

# Melvin Gold Consulting

Specialist Consultant to the Hotel Industry

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## Professional CV

Name	Melvin Gold
Current position	Managing Director, Melvin Gold Consulting
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### Professional history

2023 onwards	<b>Melvin Gold Consulting</b> (as a Sole Trader)
2004–2023	<b>Melvin Gold Consulting Limited</b> Managing Director
1996–2004	<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

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### 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	

## **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
- Accommodation facilities at sport venues.

## **Recent speaking engagements & publications**

- Keep Calm and Control Costs in 2018. An article for Spotlight on Hospitality produced by The Institute of Hospitality in January 2018
- Power Couples. Moderator of a panel discussion between hotel owners and operators at The Independent Hotel Show October 2017
- Why Have Meeting Rooms in Hotels? An address to the BDRC Hotel Forum Sept 2017 and then subsequent blog article
- Revenue Management panel session participant at the Great Hospitality Show January 2017
- The UK Independent Hotel Sector Today. A report for the Independent Hotel Show 2016, including two presentations and panel discussions on the report findings
- Moderator in a debate on 'Hotel Brand Value' at Hospace, November 2016
- Panellist at Caterer Digital Summit, May 2015
- Who Am I? Think Identity, Not Brand. Moderator of a panel discussion at the Independent Hotel Show Oct 2014
- The UK Hotel Industry - Structurally Changing" a presentation to The Hotel Summit, May 2014
- Low Pay and the Minimum Wage. Panellist at a St Julian's Scholars conference, April 2014
- Hospitality Digest 2014 (The Institute of Hospitality). Contributor and Co-Editor
- 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

- 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

### **Hotel market demand and financial feasibility studies**

Responsibility for the management and conduct of hundreds 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.
- 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.
- 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 an 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.
- Under-cover review of a hotel that was part of a dispute between operator and investor
- Prepared expert witness statement in a trademark dispute between two companies.
- Hotel industry expert evidence in a public planning appeal regarding the future use of a building where the Optimum Viable Use of the building was among the issues.
- Prepared a report evidencing that a hotel was no longer viable in support of a planning application envisaging future use of the listed building as an upmarket medical facility and care home.

### **Other major studies**

- 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.
- Operational review, market demand study and valuation of a hotel in Dar es Salaam, Tanzania.
- 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.
- Study of the opportunities for development of a chain of branded budget hotels in the Czech Republic.
- Overview of some 20 UK locations in support of the development programme of a major UK hotel operator.
- Review of a business plan on behalf of a luxury goods company as a prelude to a joint venture with a hotel operator.
- 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.
- Valuation of the hotel portfolio of a major investor/property developer group, and a review of strategic options.
- 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.

- 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
- 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
- Commercial advice and initial operator searches for professional sports clubs seeking to add a hotel to their facilities
- 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, and subsequent management/owner support for a period post-acquisition
- 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
- Assisting a hotel company management team with a business plan envisaging financial and operational performance after a proposed acquisition
- Review of the Bath hotel market taking account of an impending significant supply uplift
- Market and Financial Study of the prospects for major entertainment venues in two European cities including restaurant, bar, private members club and events facilities
- Financial estimates of currently owned and future acquisition hotels on behalf of a significant hotel owning company
- Review of various strategic options on land held by the owners of an existing luxury hotel
- Consideration of the portfolio and future strategy for an operator of roadside hotels in the UK

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

### United Kingdom

Aberdeen	Enfield	Oxford
Anglesey	Farnborough	Reading / Thames Valley
Ashford	Gainsborough	Rickmansworth
Basingstoke	Glasgow	Romford
Basildon	Heathrow	Scunthorpe
Bath	Hemel Hempstead	Sheffield
Birmingham	Hertford	Shrewsbury
Bristol	Inverness	Slough
Buxton	Kenilworth	Stansted
Canterbury	Leeds	St. Albans
Cardiff	Leicester	St. Andrews
Cheltenham	Liverpool	Stratford upon Avon
Colchester	Llanelli	Swindon
Coventry	London (inc. Greater London)	Washington
Crewe	Manchester	Weston Super Mare
Daventry	Newcastle	Wimbledon
Derby	Northampton	Winchester
Dundee	North East Cornwall	Woking
Edinburgh	Nottingham	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
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 & Kano, Nigeria
Israel	The Gambia

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