

AHS | HOSPITALITY ADVISORY | REAL ESTATE & CONSULTING

AHS ADVISORY is a specialist hospitality industry real estate advisory and consulting company providing a wide range of services related to hotels and resorts, and tourism projects.



RESEARCH

Market & business analysis
Performance benchmarking
Feasibility & viability

DEVELOPMENT

Master planning & concept
Operator search & selection
Technical services

STRATEGY

Branding & positioning
Sales & marketing
Acquisition & disposal

OPERATIONS

Property review
Performance review
Asset management

About AHS Advisory

AHS Advisory is a specialist hospitality real estate and consulting company providing a range of advisory services related to the planning, development, ownership, and management of hotels, resorts, and mixed-use tourism properties.

We specialise in:

- Market and business advisory - market and business analysis, performance benchmarking, feasibility and viability studies;
- Project advisory – master planning and concept development, operator search and selection, technical services and design development;
- Operations advisory – property review and performance assessment, asset management services; and
- Strategy advisory – branding and positioning, sales and marketing, acquisition and disposal.

Our methodologies include:

- In-market, primary research – involving review and analysis of market participants, assessment of site and location, identification of demand generators, assessment of the factors supporting market feasibility and financial viability;
- Desk-based, secondary research – analysing data and information from published sources, professional services subscriptions, web-based sources;
- Econometric and financial modelling – analysis and forecasting of demand and revenue growth, supply and demand modelling, projected operating levels and trading from operations, discounted cash flow and return on investment analysis; and
- Preparation of presentations, summary reports, detailed studies, surveys, market commentaries.

The AHS Advisory Team brings together:

- Career professionals from hotel operations and professional services firms, including from senior leadership positions, operations departmental management and supervisory roles, development experience, management consulting;
- Hospitality industry skills encompassing culinary experience, food and beverage control, revenue management, financial control, housekeeping, sales and marketing, technical services; and
- Experience from working in, and providing professional advice to, a range of hospitality property types – accommodation properties (hotels, serviced apartments, backpacker hostels, student accommodation, tented accommodation, caravan parks, railway services) in a variety of locations (city-centre, urban, resort, regional)

We work with asset owners, operators, developers, investors and financiers, providing comprehensive market analysis and forecasts which form the bases for concept development, performance analysis and projections, feasibility studies, due diligence and assessments of worth.

Our Credentials

Our credentials are based on a history of successfully completed assignments throughout Australia, New Zealand, and the South Pacific, as well as past experience throughout Asia, Europe and the Middle East.

Our business acumen is based on personal experience with global professional services and real estate companies, including Arthur Andersen, PricewaterhouseCoopers, Deloitte, Knight Frank, and Cushman & Wakefield. In the past we have also held branding rights for globally-recognised specialist hospitality industry advisory services firms HVS International and Horwath HTL.

We have developed our professional experience from a broad range of assignments, including valuation reports, market studies, acquisition due diligence, integrated tourist resort studies, revenue management reviews, sales and marketing strategic planning, property operations consulting, technology requirement reviews, shared ownership assessments, conference & exhibition market studies, golf studies, spa studies, operator search & selection processes, commercial terms negotiations, and expert witness duties.

AHS Advisory is a Proprietary Limited company and set up as a professional firm. It carries a corporate real estate license and holds current insurance policies.

Our Team

AHS Advisory is distinguished through the extensive hospitality industry experience of its directors and consultants. Please refer to the profiles in the pages that follow.

Our Clients

We have conducted work for a wide variety of clients, including hotel owners and operators, developers, investors and financiers. We have also worked for and with local councils, state and regional tourism organisations, universities, airports, entertainment companies, as well as many other companies and organisations.

In servicing our clients, we often work closely with a variety of hospitality industry specialists, including real estate brokerage and advisory firms, architectural and interior design firms, legal advisers, project managers, quantity surveyors and project engineers.

Our Code of Professional Conduct

Our practice subscribes to the Code of Professional Conduct as observed by the International Society of Hospitality Consultants (ISHC), of which Ron de Wit, Managing Directors, is a practising member.

The ISHC was founded in recognition of the public need for competent, unbiased advice, professional guidance and sound judgement on the many diversified problems encountered in the hospitality industry. Members of the Society have demonstrated their integrity and are qualified by their experience, training and knowledge, to develop and express sound judgement on issues in the hospitality industry.

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Ron has over 35 years of experience in the hospitality industry in Australia and the South Pacific from initially working in hotels and resorts, restaurants, clubs, catering and foodservice operations; and over the last 20 years as a consultant with leading professional services firms.

With industry qualifications in hotel management and catering operations, Ron's career background lies in food and beverage cost control and financial management and spans numerous operational and managerial positions in hotels, restaurants, catering companies, club operations.

Ron's consulting skills are based on a deep understanding of the dynamics of tourism accommodation properties and businesses, as well as a detailed knowledge of operational issues and business management aspects related to the clubs and catering sectors of the hospitality industry.

Core areas of Ron's consulting expertise include research and analysis of market trends, market feasibility studies, financial viability evaluations, hotel business operational reviews, acquisition due diligence assessments, operator search and selection programs, industry best practice research and benchmark surveys, and asset management business performance reviews.

Ron has authored numerous publications including market forecasts, infrastructure development reports and investment guides, and business benchmarking reports for investment and finance companies, hotel management companies, tourism and hospitality industry lobby groups and hotel industry associations.

He has been a regular speaker at industry events, a guest lecturer at hotel schools, and presenter to club management forums.

As Managing Director of AHS Advisory, Ron leads the specialist teams in Sydney, Melbourne, Perth, and the Gold Coast to develop client and contact relationships, participate in assignments, and generally grow the business focus on Research, Development, Operations, and Strategy related to the markets and businesses of the hospitality industry.

Jennifer Davey**Director – Research, Development & Strategy****3 Spring Street, Sydney NSW 2000****t** +61 2 9135 2975**m** +61 419 278 736**e** jennifer@ahsadvisory.com**w** www.ahsadvisory.com.au

Jennifer Davey is Director for Research, Development & Strategy advisory and consulting services with AHS Advisory in Sydney, and has over 25 years of experience in the tourism industry. With a background in tourism consulting, hotel marketing and facilities management, Jennifer specialises in the analysis, identification and brand positioning for the development of hotel, resort and destination mixed-use tourism projects.

Jennifer has developed her hospitality industry consulting skills previously working with Horwath HTL, Jones Lang Wootton (now Jones Lang La Salle), and Cushman and Wakefield focusing on strategic planning and feasibility consulting assignments for international and national hotel owners in Australia and the South Pacific.

As Marketing Manager for the Holiday Inn All Suite Hotel Group, Jennifer developed detailed marketing and business strategies for the national direction of the group and managed a national sales and marketing team. In addition to her analytical positions, Jennifer's well-rounded career extended into the strategic analysis, re-positioning and refurbishment of branded and independent hotel assets with a focus on the evaluation and delivery of effective accommodation solutions.

Jennifer has a Graduate Diploma in Tourism Management, and a Bachelor of Arts (Leisure Studies) from the University of Technology, Sydney and has developed tourism courses and lectured for various hotel schools as well as presenting for industry conferences. Jennifer currently lectures for Torrens University's Blue Mountains International Hotel Management School.

Damien Little**Director - Research, Development & Strategy****454 Collins Street, Melbourne VIC 3000****t** +61 3 9133 5900**m** +61 457 001 865**e** damien@ahsadvisory.com**w** www.ahsadvisory.com.au

Damien Little is Director for Research, Development & Strategy advisory and consulting services with AHS Advisory in Melbourne and has 20 years of consulting experience with significant experience in financial modelling.

During this time, he has undertaken hotel-related projects in 17 countries across the Asia Pacific region, being involved in more than 400 projects. Damien has been involved in projects across all industry segments including 5-star city hotels, luxury island resorts, golf resort properties, mid-scale regional hotels, budget hotels, backpacker accommodation, restaurants and clubs.

Damien has extensive experience in the China market having travelled to more than 70 cities across the country.

Types of engagements that Damien has been involved in include Market Entry Strategies, Market & Financial Feasibility Studies, Investment Due Diligence and Opinion of Value, Land Development & Master Planning studies, Product Repositioning/Renovation Feasibility and Asset management projects.

Prior to joining AHS, Damien worked for Horwath HTL (Pacific Asia practice) for 17 years and spent time in the Singapore, Hong Kong and Beijing offices. While in Beijing he ran the company's China practice and grew the team in Beijing from 6 to 14.

He is also a frequent speaker at industry-related conferences around the region and has published numerous research articles in regional industry publications.

Kevin B. Murphy, ISHC, FIH, CHA, MAICD
Director – Asset Management

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Kevin Murphy is Director for Asset Management with AHS Advisory, and is based on the Gold Coast. AHS Advisory assists owners with effective and strategic hospitality investment planning, acquisition and asset management, saving them time and money and providing the security of improved profitability within their planned and existing hospitality portfolios in Asia, Australia and elsewhere.

Kevin joins the team as a highly experienced, professional hospitality advisor, providing informed guidance to existing and new hotel owners, and hospitality investors, in relation to their hotel real estate interests worldwide. He has a well-earned reputation for taking complex and difficult projects to completion and turning problem hotels from receivership into successes with corrective management.

A 3rd generation hotelier, following a widely experienced career with Hilton International and Le Meridien Hotels in the Asia Pacific, U.S.A., East Africa, and UAE regions, and with Southern Sun Hotels and South African Breweries Groups in Southern Africa, Kevin served for 11 years from September 1995 to 2006 as Senior Vice President - Development & Acquisitions in the original creation of the portfolio and the brands of Langham Hotels International, the luxury subsidiary of Hong Kong's publicly-listed Great Eagle Holdings.

Since 2006, as their CEO, he also headed Asiawide Hospitality Solutions, a Hong Kong-based consultancy practice dedicated to providing the highest level of experienced strategic planning and operational advice to investors and hotel owners. His wide industry knowledge and hotel group experience at the corporate level makes his perspectives on owner-operator partnerships and future hotel development and investment needs particularly relevant to both individual hotel investors as well as to hotel portfolio owners, whether private or public.

Recently, during 2015-16, Kevin served as the Chairman of the Executive Board of the Pacific Asia Travel Association (PATA), an organization that combines Government, Carriers and Industry within the Travel & Tourism field across the Asia Pacific region' and is a past Chairman of their Hospitality & Marketing Committees. An active member of PATA since 1984, Kevin was awarded the PATA Order of Merit in 2003, the Chairman's Award in 2006 and their Honorary Life Membership in 2008 for his continued contributions to the aims of the Association's members and in the growth of responsible and sustainable tourism development in the Asia Pacific region.

David Brown**Senior Hotel Operations Specialist****3 Spring Street, Sydney NSW 2000****t** +61 2 9135 2975**m** +61 424 907 587**e** david@ahsadvisory.com**w** www.ahsadvisory.com.au

David Brown is Senior Hotel Operations Specialist, based in our Sydney office. AHS Advisory assists owners and developers with effective and strategic advice for new and existing hotel assets with expertise in pre-openings, due diligence, performance improvement, product improvement plans and business strategy.

David joins the team as a highly experienced hotel operator having held senior leadership positions with strata-title, publicly-listed corporations and independently-owned and -operated hotels and serviced residences. He has cultivated a reputation for results-based leadership with an emphasis on driving high quality sustainable outcomes in all facets of hotel operations during a career spanning 30 years.

During this time David lead a number of pre-openings both in Sydney and the Middle East working alongside owners, developers, corporate taskforces, contractors and development teams. His 10-years with Frasers Hospitality Pty Ltd, a wholly owned division of the Singapore listed Frasers Property, included the pre-opening of Fraser Suites Sydney in 2006 followed by Fraser Suites Dubai in 2009. During his 7½ years in the UAE, David oversaw new projects in Qatar, Kingdom of Saudi Arabia, Bahrain, Oman and Nigeria.

Prior to this David held General Manager roles with Saville Hotel Group, a wholly owned division of Stockland, later acquired by Mantra Group, and was most recently Group General Manager with View Hotels where he successfully implemented a strategic review that significantly uplifted the performance of the group's Sydney, Melbourne and Brisbane hotels. David holds a Diploma in Hospitality & Catering, a Master of Management (MGSM), and recently completed an e-Cornell certificate in Hotel Real Estate Investments and Asset Management.

Josephine Chong**Manager - Research, Development & Strategy****454 Collins Street, Melbourne VIC 3000****t** +61 3 9133 5900**m** +61 422 046 578**e** josephine@ahsadvisory.com**w** www.ahsadvisory.com.au

Josephine is Manager - Research, Development & Strategy at AHS Advisory in Melbourne, responsible for leading and participating in assignments and conducting market research across Australia, specialising in feasibility assessment, financial analysis, performance studies, operator selection processes and commercial terms negotiations.

Josephine has tourism and hospitality industry experience from working in Singapore, Southeast Asia, and in Australia. Before joining AHS advisory, she was selected for the inaugural Management Trainee programme for Singapore's top tourist destination, Sentosa Island. She has gained extensive experience across multi-departmental functions in tenancy management, business development, client relations, attraction operations, security master planning, marketing, and human resource management.

Her background in hotels encompasses various roles across Rooms Division and Revenue Management departments, which allowed her to develop deep understanding of the business development and revenue management functions in hotels.

Josephine recently graduated from the Blue Mountains International Hotel Management School with a Masters in International Hotel Management and the winner of the Academic Excellence Gold Medal – attaining the best results among the graduating cohort and the recipient of the Hyatt Graduate Privileged Partners Program Award.

Martyna Zaczek

Manager – Research, Development & Strategy

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Martyna is Manager - Research, Development & Strategy at AHS Advisory in Perth, responsible for the company's market presence in Western Australia, while leading and participating in assignments and conducting market research across the country, specialising in feasibility assessment, branding and positioning strategy, and operator selection processes.

Martyna has hospitality industry experience across Poland and Australia. Before joining AHS Advisory, she worked with independent hotels and global hotel brand companies in Poland and Australia. She has gained extensive experience across event, sales and revenue management, business development, and client relations.

Her background in hotels encompasses various roles across the Sales and Event department, as well as the Revenue Management department, which allowed her to develop deep understanding of the business development and revenue management functions in hotels.

Martyna graduated from the Blue Mountains International Hotel Management School with a Masters in International Hotel Management and was the winner of the Academic Excellence Silver Medal in her year – attaining one of the best results among the graduating cohort and the recipient of the Star Graduate Privileged Partners Program Award. Martyna has also been a casual lecturer and tutor at her former university.

Spring Fan**Consultant****3 Spring Street, Sydney NSW 2000****t +61 2 9135 2975****e spring@ahsadvisory.com****w www.ahsadvisory.com.au**

Spring is an experienced Consultant at AHS Advisory in Sydney, responsible for conducting all econometric modelling used in the preparation of our Hotel Market Outlook reports. She also joins the team in hotel and resort feasibility research and analysis, focussing on market and financial analyses.

Spring has hospitality industry consulting experience across numerous markets in Australia, New Zealand, China and Southeast Asia. Before joining AHS advisory, she worked with a global brand hotel consulting firm out of Singapore, and participated in projects across Indonesia, New Zealand, Malaysia and Cambodia.

Her operational background encompasses various roles across Rooms Division, and in the Sales and Marketing departments at the Sheraton Grand Sydney Hyde Park and the Shenzhenair International Hotel, Shenzhen in China. From these operational roles, Spring has developed a deep understanding of the revenue management function in hotels.

Spring recently graduated with Honours from the École Hôtelière de Lausanne with a Bachelor of Science in International Hospitality Management.

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Irina is the Market Research Analyst for the Team at AHS Advisory, a role that encompasses monitoring all reported activity related to the hospitality industry in Australia, such as new projects and refurbishments, reported transactions, and reported and surveyed performance; as well as supporting the AHS Advisory Team with research, analysis and summary report preparation.

Irina's background lies in business management in roles where she held positions in Strategic Management and Sales and Marketing in hospitality businesses in Russia. Consequently, her skills are in data analysis and a focus on hotel market analysis

Irina developed her consulting skills over the past five years working with AHS Advisory in Sydney.

Irina finalised her Master's Degree at Blue Mountains International Hotel Management School (Sydney, Australia) with specialization in "Hotel and Resort Management".