

# Melvin Gold Consulting

## Specialist Consultant to the Hotel Industry

Melvin Gold Consulting is a specialist hotel consultancy with Melvin working as the principal consultant on behalf of his clients. Four decades of industry involvement have seen Melvin build up strong hotel sector experience and reputation, and excellent relationships. Typically assignments involve a financial and/or strategic element, driven by research and a bespoke approach adopted for each project.

Our services are tailored to clients' specific requirements, because we recognise that those requirements vary. The hotel sector is much changed over the past 20 years. Clients retaining us may be hotel owners, hotel operators, brand franchisors or franchisees, the financial community or be some other stakeholder in the hotel sector.

Our assignments have seen clients successfully acquire and/or develop hotels, take strategic advice with regard to their business, achieve an operational turnaround, 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.

Melvin Gold Consulting works effectively with large or small companies, whether new to the sector or well established. We are totally focused on helping our clients achieve their business objectives. If you require a hotel sector specialist to assist in any aspect of your next steps in the hotel sector, please do not hesitate to be in touch.

Melvin is an active networker with a significant number of relationships with a wide range of specialist professionals and those involved in the sector as owners, operators, brand owners or financiers. He frequently attends industry conferences and networking events.

### Our services

We are dedicated to the provision of advice and the creation of relationships which add value to our clients and help them meet their industry objectives. Our specialist services include:

- Industry strategy, direction and advice, including development and location planning
- Market demand and financial studies
- Due diligence on acquisition or investment
- Litigation support, including loss of earnings claims, financial disputes and planning appeals
- Hotel industry research and background reports
- Hotel owner support services, which may include asset management
- Operational reviews, and assistance in business turnaround
- 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

We are able to facilitate introductions to other professionals, or sometimes collaborate with them, in specialist areas such as: recruitment and executive search, funding and financing arrangements, accounting, large transaction due diligence, valuations, sales and marketing, and access to a variety of other specialist hotel industry services.

### 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.

### **Our clients and their sector involvement**

The hotel industry, and tourism generally, is one of the world's main growth industries. Within Europe, in recent decades, both the capital and operating structure of the sector has changed significantly. The largest hotels are normally now branded but there are typically different entities owning, operating, franchising the brand and offering debt finance to these properties/companies. Equally distribution, sales and marketing has also changed with the advent of online travel agencies and other new technologically-driven intermediaries. These factors have also brought different issues and pressures to the independent hotel sector.

Our clients, and potential clients, come from a range of segments:

- Hotel owners, including:
  - Financial Investors
  - Property companies
  - Private Equity funds
  - High Net Worth Individuals
  - Independent Hotel Owners
- Hotel operators, of branded and/or independent hotels
- Hotel brands or franchisors, seeking to roll out their brand in a country or region
- Hotel franchisees, who may be hotel owners or operators licensing a brand for their hotel
- Banks and financial institutions, lending money to hotel owners or investors
- Public sector organisations
- Landowners with hotel development opportunities on their 'estate'. These may include commercial property owners, sports clubs, local authorities or other organisations owning developable land.
- Solicitors, Barristers, Planning Consultants or others seeking expert witness support

### **How to contact us**

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

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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.

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