

BUENA VISTA HOSPITALITY GROUP



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TABLE OF CONTENTS



OVERVIEW	I
BACKGROUND	II
OPERATING PHILOSOPHY	III
PROJECTS	IV
Hospitality	IV-A
Golf	IV-B
Spa Resorts	IV-C
Receiverships, Trusteeships, and Lender Assignments	IV-D
SERVICES	V
MANAGEMENT APPROACH	VI
MARKETING APPROACH	VII
PARTNER BIOGRAPHIES	VIII

OVERVIEW



PROJECTS:

• HOSPITALITY •

Destination Resorts
Luxury Convention Hotels
Urban Commercial Hotels
Beach Front Resorts
Boutique Hotels

• GOLF •

Golf Resorts
Residential Communities
Private Clubs
Daily Fee Courses

• SPA RESORTS •

EXPERTISE:

Ownership Structuring
Hotel, Golf, Resort and Community Management
Real Estate Investment and Management
Receiverships, Trusteeships, and Lender Assignments
Land Acquisition & Development
Project Strategy, Design & Development
Golf Course Design
Construction Management
Pre-Opening Management
Information Technology
Redesign, Renovation & Expansion Management

REPUTATION:

Improve Top-Line and Bottom-Line Results
Create High Quality Products via
Award-Winning Service
Interpret Short Term Situations/
Plan Long Term Opportunities
Implement Performance Enhancement Systems
Set High Level Revenue and Productivity Standards
Utilize Aggressive Sales and Marketing Techniques
Recruit, Develop, Manage and Retain
Motivated Employees

COMPANY BACKGROUND



Buena Vista Hospitality Group (BVHG) is one of America's leading hospitality and golf management companies. Incorporated in Florida in 1986, BVHG is a Tampa-based company whose principals have developed, owned, marketed and managed a wide array of lodging and golf properties during the past 25 years.

The company's roots stem from Shimberg, Kennedy & Frost, Inc. (1975-1986), a real estate investment and management company which was based in Florida and specialized in acquiring and managing income-producing properties including hotels, offices and apartments, as well as land acquisitions and development.

Since its incorporation in 1986 BVHG has successfully provided the full range of services for over 50 hotels, resorts, golf communities and clubs throughout the country and internationally.

Increasingly BVHG is gaining an international presence. The company is currently under contract for the development, management, and marketing of lodging and golf facilities in the United States, Canada, France, Spain, Mexico, Dominican Republic, Croatia, Turkey, Bermuda and the United Kingdom.

BVHG's project experience includes: PGA National Resort & Spa, headquarters of the PGA of America; LPGA International, the home of the Ladies Professional Golf Association; Arnold Palmer's Isleworth Community; the Nicklaus Signature Rocky Gap Resort; and, the 1,028 room Buena Vista Palace Resort & Spa.

BVHG has enjoyed tremendous stability as a company since its formation. The company is comprised of six partners. A biographical sketch of each is provided in the section entitled "Partner Biographies". Each of the partners has an ownership stake in the company. All partners have over 25 years of experience each in the hospitality, golf and residential community development management and marketing business.

OPERATING PHILOSOPHY



EMPLOYEES

We believe that happy, well-trained employees translate to happy customers, members and guests. We spend a great deal of time, effort and money on employee development, training and recognition. Our managers and employees work together for a common goal. Communication is key. The proof is in our clients' bottom-line success and our record of longtime employees, including middle and upper level management.

PRICE / VALUE EQUATION

We believe it is crucial that guests leave feeling that they got their money's worth. Cleanliness, employee knowledge and friendliness, proper amenities, attention to detail and our "glad you are here" attitude contribute to our customers' satisfaction.

MARKETING

A pro-marketing attitude is a cornerstone of our philosophy. We extend this belief into every facet of operations, thus creating a unified effort to achieve sales goals, a better customer experience and repeat business.

CONTROLS

We believe in monitoring the pulse of each operation through control systems. This enables us to respond quickly to changing market conditions.

IDENTITY

Even though we apply these philosophies universally, we insist that each property maintain its own identity and develop its own personality. We improve the features of the property to elevate it from its competition.

HOSPITALITY

On the face of it, providing a home away from home for the traveling public is a fairly straightforward and simple proposition: provide a safe environment, a clean room, good meals, a comfortable place to socialize, perhaps a space to hold a meeting.

The challenge of providing extraordinary hospitality has less to do with the mechanics... they're easy... and much more to do with how a company deals with the intangibles.

Intangibles, such as striking a happy balance between consistent adherence to company policy and yet perhaps "breaking the rules" to honor a guest's unique request.

Most individuals and companies in the hospitality industry learned the basics years ago. The most successful of them have spent all years since striving to distinguish themselves and their hotel or resort by departing from the script.

BVHG recognizes that exceptional hospitality is part art and part science.

It is perhaps then not surprising that we encourage a unique personality for each BVHG property, rather than imposing common corporate standards in such areas as franchise affiliation, restaurant concept or menu composition.

We recognize that our guests will be treated only as well as we treat our employees. Accordingly, we strive to make each of our employees a happy and productive member of the BVHG team.

The result is continuity of personnel, support of management's goals for the property and a consistency of superlative service to our guests.

This approach has elevated many BVHG properties above their competition in a variety of markets over the years and translated into increased project revenues, earnings and valuation.

DESTINATION RESORTS

BVHG has enjoyed tremendous success since the mid-1970s in developing, marketing and managing world class resorts in dynamic and highly competitive marketplaces.

PROJECTS





Successful marketing of a destination resort demands that the prospective guest be sold on the merits of the destination itself versus other locations, and once sold on coming to your area, convincing that guest to stay at your resort rather than a competitor's.

It's not always an easy sell. Competitive pricing pressures, compelling physical advantages enjoyed by newer properties in the region, greater market demand generators for other destinations and a myriad of other factors have an impact. You don't sell in a vacuum.

You have to know the sources of potential business intimately to be successful. There must be an established relationship of trust with the business generators for the various market segments that you want to persuade in your direction. These relationships are not forged overnight.

Managing destination resorts can be challenging as well. The complexities are far greater than what is typical for a hotel. There are more disparate pieces, from lodging to retail, to recreation and a variety of other components, each of which must fit together perfectly to provide a seamless and happy experience for each guest.

At BVHG we understand how to get the business and how to keep the business. We have consistently been able to generate above market rates and occupancies into our resorts versus the competition, and then build project preference in the marketplace through consistent superlative service, which translates into repeat business.

Perhaps the best example of BVHG's capabilities with respect to destination resorts is provided by the Buena Vista Palace Resort & Spa. This 1,028 room full service convention hotel and destination resort in Orlando, Florida is an Official Hotel of Disney World and is one of the premier facilities of its kind in the world.

During BVHG's ownership and management it was ranked by the international travel publication *Condé Nast Traveler* as one of the top 20 U.S. resort destinations and the Palace enjoyed a top 200 rating among worldwide resort destinations. BVHG principals began planning this extraordinary project in 1979, developed and opened the resort in 1983, and managed this property until its sale in 2000.

LUXURY CONVENTION HOTELS

There are intricacies in designing and developing a hotel that is to have significant function and meeting space.

If it is determined via feasibility study that the hotel should have meeting space, an appropriate market-driven balance must then be struck during the design phase regarding such issues as total square footage of meeting space, number of meeting rooms, configuration of the rooms and the relationship of meeting space to guest room count.

Misreading the marketplace can result in poor design decisions and handicap the project's future success. Creating space to accommodate local social functions, corporate meetings and association business is not inexpensive and the space must show a significant return.

For these reasons it is important that BVHG be involved in a project from its inception.

Our principals have extensive experience in all requisite disciplines. We have conducted comprehensive market studies to assess the meeting demand for such projects. We know how to address the above design issues.

By being involved early in the process, BVHG has often been able to provide an important perspective regarding design of circulation space that has contributed significantly to ongoing labor savings once the project opens.

We have formed advisory boards comprised of meeting planners with whom BVHG principals have had long standing relationships, for the purpose of providing gratis advice regarding design features which their clients desire. The result has often been a sense of "ownership" on the part of the meeting planner for BVHG projects, which then translates into additional business versus the competition.

Once a convention hotel is operational, BVHG knows how to optimally sell the meeting and function space, thus ensuring that revenues are maximized from food and beverage, recreation and all other revenue sources for the hotel.



URBAN COMMERCIAL HOTELS

Hotels that primarily serve the business traveler have special challenges on a number of fronts.

The business traveler tends to be very discriminating. He or she usually is a frequent traveler and as a result often has a fairly advanced understanding as to what features the best properties have.

Clearly a project which is to be developed primarily to serve this business segment must take into account existing and emerging amenity preferences, technologies and other trends in order to be competitive into the future.

Further, the commercial traveler generally is somewhat price sensitive, oftentimes operating on a per diem or spending his or her own funds while traveling. Not surprisingly, such guests tend to have an advanced sense of what constitutes good price/value and will patronize those hotels that provide it.

Special incentives programs often must be created in order to gain a property's fair share or more of this source of business.

Given the business traveler's tendency to travel on weekdays, most commercial hotels are challenged to find a way to generate weekend business into the hotel. Incentive programs that are directed at social travelers to fill this void must be creative and constitute a good value in order to be successful.

BVHG has had extensive involvement in all aspects of commercial hotels, including planning, development, renovation, refurbishment, marketing and management. We have successfully operated non-affiliated independent properties as well as such branded hotels as Hilton, Holiday Inn, Radisson, Sheraton and Ramada. We know how to optimize business volume into commercial hotels via proven programs that encourage loyalty and repeat business, and translate into above market average rates and occupancies for BVHG projects.



BEACHFRONT RESORTS

One of the most popular recreational amenities sought by the leisure travel market segment is beach frontage.

Being on the water, or having easy access to it, can be a plus in soliciting certain categories of group business as well.

Even commercial travelers can be enticed to a beachfront resort with an appropriate corporate rate program if the resort is readily accessible to a business hub.

Thoughtfully produced “stay and play” vacation packages that target families and other leisure travelers can be highly successful, by creating significant loyalties and year-in-year-out repeat business.

Despite such positives, beachfront properties can present some special challenges.

Conditions of consistently high humidity and salt in the air have design specification implications when selecting optimal door and window hardware, wall coverings, equipment and other development components.

Special energy management and life safety programs must be established at beach front properties given the high mix of children at the resort and the presence of watercraft. Maintenance requirements are more intensive for guest rooms and public spaces due to a higher load factor, i.e., more occupants per room, than is generally found in convention and commercial hotels.

Failure to understand these and related issues can result in costly near term outlays after the resort opens, expenditures that are required to remedy problems that could have been avoided through proper design planning.

BVHG has successfully developed, marketed and operated a number of waterfront properties over the years, including, among others: the Lodge & Bath Club at Ponte Vedra Beach, a luxury boutique hotel on the Atlantic Ocean in northeastern Florida; the Radisson Suite Beach Resort, on the Gulf of Mexico in Marco Island, Florida; and, the Seabrook Island Resort, an upscale golf resort community which fronts on the Atlantic Ocean in St. Johns Island, South Carolina.



GOLF

During the last 25 years BVHG principals have provided the full scope of services for numerous golf projects in the United States and internationally, including feasibility studies preparation, acquisition, design, development, marketing and management.

We have provided these services for all types of golf facilities, including golf resorts, residential golf communities, daily fee courses and private member clubs.

Our company's principals have taken over management of golf properties on behalf of third party owners over the years.

We have retooled club membership programs from an initiation fee structure to a refundable deposit program. We know how to finesse fee schedule and other sensitive changes mandated by project business realities without damaging member goodwill.

We know how to price and sell memberships. For semi-private facilities we are able to establish thoughtful operational programs that successfully incorporate member and daily fee player components.

We have been able to aid real estate sales efforts at a number of golf communities through the creation of comprehensive membership, bylaws and other original documents that anticipate all possible eventualities.

We know how to build additional service and value into a clubhouse operation and cost-effectively modify course physical features in order to gain more rounds and rate.

The principals of BVHG have served in a development, management or other capacity for a number of high profile golf projects during the last decade, including among others: Arnold Palmer's Isleworth Community in Orlando; the Lakeway Resort Community (Austin, Texas); the PGA National Resort & Spa (Palm Beach Gardens, Florida); Ibis Golf and Country Club (Palm Beach Gardens, Florida); the Sapphire Valley Golf Club (Cashiers, North Carolina); Keowee Key (Greenville, South Carolina); the Belfair Plantation (a private golf community in Hilton Head, South Carolina); the LPGA International (Daytona Beach, Florida); and, TPC Cancun (Cancun, Mexico).





*"PGA INTERNATIONAL RESORT is a trade mark of
The Professional Golfers' Association Limited."*

BVHG as a company has extensive experience and a proven track record in all aspects of the golf business on both sides of the Atlantic. We can create and manage rapid growth and we have long standing U.S., European and international golf industry contacts.

These relationships and our credibility in the golf world give BVHG a sustainable competitive advantage in the acquisition, design, development, marketing and operation of golf properties, whether the property is a golf resort, residential community, pay for play course or private club.

The additional supply of new golf courses in the U.S. will not be able to meet this higher demand due to increasing barriers to entry, such as the cost and availability of land, ecological and permitting difficulties, and increasing development costs.

This emerging supply demand imbalance that exists in many areas of the United States, a result of the Baby Boomer phenomenon and other factors, has allowed the price for golf to increase significantly, thereby creating an atmosphere in which most golf course properties can operate profitably. We anticipate that this trend will continue throughout the next decade and beyond.

INTERNATIONAL GOLF

At BVHG we believe that a number of international venues are ripe for the development of very successful golf facilities of all types if well located and thoughtfully conceived. Our company is uniquely and strategically postured to take advantage of such golf development opportunities.

BVHG holds the exclusive license with The Professional Golfers' Association Limited (United Kingdom) for the development and management of golf resorts, residential real estate developments with golf facilities, golf clubs and golf academies under the designation "PGA International Resorts", "PGA International Golf Clubs" and "PGA International Academy of Golf" (PGA INTERNATIONAL RESORT is a trade mark of The Professional Golfers' Association Limited). The focus of these developments will be venues throughout Europe and other countries outside the U.S.



Europe perhaps best demonstrates the opportunity for successful golf project development in the future. We believe the region has extraordinary potential. An understanding of the market demographics underscores this optimism.”

At the present time there are approximately 5,600 golf courses in Europe, compared with over 16,300 in the U.S. This represents an average of only one for every 71,000 people in Europe (*Source: EMAP, Henley Centre for Forecasting*), versus one course per 17,350 people in the United States. On a per capita basis then, Europe’s access to domestic golf facilities is less than 25% of that found in the U.S.

No more than 250 of the 5,600 golf courses in Europe are associated with a resort hotel property. Most of these courses are below the expectations of the sophisticated golf tourist that has experienced golf at various resorts in the U.S. and other premier venues around the world.

Although there are an estimated 5.3 million golfers in Europe, there are significant barriers to play. Some golfers would like to play much more frequently. Others would like to take up the game. Most of Europe’s golfers, some 2.8 million, are members of a golf club. The high percentage of private clubs in the mix precludes the masses from play. In addition, more than half of the existing courses in Europe are not of the traditional 18 hole course layout that is attractive to tourists, with perhaps 20% under 9 holes. There are other obstacles in addition to these.

Such barriers clearly highlight the opportunity that exists at the present time for responsive and successful development of golf facilities within the borders of Europe.

Other international locations, particularly within Central and South America, Canada and the Caribbean, but in other regions as well, provide exciting new opportunities for successful development of golf facilities based on demographics that in some cases are perhaps even more favorable than found in Europe.

SPA RESORTS

Resorts around the world are witnessing significant boosts in both leisure and group business associated with a growing interest in recreational, fitness and spa facilities. As a result, more and more hoteliers are increasing their property's marketability by incorporating health and fitness facilities, including spas, as core components.

People are taking better care of themselves today. Spa services for an ever-increasing number of people are no longer considered a luxury, but a way of life. They enjoy these services regularly at home and expect them when they stay at a resort. Pampering is paramount to today's resort guest.

Spa industry studies in recent years have consistently demonstrated from guest polling a strong preference for one resort over another if it had a spa. Such statistics have increasingly prompted resort owners and managers to include a spa in their to-be-developed project, to add a spa to an existing project or to update a spa that is in need of revitalization or expansion.

BVHG principals believe that a resort that offers spa services, within the physical and financial constraints of the project, should also include a fitness center and a variety of recreational offerings in a setting that befits guest expectations and the local geography.

This view is consistent with the trend of spa resorts toward a more comprehensive array of treatments, services and activities in a highly conceptualized setting. Gone are the days when spa treatments were the only concerns of a well-rounded facility. Now the focus is on a holistic approach to wellness that includes mind, body and being.

BVHG has a tremendous record of success in the design, development and operation of resort spa facilities.

One of our early successes was The Spa at PGA National Resort, home of the PGA of America, located in Palm Beach Gardens, Florida. This extraordinary world class facility was designed, developed and ultimately opened and managed by BVHG principals commencing in the early 1990s.



This Mediterranean style spa offers more than 100 services, features six extraordinary pools with a variety of relaxing mineral baths and lush gardens, a 4,000 square foot personal training center and a wide variety of other amenities.

Based on this success at PGA, we were encouraged to add a spa facility to our Disney World Resort in Orlando, the Buena Vista Palace, which we then designed, developed and managed from its mid-1990s opening.

This 10,000 square foot full-service European-style spa includes a comprehensive fitness center, private lap pool, outdoor whirlpools landscaped for privacy, beauty salon and offers a wide variety of natural treatments and fitness services.

The Spa at the Buena Vista Palace was very successful. In addition to providing a major differentiating amenity to the Palace's sales group in soliciting leisure and meetings lodging business in the highly competitive Orlando market, creative positioning and media initiatives won over the local community to such an extent that over 25% of the Spa's revenue was derived from local client half- and full-day programs.



RECEIVERSHIPS, TRUSTEESHIPS, AND LENDER ASSIGNMENTS

BVHG has had extensive experience in taking over and managing hotels, resorts, golf clubs, and golf communities through court appointments and lender assignments.

BVHG has handled a broad range of challenges under these appointments and assignments, including; litigation management, property refurbishment, market repositioning, club membership restructuring, renegotiation of leases and financial restructuring.

BVHG has been appointed by the 9th Judicial Circuit Court for Orange County, Florida, the 20th Judicial Circuit Court for Lee County, Florida, the United States District Court for the Middle District of Pennsylvania, the 17th Judicial Circuit Court for Broward County, Florida, and the Supreme Court of Camden County, Georgia.

Lender assignments have included:

The FDIC, Lennar Partners, the Mellon Bank, NationsBank, Credit Swiss First Boston, Connecticut's Central Bank, Amresco, Great Western Bank, Niagara Asset Corporation.



OUR SERVICES



BVHG principals offer our clients unparalleled expertise from years of domestic and international experience. We are disciplined, active and highly motivated professionals who seek to share our knowledge and expertise with like-minded clients.

DEVELOPMENT SERVICES

BVHG's expertise includes successfully managing projects from their earliest developmental stages. These services can result in substantial development cost and time savings as well as long-term operational efficiencies and guest satisfaction. Our services include:

- Project site and market demand analysis
- Hotel, restaurant, lounge, meeting and function space design
- Golf course, clubhouse and golf support facilities design
- Spa design, including salon, treatment and retail areas
- Recreational amenity planning and design
- Design of offices, kitchen, laundry and all other support areas
- Project management: Selection, engagement and supervision of architects, contractors, design firms and technical services companies
- Information Technology Systems planning and design: hardware, software and multi-media including management reporting, reservations, communications, energy and security systems
- Traffic flow planning for best time management of public and back of house areas
- Value engineering and its relationship to guest acceptance.

PRE-OPENING SERVICES

A project's success and reputation is enhanced by a good start. BVHG has provided assistance for a number of hospitality and golf projects during the strategic period preceding opening. Representative services include:

- Continue development services through pre-opening phase

- Prepare pre-opening budgets and marketing plan
- Recruit and manage pre-opening sales team and other staff members
- Implement IT Systems
- Negotiate agreements with vendors, licensees and tenants
- Prepare operations and marketing plan for first year of operations.

MANAGEMENT SERVICES

BVHG has the expertise and resources to provide the full range of marketing and operational services necessary on an ongoing basis for a successful resort, golf course, hotel or residential community. Included among these services:

- Establish and implement all policies, standards and qualities of service
- Create annual operating, marketing and capital plans
- Hire, train and supervise all personnel
- Design and manage marketing and sales plans
- Recommend and supervise maintenance and replacement programs
- Operate and maintain all IT systems including the financial reporting system providing monthly financial reports and arrange annual certified audit
- Contract for utilities, maintenance and other services
- Coordinate payment of all taxes, assessments, levies and fees
- Supervise insurance bid solicitation, placement and administration.



EXPANSION, RENOVATION AND RE-DESIGN SERVICES

Most businesses are in dynamic market places that require ongoing and periodic competitive responses. BVHG has expertise in quickly recognizing market shifts and in planning and orchestrating appropriate changes. Annually we identify improvements which best utilize the owner's capital funds for market-sensitive responses. We actively and continuously seek out potential opportunities for additional revenue, earnings and project valuation via the

addition of rooms, golf or spa facilities, or through enhancement of existing recreational or other amenities.

CONSULTING, FINANCIAL STRUCTURING AND BROKERAGE SERVICES

BVHG provides consulting services while a contract for our services is under negotiation. On a regular basis we advise prospective purchasers of lodging and golf facilities whether or not to buy on the basis of cost and other proposed terms... whether or not to sell a property... how to prepare a property for sale. We have identified investors and syndicated equity for a variety of projects, including development, renovation and expansion projects.



MANAGEMENT APPROACH



We begin each new BVHG golf or hospitality project, whether existing or to be developed, by researching its market position and potential, developing a “site analysis” that reviews location, access, area development, available markets, and anticipated demand. This analysis helps us determine the best direction for the property.

For those projects that are already operational, we undertake a comprehensive study of current operations and marketing practices. These two reviews become the framework for establishing our operating procedures.

We comprehensively analyze each department to identify which controls and reporting systems are best for maximizing operational performance and financial results. All departments are included in this review.

The approach used in this analysis, and the resultant internal control procedures and reporting that is established at a BVHG operated property, typically includes the following minimally:

MARKETING & SALES

Sales Performance

Tracks each salesperson’s performance against his or her sales goals.

Source of Business

Analyzes each market segment performance versus plan to highlight problems and opportunities.

Backlog Report

Identifies trends and aggregate sales organization progress by tracking booked business versus historical and budgeted levels.

Pick-Up Report

Flags “firm-up” dates for near-term business to ensure aggressive sales efforts against all future dates.

RESERVATIONS

Call Tracking / Selective Sales Guidelines

Teaches reservationists effective sales techniques for booking rooms, tee times, spa treatments and other activities.

Tracks their results to determine calls answered, lost and converted, and effectiveness of yield management.

Current Business for Future Dates

Reports actual level of committed future business by day to aid in labor scheduling and identify “opportunity windows” for sales and marketing assistance.

Daily Statistics Report

Reports actual number of rooms occupied, rounds of golf played, spa treatments given, etc., unit pricing for each, total revenue and related data. Highlights performance versus budget and history to analyze trends and actions.

FOOD AND BEVERAGE

Menus and Menu Cards

Creates menus for each outlet based on customer preferences. Prices are based on marketplace surveys and margin expectations. Menu cards identify each item’s theoretical cost.

Food and Beverage Variance

Reports count and mix of menu items sold and compares the actual cost of sales with theoretical cost of sales for each menu item.

Daily Food and Beverage Statistics

Tracks sales and cover counts by outlet, meal period sales and covers. Highlights performance versus budget and history to identify trends and action.

LABOR: ALL DEPARTMENTS

Staffing Guidelines

Identifies employee headcount needs by job title based on sales volumes as part of the “zero base” annual budgeting process.

Sales and Labor Forecasts

Anticipates sales and labor needs weekly, within staffing guideline allowances, based on projected business levels for the rooms department, golf shop, spa, maintenance and other departments.





Sales and Labor Report

Summarizes labor hours and dollars versus “allowed” labor weekly. Highlights shortfalls versus forecasted sales and labor “flexes down” for appropriate action.

ACCOUNTING

Policy Manual

Sets comprehensive guidelines for accounting procedures such as monthly closing schedules, expense report processing, cash handling, credit policy, and the timing, frequency and methodology of inventory-taking.

Annual Operating and Capital Budget

Sets budgets yearly with individual department manager’s full participation. Approach is zero-based but takes historical performance into account. Market sensitivity is important test in determining capital project list.

Monthly Financial Statements

Reports actual dollar and percentage performance versus budget and prior year. Monthly reviews highlight successes and identify opportunities for improvement.

Inventory Control System

Counts linens, food and beverage, golf and spa merchandise, marketing collateral and other operating inventories at least monthly. Compares costs against budgets and sales volume to determine action.

PURCHASING AND RECEIVING

Purchase Orders / Authority Limits

Installs a system with authority limits for each manager on a department or centralized basis. Receiving is not managed by Purchasing unless countervailing control measures are in place.

Savings / Pars / Re-Orders

Encourages “pooled” purchasing. Pars and re-order levels minimize inventory investments and avoid expensive and reputation-damaging outages.

HUMAN RESOURCES

Employee Handbook

Communicates expectations of each employee with respect to: personal conduct and job performance; interaction with guests, fellow employees and superiors; and other aspects of their performance. Each employee must sign, acknowledging having received and read.

Performance Reviews / Opinion Surveys

Formalizes two-way communications between employer and employees, with regular performance reviews by supervisors and periodic employee opinion surveys.

Training and Development Program

Ensures efficient and consistent operations via new employee orientation, training manuals, techniques such as experienced employee “shadowing” and other programs.



BVHG/OWNERSHIP COMMUNICATIONS

We suggest monthly meetings to discuss major issues, review monthly performance statements, monitor marketing plans and maintain an open line of communications on the project.

MARKETING APPROACH



MARKETING PLAN

We determine a project's direction and markets including all potential sources of business. We analyze its marketing and sales operations including file and trace systems, telephone and correspondence procedures, marketing collateral and media placements.

Based on ownership's goals for the property, we produce a comprehensive Marketing Plan with the director of sales, sales team and general manager. The plan is then discussed with ownership and becomes the blueprint to judge success. Quarterly meetings are held to update the plan.

Components of the Marketing Plan include:

Positioning

Develops product differentiation and individual positioning statements for each potential source of business.

Objectives

Sets realistic goals for each market segment. Outlines market sources, customer mix, major activities and seasonal plans. Creates phased plans for transitional properties.

Strategy

Articulates how we will meet our objectives for sales staffing, market and territory segmentation, and sales goals; intended market penetration and approach; sales tools and programs development; and, special "priority periods".

Activities

Reviews by critical path calendar all events designed to generate business including trade shows, sales trips, promotions, special target campaigns and direct mail. Assigns a salesperson to plan, execute and follow-up each event.

Advertising

Identifies target markets that require media placements to penetrate. Creates a calendar of recommendations with unit-cost breakdowns and campaign themes.

Direct Mail

Recommends a market and date-critical execution plan for distribution of brochures, package programs, segment-specific newsletters, promotional flyers, corporate programs and special announcements.



Electronic Media

Recommends Web Site design and Internet Access providing the appropriate links to related sites.

Publicity and Public Relations

Addresses a complete communications program ranging from grass root activities, such as a “General Manager Roundtable”, to distribution of press releases and planning special events.

Networking

Defines additional business opportunities, including representative and affiliation groups, reciprocal agreements with other lodging, golf or spa facilities, incentive program for existing members to enlist new members, and cross-sell programs between departments within the project.

Budget

Produces a detailed budget for the Marketing Plan along with a complete sales and marketing departmental expense budget.

SALES EXECUTION

Our sales and marketing approach is basic in nature yet technical in approach. We believe in a concrete marketing plan with an emphasis on a grass roots, hands-on sales approach to qualified prospects. We like to go out and get the business and build a desirable customer mix.

HORIZONTAL PENETRATION

We are successful because we know the business segments that make up our customer mix. We penetrate segments horizontally by actively soliciting individual and group business from these markets:

- Professional Associations
- Trade Associations
- Corporations
- Travel Industry
- Government Agencies
- Leisure Travel
- Direct Consumer

VERTICAL PENETRATION

We further identify and penetrate these markets vertically from within the same categories, including:

- Insurance
- Food Industry
- Automobiles
- Consumer Goods
- High Tech
- User Groups and Associations
- Medical and Pharmaceuticals
- Seniors
- Interline Markets

MOTIVATIONAL TECHNIQUES

We know how to motivate prospects to select our facilities. We use a variety of successful techniques to motivate these markets, including:

- Direct Mail
- New Media (Web Site, Internet)
- Promotions
- Trade Show Participation
- Target Market Programs
- Publicity
- Familiarization Programs
- Direct Sales
- Advertising

NO EXCUSES SALES

Our sales slogan is “NO EXCUSES SALES”. All of our sales people are highly trained, motivated professionals. We equip them with “selective sales guidelines” that give them flexibility to make decisions in the field, whether booking rooms business, a golf tournament or selling club memberships. We do not put operational barriers in front of valuable business.



EFFECTIVE COMMUNICATIONS

We create highly capable marketing and communications plans tailored to each property, including programs we pioneered that get remarkable, tangible results for lodging, golf and spa facilities. We use advertising to generate leads and sales, rather than to build image. Media expenditures support direct sales efforts.

RESERVATIONS SYSTEMS

While our comprehensive sales and marketing programs create response, we have developed and perfected proven reservations department systems for booking tee times, room nights, spa treatments or other services that handle demand pleasantly, professionally and efficiently.



MIKE FROST, PARTNER



Mike Frost has headed Buena Vista Hospitality Group since the company's inception in 1986. Under Frost's leadership BVHG has provided development, pre-opening, marketing, management and consulting services for over fifty projects, ranging from large luxurious convention and meetings destination resorts, to urban commercial hotels, beach front resorts, spa resorts, golf resorts and residential golf communities. Prior to forming BVHG, Mike was one of the principals of Shimberg, Kennedy and Frost where he headed up the company's hotel group from its 1975 beginning. As such, he had overall responsibility for SKF's acquisition, development and management efforts. His experience includes the negotiation of purchase and sales contracts, franchise agreements, financing packages and the syndication of equity. In 1979 he negotiated a land lease arrangement with the Walt Disney World Company which culminated in the development of the Buena Vista Palace, the first new hotel on Disney's property in ten years, in joint venture with Equitable Life Assurance Society. He had overall responsibility for the construction and development of the Palace for this joint venture. Between 1973 and 1975 Mike was a principal in a real estate acquisition and syndication company. Prior to 1973, he was in the investment banking business with DuPont Glore Forgan. Frost holds a degree in Economics from Northwestern University and has served on the boards of the University of Tampa Properties, the Gulf Ridge Council of the Boy Scouts of America, the Berkeley Preparatory School, the Tampa/Hillsborough Convention and Visitors Association, Florida Aquarium, and the Tampa Bay Yacht and Country Club.

ROBERT STOLZ, PARTNER



Bob Stolz is a veteran of over three decades in the hospitality industry with extensive operational expertise in a wide variety of hotels, motels and resorts. He has served as President of Buena Vista Hospitality Group since the company's inception in September 1986 and has been general manager of the 1,028 room Buena Vista Palace Hotel since its opening in March 1983. Prior to BVHG Bob joined Shimberg Kennedy Frost in 1975 as general manager of the 397-room Hotel Royal Plaza, an Official Hotel of Disney World. Thereafter he was appointed as Vice President of Operations for SKF where he directed all of the company's hotel operations and expansion activities, including acquisitions in Cleveland, Tampa, Orlando and Walt Disney World Resort. Prior to joining SKF, Bob was Director of Operations for Hyams Management Company with responsibility for 1,200 rooms and later Management Resources, Inc., a multi-hotel management companies with diversified hotel and motel projects in the Midwest. Bob had overall responsibility for some 2,200 rooms while with Management Resources. He was also Director of Operations for the Howard Johnson Company's Midwest hotel properties and has served as General Manager at Holiday Inns and Sheratons, with both on-property and regional responsibilities. Bob has served on the Executive Committee and is a Past President of the Orlando/Orange County Convention & Visitors Bureau. He has served in a variety of capacities over the years for the Florida Hotel & Motel Association, including Chairman of the Executive Committee and Co-Chairman of Government Affairs. Bob served on the Orange County Tourism Development Council and the Board for the Employers Association of Florida. Bob has been honored by both the Florida and Central Florida Hotel & Motel Association as their Hotelier of the Year.

COLIN WRIGHT, PARTNER



Colin is a veteran of more than 30 years in the hotel, resort and golf development business on both sides of the Atlantic. From 1980 through early 1999 Colin was President of PGA National Golf & Sports. In this role he managed the operation of the golf, sports and resort functions of the PGA National in Palm Beach Gardens, Florida; supervised the development of four golf courses designed by Tom Fazio, Arnold Palmer and Jack Nicklaus-designed golf courses at PGA National and two Nicklaus courses at the neighboring Ibis Golf & Country Club; and, headed PGA National's Resort & Golf Management Company in the USA and Europe. Prior to his PGA National assignment, Colin managed the development company of three golf-related developments totaling 10,000 acres and operated three private golf clubs and one resort (1975-1980); served as Director and General Manager of the Adda International Hotel Group in London, England, directing the operation of eleven hotels in London, Amsterdam and Paris (1970-1975); and, held the position of Director and General Manager of London-based Taylorplan Hotel Systems, in which he directed the operation of 8 hotels and 50 restaurant units throughout the United Kingdom (1966-1970). Colin is actively involved in community service in Palm Beach County, Florida where he has served as: Vice Chairman of the Tourist Development Commission (1993-1998); Chairman of the Board of Ballet Florida (1988-present); Chairman of the Palm Beach County Film Commission (1995-1997); and, Trustee of the Morikami Museum (1986-1993). Colin also serves currently on numerous community and industry boards, among them: Florida Tourist Commission (appointed by Governor of Florida); Palm Beach National Bank; American Kiosk Corporation; Breeders Cup (Chairman); and, Palm Beach County Community College Foundation (Trustee). Colin was the Florida Governor's Appointee to the White House Conference on Tourism (1995), was President of the Northern Palm Beaches Chamber of Commerce (1987), and served as President for the Association for Retarded Citizens (1987).

FLORIAN MOREL, PARTNER



A culinary master and international veteran of the hospitality industry, Florian has worked within some of the world's most exclusive hotels for over three decades. His background includes training in the classical culinary arts in Europe and food and beverage and operational management positions in Europe and North America. As an officer of Buena Vista Hospitality Group, Florian has overseen food & beverage operations at such noteworthy properties as the PGA National Resort & Spa and the Lodge & Bath Club at Ponte Vedra Beach. Since 1982 Morel has also served as Assistant General Manager and Director of Food & Beverage for the Buena Vista Palace Hotel. Under his direction, the Buena Vista Palace has received numerous accolades for its culinary accomplishments, including *Florida Trend* magazine's "Golden Spoon" award, *Orlando Magazine's* "Critics Choice" award, "Distinguished Restaurants of North America Award" from *Food and Wine* magazine, and the International Restaurant Rating Bureau's "Five Star Rating" and "Award of Excellence." Prior to joining BVHG Florian held the position of Food & Beverage Director at the Royal Orleans Hotel in New Orleans and at the Hyatt House in Orlando. Morel's education consists of a cooking and service degree from the Ecole Professionell in his hometown of Lausanne, Switzerland, and a hotel management degree from the Trust House Corporation of London, England. He is an active member of the Chaîne de Rotisseurs.

DON HEINTZ, PARTNER



Don has held key positions in the hospitality industry ranging from food and beverage to information systems management for more than two decades. His unusual combination of creative and analytical skills have advanced his responsibilities steadily since he graduated from the Culinary Institute of America in 1977. Prior to joining Buena Vista Hospitality Group in 1987 as the company's first corporate Food & Beverage Controller, Don held a variety of progressively more responsible positions starting in 1984 at the company's flagship property, the Buena Vista Palace Hotel. During the 1984-1987 period, Don initially was Manager of the Outback Restaurant and Laughing Kookaburra Nightclub, and thereafter held the positions of Food & Beverage Director, and Executive Chef. Don was promoted in 1990 to the position of Director of Information Systems for BVHG and in 1998 he became an Officer of BVHG as Vice President of Technology. In this position Don oversees the installation and maintenance of all hardware and software systems, telecommunications, and websites for the company's hotels, golf resorts, residential communities and other projects. He served on the board of directors as president for the MAI Hospitality User Group, which encompasses HIS, CLS and Lodging Touch PMS software. He has also served on the HITEC Advisory Council, the HITIS Committee for the American Hotel & Motel Association and is a member of the Hospitality Financial & Technology Professionals.

SANTIAGO BADESSICH, PARTNER, BVHG MEXICO



Santiago Badessich is a highly successful South American business man and golf course development entrepreneur. Mr. Badessich was born in Buenos Aires, Argentina and studied law at Universidad de Buenos Aires in 1987 with a Law degree. From 1991 to 1998 Mr. Badessich served first as Developer and Project Director, and then as President, of the Buenos Aires Golf Club, a highly regarded 27-hole golf club and residential home development in the beautiful Bella Vista suburb overlooking Buenos Aires. In 2000, the Buenos Aires Golf Club was voted “Best Golf Course in South America” by Golf Digest magazine and the course is consistently ranked as the #1 course in Argentina. In addition, the Buenos Aires Golf Club hosted the 2000 World Cup, won by Tiger Woods and David Duval. From 1995 to 1999, Mr. Badessich served as President and Director of Eagle Properties, the company created to commercialize the assets of the Buenos Aires Golf Club. In addition, he headed Eagle Sports, the largest organizer and promoter of golf events in Argentina, including the Argentina Open, the Argentinean Masters Championship and more than 100 other events. After successful development of the Buenos Aires Golf Club, Mr. Badessich was asked to serve as Partner and Chairman of PGA National South America, which he did from 1996 to 2001. In addition, from 1993 to 1998, Mr. Badessich served as an honorary member of the Board of the Argentine Golf Association. In a “miraculous occurrence”, he was Amateur Golf Champion of Argentina in 1996. Mr. Badessich currently resides in Cancun, Mexico, and runs the subsidiary, Buena Vista Hospitality Group, Mexico.