

Melvin Gold Consulting Ltd was formed in April 2004 and offers a specialist service to those involved, or seeking to become involved, in the hotel industry.

The hotel sector: a land of opportunity

The hotel industry, and tourism generally, is one of the world's main growth industries. Recent global events have shown that the industry is still cyclical and can be hard hit by economic and political events. However the industry has also demonstrated its resilience and has bounced back after every setback.

The 21st century hotel industry is facing up to a number of issues including the following:

- A changing capital structure which has led to the increasing separation of hotel owners, operators and debt financing arrangements;
- The internet and its impact on consumers and operators along with the advent of new intermediaries;
- Globalisation, consolidation and branding, including the rapid growth of branded budget hotels;
- Planning and regulation, including the frequent request to include a hotel as part of a multi-component development. This necessitates careful consideration of suitable existing sites;
- Alternative uses for property, and the opportunities to brand existing hotels.

In recent decades the hotel industry has experienced a resurgent and strong trading environment in most countries. The global economic downturn, which amounted to recession in most countries, and the impact of the 'credit crunch', caused a marked downturn in fortunes. Most markets are now well advanced along the recovery path although trading remains below historic highs and costs remain stubbornly high constraining profit conversion to some extent. Of course the circumstances of each market are variable depending on geographic location, economic circumstances and supply conditions. According to industry norms the typical growth pattern has been followed: first hoteliers seek to rebuild occupancy to a 'normal' and sustainable level, often using competitive pricing as a tool, and ultimately RevPar growth will resume. Growth in average room rate tends to provide further upside once occupancy optimisation is achieved and that is the phase that most markets are now in. Nonetheless development financing remains difficult although the transaction market has been healthy with opportunistic portfolio buyers being especially active. Buying opportunities continue to exist but in terms of development, it is worth considering that hotel projects take a significant time to materialise so now is probably the right time to plan for the next cycle.

This sector is a land of opportunity and if this is a journey which you are keen to take, whatever your level of past experience in the sector, Melvin Gold Consulting Ltd is well equipped to assist you on your exciting next steps in the hotel sector.

About Melvin Gold

Melvin Gold's career to date has encompassed a blend of hotel industry operations, consultancy and advisory work, and the commercial world.

One of the European hotel industry's best known and respected advisers, Melvin formed his own specialist hotel advisory and consultancy company in April 2004. Since then he has assisted a range of clients – hoteliers, investors, developers and other professionals – in a wide variety of assignments in the hotel sector. These have included acquisition advisory and due diligence, development-related assistance, litigation support and industry strategy. The latter has included some widely-used, authoritative research on the UK hotel sector.

Melvin resigned his position as managing director of PKF's hotel consultancy services in late 2003 having enjoyed two periods at the firm totalling over 11 years. During this time Melvin brought the benefit of his operational experience to a wide range of consultancy assignments and was involved in some of the sector's largest transactions as well as leading the production of a market-leading range of industry research.

In his four years away from PKF in the mid-90s Melvin honed his commercial skills with major global commodity trader, Glencore. Initially employed on the development of the company's real estate portfolio, Melvin ultimately became involved in the core commodity business, especially related to oil projects and on aspects of said projects including pre-feasibility, financing, risk management and contract negotiations.

Earlier in his career Melvin had graduated with an HND in Hotel and Catering Administration in 1981 and spent periods in hotel operations with InterContinental Hotels, Thistle Hotels and Metropole Hotels.



Melvin is a Fellow of the Institute of Hospitality and a frequent commentator on hotel industry matters at conferences and in the media.

Melvin Gold Consulting Ltd: your ideal partner for the hotel sector

Melvin Gold Consulting Ltd is a specialist hotel industry advisory firm with Melvin working as the principal consultant on behalf of his clients. Melvin has a wide range of industry contacts and his reputation in the sector has meant that a significant number and variety of clients have utilised the services of Melvin Gold Consulting Ltd.

The assignments undertaken to date have seen clients successfully acquire and/or develop hotels, take strategic advice with regard to their business, or develop and support a business plan through quality research. We have also been involved in planning appeals and litigation support as well as pre-acquisition due diligence. Most work has been undertaken by Melvin but on occasion we have acted as sub-contractor and there have been other times when we have brought in support from others.

Melvin is an active networker with a significant number of relationships with other professionals. He frequently attends industry conferences and networking events. We are dedicated to the provision of advice and the creation of relationships which add value to our clients and meet their industry objectives. If others are better qualified to assist, or will complement our services then we are happy to introduce other professional assistance to the situation. Our focus is simply on adding value for our clients in the hotel sector.

Melvin Gold Consulting Ltd is a small company with big ambitions! It works effectively with large or small companies, whether new to the sector or well established. As your specialist partner in the hotel sector, we will together achieve your business objectives.

Our services

Naturally our services are tailored to your precise requirements but our specialist areas include:

- Industry strategy, direction and advice
- Market demand studies
- Litigation support
- Hotel industry research and background reports
- Hotel owner support services, which may include asset management
- Operational reviews
- Market entry strategy – for new hotels, new owners or new operators
- Site finding and evaluation
- Branding and franchising advice and assistance
- General advice and assistance for those new to the hotel sector – our industry knowledge complements your own skills and experience

Working with other professionals we are able to offer: recruitment and executive search, funding and financing arrangements, accounting and transaction due diligence, valuations and access to a variety of other specialist hotel industry services.

How to contact us

Contact us in whatever way best suits you. We always return phone calls and e-mails.

Melvin Gold, FIH
Melvin Gold Consulting Ltd.
'Hilltop'
Carroll Hill
Loughton
Essex IG10 1NL

Telephone: 07906-630187
e-mail: melvin.gold@melvingoldconsulting.com
Website: www.melvingoldconsulting.com

Initial exploratory meetings are offered in the London area on a free of charge basis. If you are outside London or even outside the UK then we'll cover as much as possible by telephone and agree a way forward.

Melvin Gold Consulting Ltd
Specialist consultants to the hotel industry