



*A global consulting and services organization focused on
the hotel, golf, shared ownership, gaming,
leisure industries and the integrated resort communities.*

HVS is a fully integrated consulting firm focusing exclusively on the **hospitality industry**, and provides a wide range of services to owners, lenders and operators throughout the world.

Founded in 1980, **HVS** is the world's leading specialist hotel and hospitality consultancy. With more than 20 offices globally, HVS offers unparalleled international hotel and hospitality market expertise.

Worldwide, the firm has acted on over 20,000 assignments in over 60 countries, providing up-to-date knowledge of all of the world's key markets.

HVS literally wrote the book on how to appraise a hotel, available through the American Appraisal Institute. Numerous articles and surveys written by our consultants are published each year, both on a regional and a global basis, including the Hotel Valuation Index, Transactions Article, Canadian Lodging Outlook, Salary Review and more, not to mention our weekly Global Hospitality Report and regional Lodging Industry News.



Arts Hotel, Barcelona, Spain



Copacabana Palace, Rio de Janeiro, Brazil



Sheraton Suites, Calgary, Canada

Consulting and Valuation specialises in the valuation of accommodation facilities and has evaluated thousands of hotels and lodging properties of all sizes throughout the world. Our services include feasibility studies, market value estimates, investment value estimates, fractional interest valuations, asset assessment, operator selection and management company search, lease reviews and negotiations and strategic advice. For further information contact Steve Rushmore: srushmore@hvs.com +1 516 248-8828 ext. 204

Golf Services specialises in economic research, analysis, valuation and consulting within the golf, club and resort community development industries. Our services include feasibility studies, market value estimates, investment value estimates, membership planning and structuring, subdivision analysis and valuation, lease reviews and negotiations and strategic advice. For further information contact Darius Hatami: dhatami@hvs.com +1 303 443-3933 ext. 299

Shared Ownership Services specialises in mixed-use resort development, advising our clients on a number of business models, including Vacation Ownership, Residence Clubs, and Condo Hotels. The division provides strategic advice, consulting, and project management services. For further information contact Kathy Conroy: kconroy@hvs.com +1 305-378-0404 x1011

Gaming Services prepares market studies that provide comprehensive research into the market support for gaming operations, and feasibility studies that provide detailed income and expense projections for casino and ancillary operations to determine the cash flow available to meet debt service. We can also analyse the overall financial feasibility of a gaming project. For further information contact Suzanne Mellen: smellen@hvs.com or +1 415 268-0351

Convention, Sports & Entertainment Facilities Consulting brings the highly specialised expertise necessary to analyse and implement public facilities projects. The division works on many types of facilities/developments: convention centres, headquarters for hotels, civic centres, stadiums, arenas, motor sports facilities, recreational facilities, tourism attractions, fairgrounds, water parks, theme parks, entertainment/urban development districts, and museums. For further information contact Tom Hazinski: thazinski@hvs.com +1 312 587-9900 ext. 11

Food & Beverage Services combines hands-on observation and experience, masterful knowledge of the hospitality industry, and unparalleled access to information. HVS brings proven expertise to the conception, development, management and appraisal of successful ventures in the restaurant industry. For further information contact Dick Williams: rwilliams@hvs.com +1 303 771-4104

Investment Banking provides clients with one-stop shopping for the hospitality industry's investment banking needs. The three core areas of service are financing, investment sales, and capital advisory, focusing on the full-service, resort, extended-stay, limited-service, fractional ownership, and golf sectors. For further information contact Mike Sullivan: msullivan@hvs.com +1 303 512-1222 in North America or in Europe contact Charles Human: chuman@hvshwe.com +44 20 7527 2001

Asset Management & Advisory offers its clients a comprehensive range of strategic planning, asset oversight, operational and development consulting, franchise and management company evaluation and selection, and expert witness litigation support. For further information contact Mark Lynn: mlynn@hvs.com +1 415 268-0357

Hotel Management provides strategies and services to maximize the return on hospitality investments including hotel management, asset or oversight management, operational consulting services and special services, such as: receivership services, and project management for repositioning and refurbishing. For further information contact Kirby Payne: kpayne@hvs.com +1 401 625-5016



John Q Hammons Hotel
Chateau on the Lake,
Branson, Missouri, USA



Malmaison, Newcastle,
England



Claridge's, London,
England

Marketing Communications provides sales, marketing, public relations and operational strategies for the hospitality industry in order to boost occupancies and generate more revenue. For further information contact Leora Lanz: llanz@hvs.com or +1 516 248-8828 ext. 278

Interior Design works around the globe in new construction and renovation. Our team of internationally respected designers is a leader in the hospitality industry with experience in all types of projects. For further information contact Jonathan Nehmer: jnehmer@hvs.com +1 301 670-1635 ext. 115

Executive Search is the premier executive search and human resource consulting firm specialising in the lodging, gaming, and restaurant/retail industries. For further information contact Keith Kefgen: kkefgen@hvs.com +1 516 248-8828 ext. 220

Hotel Parking Consulting truly understands the intricacies involved in maximizing the value and capturing the full potential of hospitality parking assets. Our consulting and advisory services includes designing parking facility layout and flow for development planning, appraising asset value for acquisition or disposition strategies, implementing operational, contractual, and financial improvement initiatives of existing assets, conducting feasibility analysis for proposed development, repositioning operating strategies of under-performing assets, installing parking infrastructure for new hotel openings, improving revenue control processes and guest service levels, and managing procurement activities for parking access and revenue control systems (PARCS) and operator selection. For further information contact Sang Hwang: shwang@hvs.com +1

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