

CAPABILITY STATEMENT



SPECIALIST CONSULTING SERVICES

BST CONSULTING
(Breadmore Soust Tobin & Associates Pty. Ltd.)
VICTORIA, AUSTRALIA

Creating Australia's Best Leisure & Hospitality Facilities

BST have created some of Australia's **leading leisure and hospitality facilities** using **methodologies** that allow comprehensive pre-planning from the ground up to the final operating solution including golf courses, destination resorts, integrated residential & leisure developments, hotels, recreational facilities, day spas & wellness centres

Throughout an entire project, BST's role is to ensure that the design of the facilities meets both the **client's vision** as well as **operational integrity** in terms of efficiency and functionality. Through many years of "hands on" **experience**, BST is able to view each project or development from the perspective of the operators and owners, to ensure user and customer satisfaction whilst sustaining a **profitable, efficient and competitive business**.

From project inception, **BST's T8 methodology** can assist with **feasibility studies** and **pre-planning** of the hotel, hospitality and leisure facilities to determine basic configurations, style, marketability and financial pre-planning.

BST's methodology also provides both a **Design Brief** that allows the Architects and Designers to design a solution right the first time and an **Operational Brief** which encompasses the client's detailed expectations and requirements and provides the selection criteria for potential operators.

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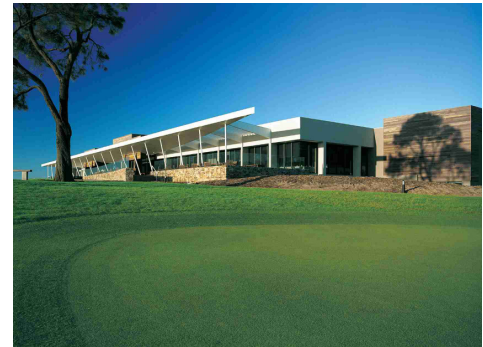
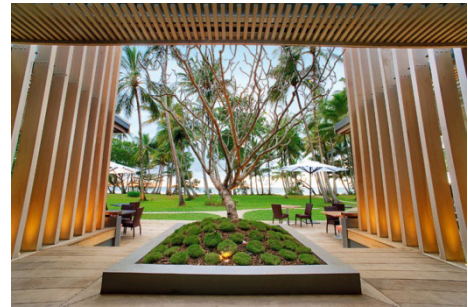
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Creating Australia's Best Leisure & Hospitality Facilities

Golf courses, destination resorts, integrated residential & leisure developments, hotels, recreational facilities, day spas & wellness centres.

Unparalleled Experience

- Building **new projects**
- Improving **existing business**
- Planning for **sustainable profit**
- Design Reviews for **operational efficiencies**
- Integrated **facility planning**
- Feasibilities for tourism and recreational **opportunities**
- Advice on **business management**



Previous & Current Projects

- Alma Sports Club, Caulfield, VIC
- Anvil Creek, Hunter Valley, NSW
- Barnbogle Dunes, TAS
- Bowen Unit Development, Bowen QLD
- Brighton Hotel Development, Brighton, VIC
- Calypso Adventures, Mission Beach NQ
- Castaways Resort, Mission Beach, FNQ
- Clearwater Resort, Daylesford, VIC
- Croydon Golf Club, Yarra Valley, VIC
- Dandy Inn Hotel Development, Dandenong, VIC
- Docklands Serviced Apartments (MAB Corp), VIC
- Eynesbury Township, Melton, VIC (MFS Diversified)
- Elandra Resort, Mission Beach, FNQ
- Kangaroo Bay, Hobart, TAS
- Ioannidis Development Kangaroo Ground, VIC
- Keppel Bay Harbour Development, QLD
- Kinglake Resort, King Lake, VIC
- King Reef Hotel, Kurrimine Beach, QLD
- Lake St Clair Resort, TAS
- Lancemore Hill Resort, Lancefield VIC
- Lindenderry Resort, Red Hill, VIC
- Lindenwarra Resort, Milawa VIC
- Lost Farm, TAS
- Mansion Hotel & Spa Werribee, VIC
- Marcus Oldham College, Geelong, VIC
- Medi-Hotel Development, East Melbourne, VIC
- Mission Beach Dive, FNQ
- Moonah Links, Victoria (home of Australian Golf)

- Moorabbin Serviced Apartments (MAB), VIC
- RACV Country Club, Healesville, VIC
- Regional Racecourse Revitalisation Project, VIC
- Royal Children's Hospital Hotel Develop, Melb
- Salonika Beach Hotel Developm't, Mackay, QLD
- Sheraton Mirage, Port Douglas, QLD
- Tribe Hotel Developments AUS
- Turtle Beach Resort, Curtis Island, QLD
- University Hill, Bundoora (MAB Corp), VIC
- Willow Creek Resort, Morn Pen, VIC
- Wyndham Harbour, Point Cook, VIC
- Yarra Glen Racecourse, Yarra Glen, VIC

From the ground up

comprehensive pre-planning for new developments

Research and Development

Analysis

- Financial
- Site Suitability
- Best & Worse Case
- Business Plan



Project Management

- Design & Construction
- Management
- Human Resource

Up & Running

Increased Returns for Existing Operations

Diagnosis

Streamlining & Enhancing

- Services
- Brand
- Operations
- Facilities

Way Ahead

Ongoing Assistance

Management

- Multi-Discipline Experience
- Industrial Relations
- Financial & Legal

Marketing

- Overall Communication
- Advertising
- Production
- Branding
- Strategy & Buying
- Public Relations



From the ground up

comprehensive pre-planning for new developments

The most accurate **Research and Development** tools

Statistics Australian Tourism Commission, Bureau of Tourism research,
Australian Bureau of Statistics

TARDIS Access Economics' unique Tourist Accommodation, Regional Demand
Investment & Supply model for forecasting industry trends 10 years ahead

Comprehensive **Analysis**

Existing financial position

Determined in consultation with owners, accounting firms and fund managers

Site specific analysis

Best possible utilisation of site features and surrounding environment
The impact of current or proposed developments in the immediate vicinity

Best & worse case scenarios

To guide future commercial decisions

Business plan

Workable new business models involving all concerned parties
A financial 'road map' for future success

On-time and In-budget **Project Management**

Construction

Supervision of every step from design to complete development
Logical timelines based on expected customer flows

Management Drafting, briefing and direction of the entire management tender process
Identifying the best possible applicants
Outlining service delivery requirements
Negotiating final contracts

Human Resources

Recruitment
Establishing new business relationships

Up and running

increased returns for existing businesses

Accurate Diagnosis

Service delivery survey

BST 'Mystery Guest' Experience Report for hotels, leisure and recreational operations.

Every interaction between client and staff is tracked from reservation, check in and concierge to room inspection, room services, guest services, restaurants, car parking, check out and follow up.

Brand analysis

Examination of all communications

Operations audit

A complete, confidential appraisal of services and operations

On-site facilities assessment

Facilities examined for capability and efficiency

Existing and potential activities related for customer satisfaction and profitability

Streamline & Enhance

Service

The hospitality, tourism and recreational recruitment expertise to find the right people

Advanced staff training programs

Brand presence

Unify, and potentially, modernise company philosophy, 'look' and voice

Ensure consistent and memorable presentation internally and externally

Operations

In consultation with management;

Improve efficiency across sales, bookings and services systems

Create budget, implement cost controls

Facilities

Recommend, source, cost and implement updates & additions to amenities

Develop new activities to maximise appeal to target audience

Optimise available space and surrounding environment

Way ahead

ongoing assistance

Management

Multi-discipline experience

Two decades of combined experience across all facets of venue management
Management supervision & training available

Industrial relations

Up-to-date and comprehensive understanding of all industrial relations laws
pertinent to hospitality and leisure industry
Advice on industrial relations, human resources conflicts, change management

Financial and legal

Qualified associates with the expertise to resolve complex issues

Marketing

Overall communications

Tourist, leisure and hospitality specific marketing expertise

Advertising

Seamless campaigns from concept, layout and copy to finished product;
Co-ordinated across all mediums; print, radio, TV, web

Production Services

Creation and printing of unlimited collateral – flyers, posters, menus...
Electronic distribution to media across Australia

Media strategy and buying

Alliance with Iceberg Media ensures creative and effective ad placement

Public relations and promotional opportunities

Identification of 'maximum visibility' unpaid media opportunities
Contact cultivation: event organisers, community, and industry figures
Press releases – composition and dissemination to media

Our people

Tourism and hospitality professionals with over 40 years' of combined experience in the industry and formal tourism research qualifications the depth of our experience is exceptional, blending our experiences in hotel and resort management, operation and design functionality with his direct involvement in the marketing, tourism and travel industries.

This **unique** combination of **skills** with a proven track record in business management and achieving operational and functional excellence, allows us to add significant value to **integrated** developments where a combination of hotel, residential, leisure, sporting and community components exist.

David Breadmore – Director/Consultant

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- ◆ Certificate of Business Studies (Travel & Tourism) from William Angliss College (1982).
- ◆ MBA Studies (Managing Guest Preferences, Organisation Management, TQM) University of Hong Kong (Singapore)
- ◆ Past President of the Hotel Sales and Marketing Association of Australia
- ◆ Past President of the Surf Coast Tourism Association
- ◆ Past Board Member of Geelong Otway Tourism
- ◆ Past Committee Member Peninsula Business Council
- ◆ Past Director / Board Member - Tropical Tourism North Queensland
- ◆ Past Director / Board Member- Cassowary Coast Economic Development Board

SUMMARY

- ◆ 30 years of travel, tourism, hospitality event & leisure industry experience
- ◆ 20+ years of hotel operations experience
- ◆ 20 years of experience in user analysis, strategic planning, feasibility, review, conceptual design, implementation, management, operation, development and maintenance of hotels & golf course operations
- ◆ 5 years of direct golf course management (Moonah Links & Australian Open)
- ◆ Extensive experience in marketing and operations of Tourism Hospitality & Leisure facilities
- ◆ Extensive experience in ongoing operations of Tourism, Hospitality Event & Leisure facilities
- ◆ Extensive experience in management of "end-to-end" solutions
- ◆ Track record in event management and stakeholder relations (Audi red Boot rally, Ronald Macdonald House, Audi Drive experience)

SKILL SETS

- ◆ Feasibility Studies for Hotel and Leisure Developments

- ◆ Functional Design of Hotels, Golf Course, Food & Beverage (F&B) and Leisure Facilities
- ◆ Operational methodologies for Hotel, Golf Course, F&B and Leisure Facilities.
- ◆ Project & Complex Task Management
- ◆ Business and Client Management
- ◆ Design, Technical and Administrative Personnel Management

CAREER OUTLINE

Over 30 years ago, David quickly gained experience in the Tourism & Hospitality Industry through his work at the Victorian Tourism Commission. In 1983, David joined the Northern Territory Tourism Commission where he was key in development of sales and marketing strategies to attract Victorians to the Northern Territory.

In 1986 he joined the **Four Seasons Hotel** chain and after running their Victorian Sales Operations, broadened his experience by becoming the Director of Marketing where he was focussed on the marketing and promotion of the five major Four Seasons hotels within the Northern Territory at Ayers Rock, Alice Springs, Darwin, Kakadu and Coominda.

In 1990, as a Director and General Manager of the **Mountain Inn**, Mt Macedon, David focussed on the operations, marketing and management of the entire hotel operation gaining "hands on" experience.

In 1994, he joined **Cumberland Management Ltd.** as the Director of Sales & Marketing. Under David's leadership and with extensive knowledge of Victorian, National & International Markets he was able to elevate the performance of the Cumberland Lorne Resort to its full potential, providing the owners with one of the highest occupancy and room rates in Victoria. The Cumberland Lorne was recognised in the Meeting Industry Association Awards as "Best Venue" in 1993 & 1994 and nominated in the 1995 & 1996 awards.

In 1996, David moved back to Melbourne with his appointment as the General Manager of the **Adelphi Hotel** where again he was able to increase the room occupancy levels and average room rates by 15%, significantly reduce F&B costs and position the Adelphi within the Top 5 fine dining restaurants in Melbourne.

In 1997, David was given the unenviable task of getting the **Holiday Inn on Flinders** back on its feet after a hostile takeover. Within a short period of time, he had successfully completed the task of restructuring the hotel operations at all management and operational levels, refurbished the physical facilities and turned around the poor performance figures whilst increasing customer service and staff culture.

In 1998, his previous success at Flinders saw the Holiday Inn Group transfer him to **Holiday Inn Coogee Beach**, Sydney. As General Manager, he was given full responsibility for budgets, business plans, financial planning, management and operational restructuring, refurbishment of operational areas, marketing and promotion of the hotel. Again, in a relatively short time, he was able significantly increase the hotel's performance, with room occupancy levels over 90%, average room rates up 10% and operational costs significantly reduced. In terms of overall performance, Coogee Beach went from #32 to #8 within the Holiday Inn Group in Australia.

In 1999, David was head hunted back to Melbourne by the **Hotel Grand Chancellor** as General Manager to oversee the refurbishment of the existing hotel and to support the development of a new hotel for the group. Whilst the new hotel development was cancelled, David was able to restructure and renovate the existing hotel to become recognised as one of Melbourne's leading mid range hotels.

In 2001, when David was engaged as Chief Operating Officer for the Golf Course, Club House, Hotel and Real Estate Development, **Moonah Links**, the home of the Australian Golf Open, was still rural farm land. He was responsible for all aspects with particular focus on the Golf Course & Hotel Design and Operations including business plans, financial planning and modelling, management and operational structures, operational and performance design criteria for all areas, body corporate, real estate and construction supervision, marketing and promotions as well as liaison with local government, community members and high profile guests and dignitaries relating to the Australian Open and Golfing Communities.

In 2003, he started **Breadmore Soust Tobin Pty. Ltd. (BST Consulting)** and continues to provide specialist expertise in Hotel, Hospitality, and Leisure Industries with a proven track record in achieving operational and functional excellence.

OVERVIEW

2003 on **BST Consulting**

Principal and Director of the firm involved directly in all aspects of the operation of the company from technical design development, feasibility studies, business planning and strategies, design and project management to quality assurance, operational strategies and structures, client liaison, presentations, marketing & promotion and direct management of;

Hotel
Resort
Golf Clubs
Sporting Clubs
Convention Centres
Day Spa
Tour Operations

2001-2003 **Moonah Links, Mornington Peninsula, Victoria**

As Chief Operating Officer for the overall golf course, hotel and residential development, David's responsibilities were extensive and included:

- ❑ Conceptual Design, Planning and Briefing workshops with Consultants & Contractors
- ❑ Design and Construction Surveillance and overall Site Management
- ❑ Operational and Functional Integrity of all Design Aspects
- ❑ Feasibility studies for Hotel and Club House Development
- ❑ Budget & Business Planning, Financial Modelling and Reporting to Board
- ❑ Management responsibility for all assets from club house to golf course
- ❑ Body Corporate Management
- ❑ Procurement and Contract Administration
- ❑ Liaison with Australian Open Golf and Event Management groups.
- ❑ Development of Marketing & Promotional Strategies
- ❑ Providing Leadership and Vision

1999-2001 Hotel Grand Chancellor, Melbourne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Hotel Operations and Management
- ❑ Budget & Business Planning, Financial Modelling and Reporting to owners
- ❑ Development of Marketing & Promotional Strategies
- ❑ Feasibility studies for new Hotel (subsequently cancelled)
- ❑ Conceptual Design, Planning and Supervision of Hotel Renovations
- ❑ Providing Leadership and Vision

1998-1999 Holiday Inn Coogee Beach, Sydney , New South Wales

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Hotel Operations and Management
- ❑ Budget & Business Planning, Financial Modelling and Reporting to HI Group Management
- ❑ Development of Marketing & Promotional Strategies
- ❑ General Management of Assets
- ❑ Conceptual Design, Planning and Supervision of Hotel Renovations
- ❑ Providing Leadership and Vision
- ❑ Elevating Hotel Performance and Stature within the Holiday Inn Group and industry generally

1997-1998 Holiday Inn on Flinders, Flinders, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Re-opening Hotel Operations after closure due to Change of Ownership
- ❑ Renovating and making the Hotel "Fit for Use"
- ❑ Hotel Operations and Management
- ❑ Budget & Business Planning, Financial Modelling and Reporting to HI Group Management
- ❑ Development of Marketing & Promotional Strategies
- ❑ General Management of Assets
- ❑ Conceptual Design, Planning and Supervision of Hotel Renovations
- ❑ Providing Leadership and Vision
- ❑ Elevating Hotel Performance and stature within the Holiday Inn Group and industry generally

1996-1997 Adelphi Hotel, Melbourne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Hotel Operations and Management
- ❑ Budget & Business Planning and Financial Modelling
- ❑ Development of Marketing & Promotional Strategies
- ❑ General Management of Assets

- ❑ Conceptual Design, Planning and Supervision of Hotel Renovations
- ❑ Providing Leadership and Vision
- ❑ Lifting Hotel Performance in terms of Occupancy, Room Rates & Ongoing Costs

1994-1996 Cumberland Lorne, Lorne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Hotel Operations and Management
- ❑ Full control of all Sales and Marketing activities at the Cumberland Lorne Resort and VPT - domestic and international
- ❑ Management of Melbourne based Sales and Marketing Team
- ❑ Development of Marketing & Promotional Strategies
- ❑ Liaison with Advertising Agencies for the implementation of all Marketing Strategies.
- ❑ Market positioning of the Resort in all markets - international, interstate and intrastate
- ❑ Setting and achievement of Budget Projections and Expenditure
- ❑ Lifting Hotel Performance in terms of Occupancy, Room Rates & Ongoing Costs
- ❑ Management of Conference and Casual sales in all market segments.

1990-1994 Mountain Inn, Mount Macedon, Victoria

Director and General Manager of the hotel. Roles included full operational responsibility for hotel operations, rooms, labour, staff, menus, purchasing, procurement, bookings, sales, promotion & marketing and event management, as well as general business operations.

1986-1989 Four Seasons Hotels and Resorts, Northern Territory

After being Sales Manager for Victoria and responsible for the promotion of Four Seasons properties in Queensland and Tasmania, he was transferred to Sydney where he became Director of Marketing responsible for the 5 major Four Seasons resorts at Alice Springs, Ayers Rock, Darwin, Kakadu and Cooina properties. His roles and responsibilities included staff management, budget formulation, sales, promotion & marketing, liaison & briefing of advertising agencies as well as corporate, specific target and wholesale marketing campaign development and management.

1983-1986 Northern Territory Tourism Commission, Melbourne

Sales Manager for Victoria responsible for the increasing the awareness of the southern states to the tourism facilities available in the Northern Territory through promotions, travel agent liaison, social, charity and special interest groups as well as advertising campaigns and promotional material.

1981-1982 Victorian Tourism Commission, Melbourne

Travel Consultant responsible for sales of domestic tourist products to the public through domestic ticketing of air, rail, train and coach. Special function and event management.

