











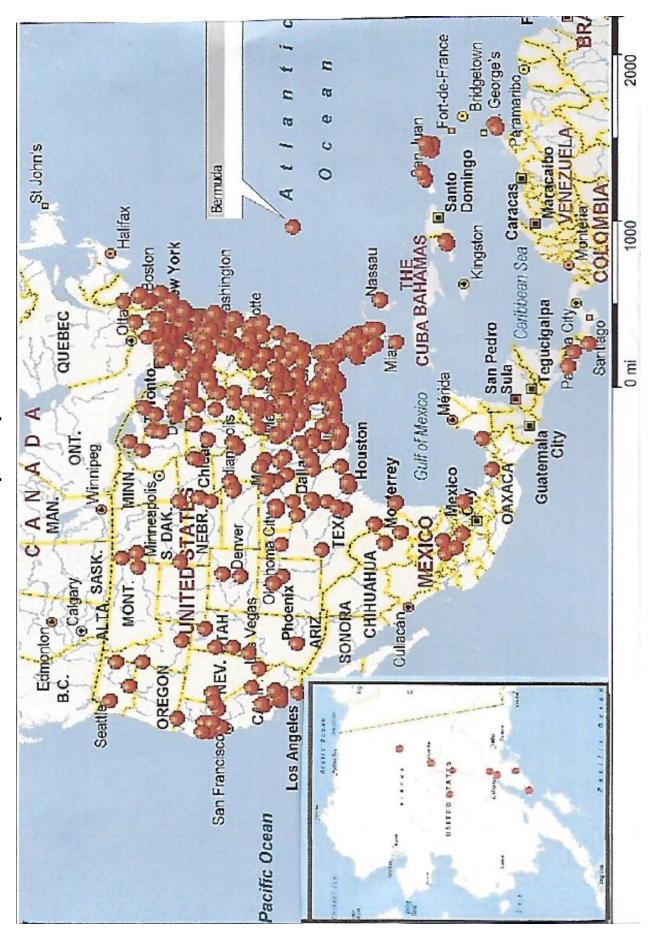








# Interim Hospitality Consultants



North America, Central America and the Caribbean Islands

# INTERIM HOSPITALITY CONSULTANTS, LLC

Interim Hospitality Consultants is pleased to have been listed in the Top 20 Hotel Consulting Firms in the United States since 2006 by *Hotel Management Magazine*.

### Edward L. Xanders, CHA, CAM, GRI, IAHA President

Edward L. Xanders has over 40 years of hotel management experience, with over 15 years in hotel management companies.

As President/Owner of Interim Hospitality Consultants, Tallahassee, Florida, which was formed in 1994, Xanders provides Operations, Feasibility/Market Analyses, Yield Management, Food & Beverage Controls, Human Resource Search/Training, Pre-Opening and Renovation Coordination, along with expert testimony to the hospitality industry across North America, Central America and the Caribbean Sea.

Xanders has performed over 1,500 Feasibility Studies with Financial Projections of various hotel brands in over 35 years of experience in consulting on the development of first-class hotel accommodations which has resulted in nearly \$2 Billion in hotel developments coming to fruition.



In that time, he is unaware of a member of the Financial Community declining a hotel project based on a Study. He has also developed numerous projects for investors that included the Feasibility Study, engagement of Architect, General Contractor, Franchise (Holiday Inn, Comfort Suites, Staybridge Suites, Suburban Extended Stay Hotel), construction and FF&E coordination, Pre-Opening Staffing and Operations Management.

Xanders heads two associated companies: Lodging Realty Services provides hotel brokerage on a national basis, and Lodging Management Services, LLC, assists on the development and operation of hotels nationwide.

His prior company was Cambridge Management Corporation, Tallahassee, Florida, from 1984 to 1993. He directed the operations of over ten hotels and condominiums. Two of the management contracts were extended five times until the properties were sold.

From 1972 to 1984, Ed was Vice President and Regional Manager for Management Resources, Tallahassee, Florida, along with assignments at Hospitality Management Corporation, Metro Inns Management, and Westbrook Inn Management, all of Dallas, Texas. During this tenure, he served as General Manager of the Tallahassee Hilton (246 rooms) from 1979 to 1984. Additional Hilton Hotel Management assignments included Hiltons in Macon, GA; Amarillo, Ft. Worth, Midland, and Abilene, TX; Wichita, KA; and Albuquerque and Santa Fe, NM.

Ed has a Bachelor of Arts in Hotel and Restaurant Management from Michigan State University; was designated a Certified Hotel Administrator in 1980 by the American Hotel Lodging Association; and is a 1990 Graduate of the Realtor Institute of the National Association of Realtors. He has guest-lectured at major universities and hotel schools while also teaching AHLA Educational Institute classes.

Ed holds the professional Real Estate Broker Florida license. Prior licenses include Community (Condominium) Association Management; and Mortgage Broker Business. Lodging Realty Services, which provides Hotel Industry Real Estate Services, and Lodging Management Services, LLC, providing hotel management to all types of hotels and condominium associations, are both owned by Ed. He has published Management Case Studies in the *Florida Hotel Motel Association Journal* and the *Asian American Hotel Owners Association Hospitality* monthly magazine. Interim Hospitality Consultants has marketed its services in the national publications of *Hotel and Motel Management* and *Hotel Business*.

Ed is a past president of the Tallahassee Lodging and Restaurant Association, and Past Board Member of the Florida Hotel and Motel Association, Leon County United Way, and cofounder of the Tallahassee Area Convention and Visitors Bureau. Ed is President of the Royal Oaks Neighborhood Association.

Ed has been a member while serving as various committee chairmanships and as a delegate to the American Hotel Lodging Association (member of the Extended-Stay Hotel Council), Tallahassee Chamber of Commerce, Florida State University Boosters, Springtime Tallahassee Festival, and Good Shepherd Catholic Church, along with membership in the Florida Bed and Breakfast Innkeepers Association, Asian American Hotel Owners Association, the National Association of Black Hotel Owners, Operators and Developers, the Latino Hotel Association, National Association of Condo Hotel Owners, and Superior Small Lodging of the United States. In 1999, he formed the International Association of Hospitality Advisors.



### Kim Killingback Senior Research Analyst

Kim Killingback's diverse experience in hotel management extends from a 4-Star bed and breakfast hotel to the Florida 5-Star Boca Raton Resort and Club, as well as private club management and numerous hotel franchise properties. She comes from a long line of hotel and restaurant owners and grew up at her family's New Hampshire summer resort. Kim graduated from Florida State University with a bachelor's degree from the School of Hospitality Administration.

## **George C. Banks** Senior Research Analyst

George Banks' diverse experience includes several hotel feasibility study projects; Participation at InterContinental Hotels Group (IHG) Americas Investors & Leadership Conferences in Washington, DC, Austin, TX, Las Vegas, NV, and Atlanta, GA; Past Membership in the IHG Owners Association and a past member of the IHG Technology Committee; Background in attending hotel investment and marketing conferences in Phoenix, AZ, Chicago, IL, and Atlanta, GA. Previous Vice President of Summit Group Commercial Properties LLC, (Development Representative and Real Estate Broker specializing in Class "A" office buildings, retail life style centers, restaurants and hospitality). Hospitality Consultant with Structure Commercial Real Estate and Senior Research Analyst with Interim Hospitality Consultants, LLC. George graduated from the University of Central Florida with a bachelor's degree in Business Administration and graduated from Florida State University with an MPA.



George may be reached at 850-980-0008 or georgecbanks@gmail.com.

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# **Hotel Feasibility Studies and Operations Analysis** Selected List



















MOTTO













Coral Springs, FL

Tallahassee, FL

Augusta, GA

Macon, GA



Memphis, TN



Waco, TX Charlotte Amalie, St. Thomas, United States Virgin Islands Red Hook, St. Thomas, United States Virgin Islands



Rochester, NY

Atlanta, GA

South Amboy, NJ

Willow Valley, PA North Miami Beach,

FL



Jackson, MS

Alpharetta, GA



Ocala, FL Naples, FL

Crestview, FL

Gettysburg, PA Harrisburg, PA

Durham, NC

Crestview, FL



Harrisburg, PA Naples, FL Peoria, IL Huntsville, AL Winfield, AL Little Rock, AR Chipley, FL Dade City, FL Ft. Myers, FL

Federal City, LA Grambling, LA New Orleans, LA Canandagua, NY Lake Wales, FL Quincy, FL Palatka, FL Plant City, FL St. Petersburg, FL Cave City, KY

NYC (Bronx), NY Durham, NC Gettysburgh, PA Hornel, NY Cumberland, MD Tupelo, MS Knightdale, NC **Rocky Mount, NC** Geneseo, NY Old Saybrook, CT St. Maartin, FWI Port-au-Prince, Haiti St. George, UT Plattsburgh, NY Oklahoma City, OK Mansfield, PA Portsmouth, VA Smithfield, VA Campbellsville, KY Miami (Miramar), FL



Lawrence, KS Crestview, FL

Groton, CT

Windsor, CT

Jacksonville, FL

Mahwah, NJ Peoria, IL

Alpharetta, GA Catoosa, OK

St. George, UT

Tallahassee, FL College Park, GA Greenville, NC Mason, OH

Tallahassee, FL

Harrisburg, PA Norfolk, VA

Green Bay (De Pere), WI Athens, GA

Fanning Springs, FL

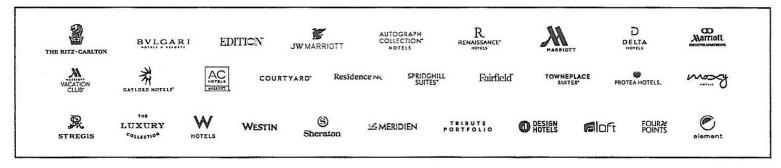
Richmond, VA Fairmont, WV

Millville, NJ

Mahwah, NJ

Saginaw, MI

# Marriott International, Inc.



WESTIN HOTELS A RESORTS	Greensboro, NC			
AUTOGRAPH	Tallahassee, FL	Houston (Katy), TX	Biloxi, MS	Osa, Costa Rica
COURTYARD Marnett	Ft. Myers, FL Allentown, PA	Sanford, FL	Jacksonville, NC	Niagara Falls, NY
Sheraton	Perdido Key, FL			
Residence	Arcadia, CA DePere, WI	Savannah, GA	Silver Spring, MD	Lewiston, NY
Four Points' Sheraton	Indianapolis, IN	Lancaster, PA	New York (Queens), NY	Houston,TX
SPRINGHILL SUITES	Charleroi, PA Richmond, VA	Portsmouth, VA Wheeling, WV	Knoxville, TN Tallahassee, FL	Buena Vista, VA
FAIRFIELD INNA SUITES Marnoff	Madison, AL Arcadia, CA Lauderhill, FL	Lloyd, FL Groton, CT El Reno, OK	North Bergen, NJ Plattsburgh, NY Glasgow, NY	Oklahoma City, OK Ft. Walton Beach, FL Gallatin, TN
Flort	Gladstone, MO	Tallahassee, FL	New York (Queens), NY	
TownePlace	Pensacola, FL Springfield, IL	Topeka, Ks	Vidalia, LA	Silver Spring, MD
MOTELS	Topeka, KS	Pittsburgh, PA		

Norfolk, VA



Washington, DC

St. George, UT















Salisaw, OK

Allentown, PA

Breezewood, PA

Canonsburg, PA

Wytheville, VA

Wheeling, WV

Immokalee, FL

East Point, FL

Grand Rapids, MI Fanning Springs, FL

Perry, FL













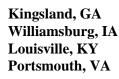


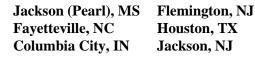


### Greensboro, NC



Ocala, FL
Stuart, FL
Tallahassee, FL
Gary, IN



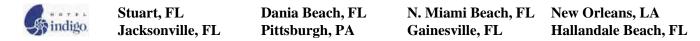


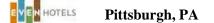


Guin, AL	Palatka
Montevallo, AL	Tamar
Crossett, AR	College
Siloam Springs, AR	Kingsla
Rubidoux, CA	Thoma
Victorville, CA	Vidalia
Fort Myers, FL	Colum
Quincy, FL	Glasgo
Cahokia, IL	St. Gab
Horseshead, NY	Jackson















Fiscend Scotlestrion TM	Wytheville, VA Cumberland, MD Lockport, NY	Ridgeway, PA Dickinson, ND Jim Thorpe, PA	Midland, TX Oxford, MS	NYC (Brooklyn), NY Manitowish Waters, WI Fanning Springs, FL
CAMBRIA SUITES	Lauderhill, FL Perdido Key, FL Vero Beach, FL	Greensboro, NC Raleigh, NC Birmingham, TX	Las Vegas, NV Dallas, TX Brownsville, TX	Bluffton, SC Washington Heights, NY Lithonia, GA
Comfort notes named	Eutaw, AL Union Springs, AL Winfield, AL Blakely, GA	Cairo, GA Hastings, MI Leland, MS Thomasville, GA	Gladstone, MO Raleigh, NC Cadiz, OH New Orleans, LA	NYC (Bronx) NY Schenectady, NY Brazelton, GA Hammondsport, NY
COMMINION SUITES	Crawfordville, FL Eastpoint, FL Immokalee, FL Lloyd, FL Evergreen, AL	Suffolk, VA Port Charlotte, FL West Park, FL Largo, MD Adel, GA	Bronx, NY Valley Stream, NY Bedford, PA Lebanon, TN Braselton, GA	N. Miami Beach, FL Greensboro, NC Valley, AL St. Louis, MO Monroe, MI Lake Wylie, SC
SLEEP SINN	Headland, AL Marion, AL Union Springs, AL Mena, AR Jacksonville, FL Dover, DE	Port St. Joe, FL Augusta, GA Eutaw, AL Shreveport, LA Windham, ME Fort Wayne, IN	Marlton, NJ Niagara Falls, NY Oklahoma City, OK Hillsboro, NC Columbia, SC St. Cloud, FL	Columbia, TN Houston (Stafford), TX Kennedale, TX Woodbridge, VA Bowling Green, KY
QUALITY	Leesburg, FL Clarksville, TN	Genesco, NY Lynn Haven, FL	Bedford, PA	Clarksville, TN
Clarion	Cedar Rapids, IA	Atlanta (East Point, GA)		New York (Brooklyn), NY
WOODSPRING HOTELS	Bakersfield, CA Manchester, NH	Pennsauken, NJ Princeton, NJ	Dayton, OH	Maumee, OH
MainStay Suites	Montgomery, AL Ocala, FL Pinellas Park, FL Beaver Falls, PA Kennadle, TX Fort Wayne, IN	Port St. Joe, FL Tallahassee, FL Springfield, MA Great Mills, MD Baltimore, MD St. Cloud, FL	Hattiesburg, MS Horn Lake, MS Meridian, MS Windham, ME Dickinson, ND Oklahoma City, OK Port Charlotte, FL	Marlton, NJ Newark, NJ Cadiz, OH Canton, OH Richmond, VA Ocala, FL Bowling Green, KY
Suburban	Kissimmee, FL Ocala, FL Perry, FL	Tallahassee, FL Meridian, MS	Washington, PA Morgantown, WV	Tridelphia, WV
EconoLodge ®	Ocala, FL	Pensacola, FL	Lodi, OH	



Madison, FL

































Montgomery, AL August, GA Delray Beach, FL Lexington, KY Bluffton, SC Suffolk, VA North Miami Beach, FL

Springfield, IL



Norfolk, VA Brandon, FL Howell, MI Hammond, IN Riviera Beach, FL

Springfield, IL





Tallahassee, FL Columbus, OH Urbana, IL Gladstone, MO Memphis, TN Williston, ND Portland, ME Porte-Au-Prince, Haiti Gulf Shores, AL



Liberty Township, OH

Buena Vista, FL



Tallahassee, FL



Pelham, AL Jasper, GA Hastings, MI Cortland, NY Crestview, FL Washington, GA Rossford, OH Greenville, MS Davie, FL **Baton Rouge, LA** Jackson, MS Sandusky, OH DeLand, FL St. Gabriel, LA Natchez, MS Toledo, OH Mansfield, PA Ft. Myers, FL Vinton, LA Starkville, MS Fanning Springs, FL Houghton, MI Greensboro, NC Fort Mill, SC Lady Lake, FL Troutman, NC Magnolia, NC Marinette, WI Pensacola, FL Grand Haven, MI Rose Hill, NC Raynham (Boston), MA Yulee, FL Greenville, NC Charlotte, NC Taunton (Boston), MA Rocky Mount, NC Mahwah, NJ Madison, WS Greensboro, NC

























Luverne, AL Auburndale, FL Pensacola, FL Myrtle Beach, SC Marietta, GA Plant City, FL Okeechobee, FL Jackson, GA Erie, PA

S. Fulton, KY Villa Ridge, MO Mount Morris, NY Genesco, NY Mountain Home, AR Chicago (Calumet Park), IL Pensacola Beach, FL Fanning Springs, FL



Niantic, CT Princeton, NJ Fanning Springs, FL

Maraigot, St. Maarten, French West Indies St. Johns, Jolly Beach, Antiqua/Barbados



Millersville, TN

Myrtle Beach, SC

No. Tonawanda, NY



Enterprise, AL Ardmore, OK St. Cloud, FL Kenner, LA Columbia, TN Jacksonville AB N. Tonawanda, NY Millersville, TN Hammondsport, NY





Birmingham, AL



Coral Springs, FL Ft. Lauderdale, FL Branson, MO Palmyra, VA Long Island City,NY Middletown, NY

Chelsea, Manhattan, NY Port of Spain, Trinidad/Tobago



Vernal, UT



LaBelle, FL



Coatzacoalcos, Méx Posa Rica, Méx Monterey, Méx Leon, Méx

San Luis Potosi, Méx Aguascalientes, Méx Queretera, Méx Ciudad del Carmen, Méx













BAYMONT



WYNDHAM

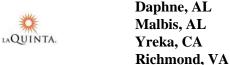








Indianapolis, IN



Valdosta, GA Pensacola, FL Olive Branch, MS Venice, FL Southaven, MS Lincoln, NE Verona, NY Wichita Falls, TX Daytona Beach, FL Columbia, TN



Delray Beach, FL Indianapolis, IN



Montgomery, AL Morgantown, WV Lynn Haven, FL

Macon, GA

Clarksville, TN



Pocono Mountain, PA



Greenville, MI

**Edgemont, SD** 

Hastings, MI



Birmingham, AL
Daphne, AL
Coconut Grove, LA
Fort Myers, FL
Melbourne, FL
Bowling Green, KY

Ocala, FL Orlando, FL Palm Bay, FL Tallahassee, FL Atlanta, GA Middletown, NY Dalton, GA Hartwell, GA Warm Springs, GA New Orleans, LA Interlochen, MI Raleigh, NC

Atlanta (College Park), GA Atlanta (Roswell), GA Flowery Branch (Atl), GA Gulf Breeze, FL



Celebration, FL

Kissimmee, FL

Slidell, LA



Birmingham, AL
Daphne, Al
Decatur, AL
Spanish Fort, AL
Talladega, AL
Bushnell, FL
Brooksville, FL
Alachua, FL
The Villages, FL
Athens, AL

Carrabelle, FL East Point, FL Lake Wales, FL Ocala, FL Franklin, KY Thibodaux, LA Gulfport, MS Maumee, OH Madison, AL

Shreveport, LA Slidell, LA Leland, MS Meridian, MS N. Bergen, NJ Salamanca, NY Mansfield, PA Winfield, AL Ft. Payne, AL Wilkes-Barre, PA
Mt. Pleasant, SC
Summerville, SC
Pasadena, TX
Williamsburg, VA
St. Rose (New Orleans), LA
Detroit (Lincoln Park, MI)
Thobodeaux, LA



Pensacola, FL Yulee, FL

Quincy, FL

Donalsonville, GA Norfolk, VA

Bainbridge, GA

Tupelo, MS Gulfport, MS

Tupelo, MS

New Orleans, LA

Quincy, FL Ocala, FL Allendale, SC

Geneseo, NY





Pensacola, FL

Pensacola, FL

Kenner, LA

Atlanta (Six Flags), GA



Macon, GA

Clarksville, TN















Boonesboro, MD Berlin, MD Federalsburg, MD Frostburg, MD Cumberland, MD Perry, NY Luray, VA Lusby, MD
Oakland, MD
Ocean Pines, MD
Buena Vista, VA
Snow Hill, MC
Arcade, NY
Marion, VA

Tanneytown, MD Medina, NY Allendale, SC Amherst, VA Appamattox, VA Warsaw, NY Purcellville, VA Stuart, VA Verona, VA Smith Mtn Lake, VA Pocomoke City, MD



Columbiana, AL

St. James Island, FL

### **Other Franchisors**



Tallahassee, FL Hillsboro, NC Blountstown, FL



Vicksburg, MS



Sarasota, FL Oxford, MS



Ft. Myers, FL Gainesville, FL Orlando, FL



Gulfport, MS



Morrilton, AR



Ramsey, NJ Indianapolis, IN



Murfreesboro, TN

### INDEPENDENT LODGING

Resort Hotel & Residences Coed Hotel Gulf Shores, AL Tampa, FL Cape Coral, FL Market-Driven Hotel Villa Ridge, MO Diamond Inn Crawfordville, FL Wakulla Springs Black Mountain, NC **Independent Resort** Daytona Beach, FL Desert Isle Inn Chama, NM Chama Inn & Suites Daytona Beach, FL Maple Leaf Condo Endicot, NY **Independent Living** Sweetwater Branch Inn Long Island City, NY Gainesville, FL Z NYC Hotel Immokalee, FL Market-Driven Hotel Mt. Morris, NY Performing Arts Theatre Jacksonville, FL **Edward Waters Hotel** Saratoga Springs, NY Roosevelt Inn & Suites Miami Beach, FL **Boutique Hotel** Bluffton, SC Hamilton Inn Panama City Beach, FL Pineapple Beach Resort Columbia, SC **Eagles Nest Resort** N. Myrtle Beach, SC Port St. Joe, FL Port Inn North Shore Inn & Suites Chattanooga, TN St. James Island, FL Condo Hotel Hamilton Inn Tallahassee, FL Hamilton Inn Copperhill, TN Independent Hotel Southgate Campus Center Fort Worth, TX Tallahassee, FL Park Central Inn Dallas, GA Villager Lodge Springdale, UT Desert Pearl Inn Kingsland, GA **Assisted Living Home** Norfolk, VA Tides Inn Copper Harbor, MI Keweenaw Mtn. Lodge Petersburg, VA Dozier Hotel Biloxi, MS Barq Boutique Hotel Richland, WA Guest House at PNNL Ava Hotel and Spa Oxford, MS Black River Falls, WI Majestic Pines Casino Delta Court Hotel Osa Resort Club Vicksburg, MS Costa Rica

### **CONDOMINIUM HOTEL FEASIBILITY STUDIES**

Fort Morgan, AL Sanctuary at Fort Morgan Miami, FL Ocean 4
Gulf Shores, AL Zydeco Hotel and Spa Sarasota, FL Coral Springs, FL Golf Resort Palmyra, VA Rivanna Resort



Lodging Management Services assisted in the development of **Staybridge Suites**, **Candlewood Suites** and **Suburban Extended Stay Hotel**, Tallahassee, FL, **Wingate Inn**, Lynn Haven, FL, and **Comfort Suites**, Suffolk, VA.













SOLD





Donalsonville, GA



Valdosta, GA



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www.interimhospitality.com

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Edward L. Xanders, CHA, President

### **INDUSTRY PARTICIPATION**

	Attend	Exhibit	Speaker
American Hotel Lodging Association	<b>✓</b>		
(Extended-Stay Council, since 1998)			
Asian American Hotel Owners Association Conference	✓	<b>✓</b>	<b>✓</b>
American Lodging Investment Summit Conference	<b>✓</b>	<b>✓</b>	
Atlanta (Hunter) Hotel Investment Conference	<b>✓</b>	<b>✓</b>	
Best Western Hotel Conference	<b>✓</b>	<b>✓</b>	<b>✓</b>
Boutique Hotel Conference	✓		
Cobblestone Hotels Conference	<b>✓</b>		<b>✓</b>
Choice Hotels International Conference	✓	<b>✓</b>	
Caribbean Hotel & Resort Investment Summit (CHRIS)	<b>✓</b>		
Caribbean Hotel Investment Conference and Operations			
Summit (CHICOS)	<b>✓</b>		
Condo Hotel Conference	<b>✓</b>	<b>✓</b>	<b>✓</b>
Florida State University, Hotel School			<b>✓</b>
Florida Bed & Breakfast Conference	✓	<b>✓</b>	<b>✓</b>
Hilton Hotels Worldwide Conference	<b>✓</b>		
Hotel Brokers International Conference	✓		<b>✓</b>
Hotel Opportunities Latin America Conference	<b>✓</b>		
InterContinental Hotel Group Conference	✓	<b>✓</b>	
Latino Hotel Restaurant Association	<b>✓</b>	<b>✓</b>	<b>✓</b>
Michigan State University, Hotel School	<b>✓</b>		<b>✓</b>
Midwest Hotel Lodging Conference	<b>✓</b>		<b>✓</b>
National Association of Black Hotel			
Owners, Operators and Developers Conference	<b>✓</b>	<b>✓</b>	<b>✓</b>
New York Hotel Investment Conference	<b>✓</b>		
Superior Small Lodging Conference	<b>✓</b>	<b>✓</b>	<b>✓</b>
The Lodging Conference	<b>✓</b>	<b>✓</b>	<b>✓</b>
University of the Virgin Islands, Hotel School			<b>✓</b>
Vantage Hotel Conference	•	•	
Interviewed on CNBC Cable News			<b>✓</b>









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Edward L. Xanders, CHA, President

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### 2018 Feasibility Studies



Auburndale, FL Madison, AL



Springfield, IL





Lake Buena Vista, FL Huntington, OR



Albertville, AL



Carlisle, PA



Saginaw, MI Hallandale Beach, FL



Columbia, TN



Brandon, FL Hammond, IN Springfield, IL



Calhoun, GA



Gladstone, MO



Hammond, IN



Liberty County, OH Urbana, IL



Bakersfield, CA



Ocala, FL



Fanning Springs, FL



Washington, DC



Jacksonville, FL



Horseheads, NY Alexandria, VA Vidalia, GA



Groton, CT



Columbia, TN Venice, FL



Morgantown, WV



The Villages, FL





**DFW Airport, Irving, TX** 







# Top 20 Hotel Consulting Firms Since 2006



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