



# RK CONSULTING SERVICES, Inc.

*Hotel & Restaurant Consulting Specialists*

*Market Feasibility*  
*Property Development*  
*Project Management*  
*Asset Management*

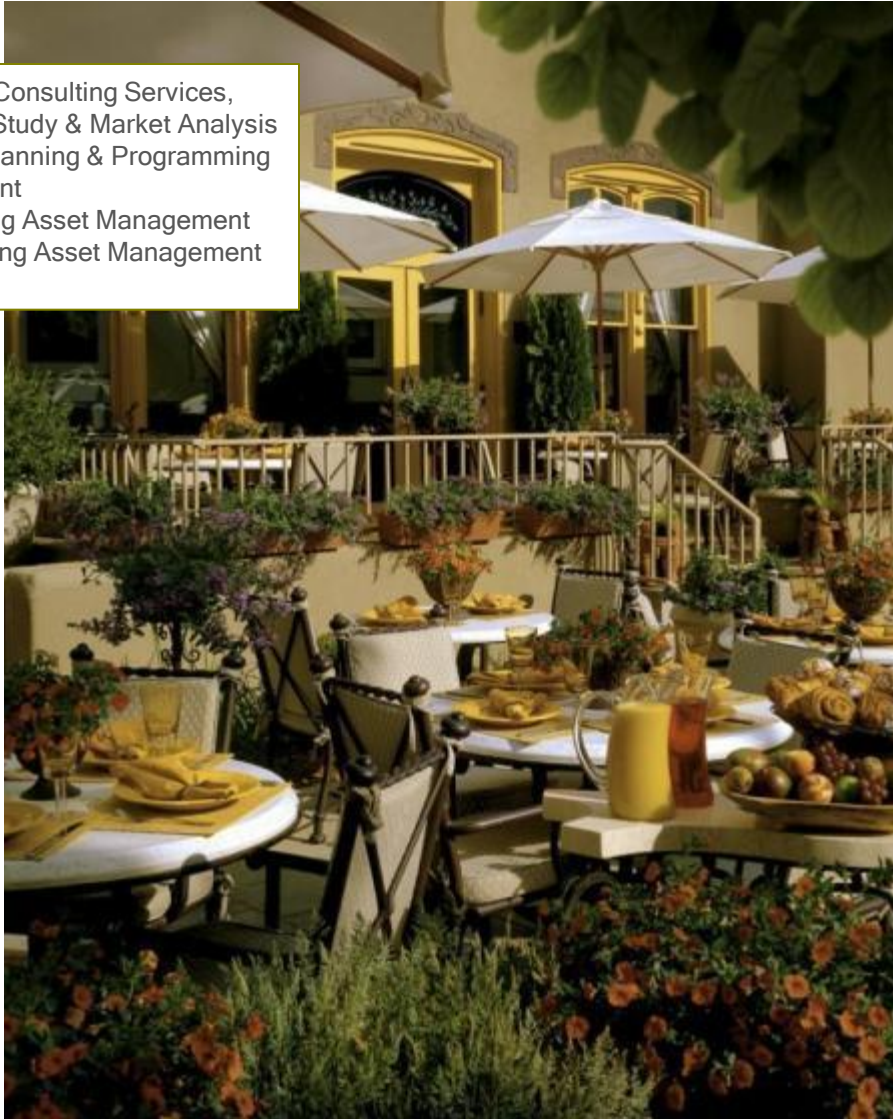
Bringing Visions to Life

[www.rkconsulting-inc.com](http://www.rkconsulting-inc.com)



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- **About RK Consulting Services**
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As a “One-Stop” solution for Hospitality Industry Owners, we provide an unparalleled array of services that spans the initial conception design and development of new projects to the ongoing analysis, operation, and asset management of existing operations. We are a passionate team of Hospitality Industry Veterans with Hotel & Restaurant Ownership Experience.

### The Team:

**President - Robert J Keon Jr** has worked in hospitality for over 20 years, including 10 years in operations and food and beverage management at various properties in New York State. Subsequently, Robert joined Four Seasons Hotels & Resorts in New York City, where he held senior finance positions, participated in a multitude of due diligence work-outs, and was a member of Four Seasons' pre-opening management team.

Since 2001, Mr. Keon has provided expertise and broad experience as a consultant to the hospitality industry, serving clients including Carlson Hotels Worldwide, Regent International Hotels and Resorts, Adam's Mark Hotels and Resorts, Accor Hotels North America, Apollo Real Estate Advisors, Concord Hospitality Enterprise Company, Chartes Lodging, and Viceroy Hotel Group.

Mr. Keon has participated in the successful acquisitions, opening, and transitions of Hotels in Pennsylvania, New York, North Carolina, Florida, Tennessee, Anguilla, and the Turks and Caicos Islands. He has also developed numerous proforma's, feasibility studies, and financial presentations for the purpose of marketing projects and securing financing on behalf of clients.

Mr. Keon is a Certified Expert Witness for the Hospitality Industry. His talents includes hotel development, strategic planning, hotel budgeting, hotel systems integration, critical path scheduling, union contract negotiation, internet marketing through social media channels, cost savings programs, and revenue enhancements.

### **Managing Director Troy Bennett, CHA**

Prior to joining RK Consulting Services, Troy Bennett has been involved in the development and operations of over \$4.5 billion dollars worth of Hotels & Resorts worldwide as well as over \$250 Million worth of restaurant/retail development, respectively. Mr. Bennett has asset managed properties for the Industry's largest hotel owner, Host Hotels and Resorts; and owner/developer of luxury branded hotels, the Gencom Group. He has worked with all of the Industry's major brands, such as Marriott, all Starwood Hotel brands, The Ritz-Carlton, Four Seasons, Hyatt and luxury independent and boutique properties. Mr. Bennett's career is marked by finding Hidden Value, conducting financial analysis for all types of industry operations, and developing residential ownership and mixed use opportunities.

**Managing Director - Thomas Gurtner** Prior to joining RK Consulting Services; Mr. Gurtner, a 42-year professional in the field of hotel management. Mr. Gurtner has been recognized in the industry for having earned numerous AAA Five Diamond Awards and a Mobil Five-Star ratings for the hotels he operated. Some of his specialties include controlling costs and managing expenses, hotel openings and acquisitions, critical path management, oversight of sales and marketing, and revenue management.

His strong track record of success is seen by his tenure operating only the best hotels in the best locations with Four Seasons Hotels and Resorts around the world. Working in diverse international locations, such as Hong Kong, Bangkok, New York, and Los Angeles,

Mr. Gurtner built his experience dealing with the complexities of the hospitality industry in nearly every environment. One of the most prestigious properties he led was the Four Seasons Hotel at Westlake Village in scenic Conejo Valley, California. Since opening the property in fall 2006, he led a team of 400+ employees in establishing the resort as a luxurious and rejuvenating destination.

Mr. Gurtner comes from a family who had been in the hospitality business for three generations before he was born, and he quickly learned the business from the ground up.

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## The First Steps: Understand the Market

Establishing and Maintaining a high level of Market Visibility requires a sharp awareness of changing trends, fluctuating economic conditions, competitive growth, emerging technologies, and ongoing relationships with increasingly savvy and well-traveled guests.

It is essential that a fully developed or brand new property maintain a clear understanding of their intended clientele's expectations and needs. If not, potential, new and repeat business may quickly opt for other choices in the Market Place. Important factors such as services, amenities, dining venues, facilities, pricing structure, décor, service style, and a multitude of other details are key to making a substantial impact in the competitive arena as well as increasing business year after year.



## Creating the Vision

A RK Consulting Service's Hotel Feasibility Study & Market Analysis will include, but not be limited to:

- Market Area's Demographic & Economic Breakdown
- Hotels in the Market Place
- Establishing a Competition Set
- Established hotels in the Market Place
- Photographic Essay of the Market Place
- Conclusion

The Study and Analysis will provide the necessary information to assemble the Vision, or Master Plan, for the Project. We will also provide Hotel Inventory Components that are in demand for the Market and evaluate potential:

- Price Points
  - Room Size
  - Level of Quality
  - Services
  - Valuation (Present and Future)
  - Construction Analysis
  - 10 Year Proforma
- Understand market demands for size and amenities needed for the hotels.
  - Develop a detailed Pro-Forma based on maximum ROI for Hotel Components.
  - Recommend Brand or Management Company.



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## Step 2: The Genesis- A Complete Strategic Program:

As the initial vision takes shape, we set our sites on the next phase: Developing A Strategic Plan that will guide the new property to a successful Grand Opening and well beyond initial Post-Opening Operations.

Our Strategic Planning and Programming includes a detailed property summary, an Executive Summary, SWOT Analysis, a report on the Competitive Landscape of the Lodging Market, Continuing Capital Investment Strategies, ROI, Alternate Use Opportunities, and Operations Strategies.

To assist and guide all Stake-Holders with the implementation of The Strategic Plan and Programming Initiatives, We provide a complete range of services to focus on fostering close working relationships with Owners, the Selected Brand, and the new Management Teams.

### Examples of such services include:

- Master Planning of the Asset
- Determine Overall Best use of Space
- Density & Space Programming
- Determine Scope & Identity of Residential Components
- Programming of Hotel vis-a-vis amenities of the Asset:  
*Spa, Celebrity Chef Driven Restaurant, Meeting Space, Golf*
- Selection of a Collaborative Team to take the Vision to Reality
- Identify best possible Strategic Partners that will best fulfill the Vision
- Select Brand/Management Company
- Contract Negotiations



**“In today’s volatile capital market, it’s critical for owners to find a firm that can represent their interest, maximize revenue and profitability along with increasing real estate value in the short term.”**

**– Troy Bennett**

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**Step 3: Assembling the Team.  
Bring the Vision to Life.**

Meeting goals on time and on budget requires exceptional planning, management, and follow through from the very beginning. We assemble a team of top specialists in all areas of the hotel development from the architect, interior designer, project manager, general contractor and their sub contractors, land planners, engineers, attorneys, residential sales company, procurement company for FF&E and OS&E, laundry and kitchen designers, the selection of celebrity chef (*one possible restaurant option*) for the restaurants and the negotiation of those contracts, spa consultant for design and concept, and the landscape architect, among others.

**Providing Project Management Oversight**

From there, we share the vision of the project(s) with the newly assembled team and oversee/monitor daily, weekly, monthly meetings and conference calls/progress, budgets, schedules, and provide direction to ensure cohesiveness throughout the development process. We also work with local city and governmental agencies to get the necessary permits and approvals as needed.



**“We communicate and guide all the operation on behalf of Ownership.” –Robert Keon**

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#### Step 4: Ensure Milestones are Met- On Time, and on Budget

As the new property takes shape, our role evolves into a new phase in the overall development process: We work with the selected brand / management company to begin early Marketing, PR, Website development and E-Commerce strategies to build awareness 12-18 months prior to opening. We ensure that each new team member fully understands, and has the tools and expertise necessary to maintain the integrity of the original vision. During the Pre-opening process, we will oversee the brand / management company with an onsite presence to ensure a seamless turnover and transition to ongoing operations.



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### Step 5: Maintain the Vision

As the Pre-Opening Stages come to completion, we set our sites on the next phase: Implementing a Strategic Plan to guide the new property towards successful Post-Opening Operations.

A detailed property summary, an Executive Summary, SWOT Analysis, a report on the Competitive Landscape of the Lodging Market, Continuing Capital Investment Strategies, ROI, Alternate Use Opportunities, and Operations Strategies is provided to ensure the operations continue as designed.

To further assist all Stake-Holders with the implementation of the Strategic Plan, we offer a complete range of services to focus on fostering close working relationships with owners and management teams that will continue to identify opportunities and ensure maximized performance.

### Examples of our Post-Opening Asset Management Services Include:

- Operational Assessment
- Financial Performance Analyses
- Operator Reporting Best Practices
- Management Team Oversight
- Property Meetings/Calls
- Performance Benchmarking
- Competitive Analyses
- Sales & Marketing Effectiveness
- Management Contract Compliance
- Brand Relations
- Physical Property Review
- Capital Expenditure Planning
- Risk Assessment/Mitigation
- Strategic Planning
- Highest & Best Use Analyses
- Contract Negotiation
- Performance Projections
- Valuation Modeling
- Hold/Sell Analyses
- Exit Strategy Development
- Marketing/Disposition Facilitation
- Monthly Operating Performance Report
- Strategic Asset Management Plan
- Quarterly Asset Management Reporting
- Quarterly Performance Metric Reports
- Owner Meetings/Presentations
- Investment Review Summary
- Industry Articles & Reports



Experience the benefits and peace of mind by having a Full Service Hospitality Asset Management Company always at your side.





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**“With our Industry wide relationships, extensive background in luxury, upscale market segments, and independent hotels combined with our ability to find hidden value and offer highly specialized services, there’s no need for owners to go anywhere else for their Asset**

**Management needs.”**

**–CEO Robert J Keon, Jr.**