalf of a hotel operator including narrowing down of target countries and review of specific European countries
- Desktop review of the prospects for a hotel development at a golf course in Sri Lanka, on behalf of the owner
- Detailed review of a major European country for a hotel operator considering market entry. This comprised country overview and detailed review of the hotel market in seven cities
- Overview of the country house hotel market in the United Kingdom
- Review of a small hotel company operating several unbranded properties in London as part of due diligence for a Private Equity company considering an investment in expansion of the portfolio
- Assistance to a small London-based hotel company in respect of management contract advice related to a proposed expansion of their operations
- Provided operational turnaround and asset management support to a private equity owner of a hotel facilitating the hotel's trading and profitability to return to expected levels
- Due diligence support to a private equity company during the purchase process of two UK holiday parks
- Assistance to a hotel company in assessing the return on investment and financial impact during the works of a capital expenditure programme affecting multiple properties

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

## United Kingdom

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

## 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
Frankfurt, Germany	Tuscany, Italy
Istanbul, Turkey	Utrecht, The Netherlands
La Coruna, Spain	Vienna, Austria
Leipzig, Germany	Walldorf, Germany
Lisbon, Portugal	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 and the Middle East

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

Melvin Gold Consulting Ltd

Specialist consultants to the hotel industry