

BMR

H O S P I T A L I T Y
I N T E R N A T I O N A L

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BMR is a consortium of experienced hospitality industry consultants who specialise in hotels, attractions, resorts, clubs and restaurants. Clients include tourist boards, local authorities, developers, funders, landowners, corporations and small businesses.

The Directors each have an enviable track record of success in the hospitality industry and brief resumes can be found on pages 10 – 13. Our purpose in coming together to form BMR is to provide from one source, in one team, a full spectrum service for the hospitality and tourism industry. Our skills cover all aspects of business advice from land and property acquisition, research and feasibility through to marketing strategy, sales action plans, and operations.

We are driven by a desire for excellence and the achievement of measurable improvements in the business performance of every client. We assign a director to lead each project and we will do just that - lead, drive, coordinate and deliver, on time and to agreed project objectives.

Actioning agreed plans is often a time and resource problem for clients, so we always build in the option of a follow-up programme to assist in speedy and successful implementation and thus the early achievement of improvements in performance. We stay part of your team.



Our Hospitality Consulting Services

Our skills and experience equip us to undertake the following sorts of project:

- ▣ feasibilities: commercial, technical, financial
- ▣ due diligence for acquisitions
- ▣ identifying profitable hotel and leisure development opportunities
- ▣ developing business plans
- ▣ writing outline design briefs and specifications
- ▣ negotiating and monitoring operating agreements
- ▣ auditing existing operations
- ▣ building standards criteria
- ▣ creating marketing strategies
- ▣ developing sales/marketing tactics and action plans
- ▣ identifying the need for, and undertaking market research
- ▣ managing staff recruitment
- ▣ providing on-going supervisory management



The sort of situations we resolve

BMR Hospitality International have worked with and continue to assist clients resolve a range of situations, including:

- "What is wrong with the business and how do I fix it?"
- "How do I turn my ideas into a fundable proposition?"
- "Can I make this site into a profitable opportunity?"
- "What's it worth to me? To someone else?"
- "Should I acquire this hotel or that attraction, and if so, at what price?"
- "What other opportunities are there?"
- "What do I produce to ensure my architects and designers create plans to meet the market need?"
- "How do I recruit and train a team to run my operation?"
- "What market segments are worthwhile?"
- "What are their needs, can I satisfy them?"
- "What should I do about a marketing strategy and action plan?"
- "Do I know enough about the situation or should I undertake some research?"
- "Is there someone who could take this problem off my hands?"
- "I'm faced with lots of options and a plethora of choices but no route map - what do I do?"
- "How do I motivate my team to achieve higher standards and higher profits?"

Client Case Studies

Bedfordshire Accommodation Development Project - 2003-04

BMR Consultants were retained in the autumn of 2003 to assist the Bedfordshire and Luton Tourism Officers Group in preparing research on the development of Accommodation in the County. Bedfordshire County comprises two District Councils - South Beds and Mid Beds, Bedford Borough and Luton Unitary Authority.

Our work covered:

- **Familiarisation and Document Review:** meetings and discussions with Tourism Officers, "Locate In Beds" group, Planning Officers and review of documents provided;
- **Supply side Research and Analysis:** UK trends of relevance, visits to key properties in the County, meetings and discussions with officers of County Tourism Associations and questionnaire survey of accommodation businesses in Bedfordshire;
- **Demand side Research and Analysis:** UK trends, interviews with the Tourist Information Centres (TICs) and Luton Airport management and associated organisations, and despatch and analysis of 300 questionnaires to companies based in the County;
- **Analysis and Conclusions on Objectives and Key Issues:** our analysis and conclusions phase concentrated on these key issues:
 - Is there business actually being lost to accommodation outside the County, for example Milton Keynes?
 - Is lack of accommodation in any way preventing the County from attracting businesses?
 - What are future demand trends and where is the County likely to fail to meet them?
 - What are the criteria for assessing options for development - least damage to existing businesses, lowest possible cost to the public purse, and speed of development?
 - What are the options for development? And do these need "pump priming" by the public authorities?

BMR's final report was presented in late January 2004 and the clients are bidding for funds in order to expedite the implementation of many of the recommended actions, for example:

- Greater cohesion between different departments that deal with development of accommodation;
- Onus on encouraging development of accommodation near to the M1 and in and around Luton;
- Integrated promotion of the County's accommodation stock with other tourism services and with neighbouring counties;
- More rigorous approach to encourage more accommodation properties to accept the Inspection and Grading of their properties.

The conclusions indicated some market failure and the need for gaps in accommodation in the County to be filled.

Our main client contact commented, "BLEDP, the main funders, are very happy with the report".

Four Star Hotel in Northumberland - 1999 onwards

BMR Consultants have been assisting the owner of this four star country house hotel since 1999. Our role has been to supervise the operation and development of the hotel and associated facilities, which opened with 31 rooms and 27 holes of golf.

Since our involvement there have been many successes in performance terms:

- Total sales have risen by over 30% and operating profit by 75%;
- Many awards have been won: 2002 Silver award from the English Tourism Council, 2001 Small Hotel of the year in Pride of Northumbria awards, 2002 Small Hotel of the year in the Excellence in England awards, 2002 Two AA rosettes for Food and Beverage by the AA;
- 2002 accredited with Investors in People status.

The facilities have been constantly developed and the hotel is about to open an additional 22 rooms taking it to 53 rooms and the opening of a major spa complex in April 2004.

The key ingredients for success at the hotel with which BMR have been closely involved are as follows:

- The property itself set in beautiful grounds has been restored and converted with good taste and high quality standards throughout.
- The recruitment and development of like minded management and staff who share the owner's aspirations to make the hotel 'The Best'.
- Sales and Marketing updated strategy with clear targets and objectives and sales actions. A dedicated sales manager with strong team to carry out the work.
- A strong PR consultant working in close liaison with the owner and the management and staff of the hotel.
- The on-going improvement to the golf course and grounds which has played a major role in placating an unhappy membership sharing hotel facilities, no clubhouse and temporary changing areas.
- The setting, communication and monitoring of service standards to every member of the team.
- The expansion of the financial information, daily, weekly, monthly. The involvement by Heads of Department in the setting of budgets, financial monthly reviews and reward through financial incentive for over and above budgeted gross operating profit. Timely financial information and three month rolling forecast.
- A redesigned kitchen with equipment to deal with the extremes of wedding business, fine dining and brasserie style food.
- An ambitious young chef keen to make his name in the industry and to put the hotel firmly on the map with regard to food standards.
- Recognition of the need to support and identify weaker aspects of management and staff, and through training and development they have gained in confidence and job satisfaction.
- The sense of pride that now prevails the team building, led by the owner and staff activities that take place on a regular basis.
- The constant review of strategy with involvement by all concerned with strong emphasis on unique selling propositions and "SWOT" analysis.

Advice on development and negotiation of Heads of Terms on lease agreement for a new build hotel project in Essex

BMR advised the owners of an office block in Essex on conversion of five floors into a four star hotel. The owners had been in discussion for some time with one of the major UK four star hotel groups who had presented them with a suggested Management Agreement.

Our work involved setting out the pros and cons of a management agreement versus a lease. It was then agreed with the client that the management agreement exposed them to far too much risk and was commercially biased to the hotel group. It was decided to offer the hotel group a lease deal instead.

The hotel group was not able to proceed with a lease and the owners decided to rebalance the property in favour of residential and other uses.

Acquisition pre-feasibility and purchase negotiation assistance

BMR worked for a UK based leisure company to assess the value and future viability under new ownership of a large mixed-use resort in Southern Europe and to help it formulate an exit strategy.

BMR analysed the market for the property and then completed an extensive survey of the resort including meeting with the owner's representative and key general management.

BMR prepared an offer for the property, which was submitted to the vendors. In the event the parties could not reach an agreement on price and the purchase did not proceed.



Categories of Clients

Our breadth of experience has seen us work with a range of clients, including

- Accountants
- Attractions
- Banks
- Conference Centres
- Golf & Leisure Centres
- Hotels - Individual
- Hotels - Group
- Landowners
- Local Authorities
- Pubs, Bars & Restaurants
- Solicitors
- Surveyors
- Tourist Boards
- Tour Operators

Typical Clients

The client list below incorporates both current and completed projects:

- Albatross Hotels
- Arcadian Hotels
- Ashford District Council
- Association of Independent Tour Operators
- Barclays
- Bahrain Tourism
- Bass / Six Continents
- Bedfordshire County Council
- Boddingtons
- Bodmin Jail
- Bride Marine
- British Tourism Authority
- British Airport Authority Hotels
- British Broadcasting Corporation Club
- Burton Inns
- Clifford Turner
- Clovelly Estate
- Development of National Heritage
- De Vere Hotels
- Dorchester Hotel
- English Tourist Board
- Farleigh College
- First Choice
- Forte
- Groupways Travel
- Halliwell & Landau
- Hilton International
- Institution of Mechanical Engineers
- Jersey Tourism
- Lloyds TSB
- Manchester City Council
- Matten Hall
- Minister Lovell Conference Centre
- National Economic Development Organisation
- Northdown Property Development
- Pembroke Health Authority
- Pictet & Cie
- P & O Princess Cruises
- Radisson / SAS Hotels
- Simonds & Simonds
- States of Guernsey
- Studley Priory Hotel
- University of Essex
- Village Leisure Hotels
- Visa
- Wentworth Club

William Barney BSC MBA ACA



William is a multi-lingual, internationally experienced management consultant, with 20 years' experience of the hospitality industries at Trusthouse Forte Hotels in marketing and then at KPMG's UK Consultancy practice. As Director of KPMG's Travel, Hospitality and Tourism team, he led projects in mergers, acquisitions, divestments and investment appraisal for a wide range of blue-chip hospitality companies and public sector bodies across Europe.

William is an expert on the acquisition and commercial success of hotels and resorts and has acted as an "expert witness" in contract and planning disputes, appeared on specialist television news programmes, and has been regularly quoted by national newspapers on hotel and travel industry issues. William is also author of a book on Financial Management in the Hotel Industry.

William Graduated with an MBA from the London Business School and is a Chartered Accountant. William is fluent in French and speaks some Italian.

Client Comments

- "William Barney provided excellent strategic advice on targeting the hotel industry and helped implement this with myself and colleagues. His experience was invaluable. I enjoyed working with him and continue to use his support". Client Chief Executive and major shareholder
- "William Barney provided invaluable assistance which has led directly to increased revenues for the charity". Client Chief Executive

Guy Macpherson FHCIMA



Guy has had over 30 years working in operational management, incorporating hotels, golf clubs and leisure. For Trusthouse Forte (THF) he ran the Waldorf and Cumberland hotels in London and Sandy Lane in Barbados. He was Operations Director for the THF London hotels and Deputy MD for their International Division. Guy was General Manager of Gleneagles Hotel at the time of privatisation. He moved to the U.S. in the 1980's as President of Rodeway Inns International. In the early 1990's Guy started Mazard Hotel Management, a company working alongside Banks and Receivers in the turnaround of distressed properties, improving their performance and increasing their asset value.

Guy's strengths include the ability to develop and get the best from management and staff and never to tolerate indifferent standards of food, service, guest and staff relations; he has an unrivaled track record in ensuring that hotels manage to combine excellence in their service with financial success, ensuring a good return to owners.

Guy has a track record of making things happen with resulting maximisation of profits and return on capital.

Client Comments

- "As you know, I value your role enormously and I know the same applies to your support for D.H. I hope therefore that you will be happy to continue in that role for many years to come, especially as the next 2 to 3 years will be very important to our long term success". Client Chairman and Owner

Robert Rouse FCMI FCHIMA FTS



Bob's original training and experience in marketing and sales was obtained in the role of salesman, sales manager and brand manager with Unilever. Since 1971 Bob has worked as Sales and Marketing or Managing Director in the UK and around the world in the hotel, leisure and tourism markets mostly with Trusthouse Forte. He has, therefore, extensive experience of the market, has worked with a wide range of cultures and has been responsible for the direct and indirect management of small and large numbers of staff.

As a consultant for the last fourteen years, Bob has worked for Tourist Boards, attractions, leisure complexes, conference venues and hotels from individual eight bedroom properties through to 4 and 5 star units with several hundred rooms. Two hotel groups and an attraction have, in that period, retained him as a part-time Marketing Director.

The keystones of Bob's success are data-driven logic, creative solutions, a desire to get things done with and through people, honesty, and a determination to see the business with which he is involved prosper.

Client Comments

- "A very professional, well presented report. It was easy to read and understand, and containing a wealth of relevant statistical information". Client Chief Executive
- "Bob Rouse displayed a level of competence, skill, application and professionalism rarely seen in consultants. A credit to our profession". Hotel client Managing Director



Contact Us

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All emails are confidential - your details will not be passed to any third parties.

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