

Manuel L. Knight

Tourism Sector Planner & Senior Adviser

Email: mk@KnightConsultLLC.com

Firm: KnightConsult LLC, Washington DC

Phone +1 202 285-1080



39 Years of experience

- Feasibility studies & due diligence
- Tourism advisory
- Destination development strategies
- Real estate valuations

Additional expertise

- Investment advisory
- Cultural heritage
- Airport development

Qualifications

- MA Economics 1987 Univ. of Maryland, USA
- Certificate Real Estate Appraisal 1982 NYU
- Postgrad Dipl Tourism Management, 1973 Surrey University, UK

Past employment

- PA Consulting Group, Washington DC
- Nippon Koei Co. Ltd., Tokyo
- Pannell Kerr Forster Consulting, New York
- SODETEG Engineering, Paris

Mr. Knight has nearly four decades of international experience in the field of physical planning and development for all kinds of tourism projects with specialties in market & financial feasibility studies, master planning and development of entire destinations both new and ancient. He has conducted assignments in over 70 countries and is intimately familiar with investment conditions and risks in developing economies. As an independent practitioner with no links to any development agency or investment group, he brings a totally objective perspective to any assignment. Through positions in US, UK, French and Japanese firms his experience serving various development agencies and commercial property developers, in many different cross-cultural environments, is vast. In the private sector he serves property developers and hotel companies on due diligence assignments and property valuations, and prepares master plans and action plans for entire travel destinations. For instance he has assessed hotels as large as 1,950 rooms [Marriott Times Square NY], airports as large as Osaka's Kansai International Airport, and jungle lodges and country inns as small as 15 rooms. Has also prepared expert testimony for litigation cases involving hotel, resort and casino properties.

In the public sector he has joined numerous master planning and strategic sector planning teams and also serves as independent advisor reporting to ministries of tourism or financial institutions. In destination work he has performed various tasks for places like: old Jerusalem & Bethlehem, the Mayan Trail, a slave port on the Gulf of Guinea, biblical Damascus and the painted desert of *Lawrence of Arabia*. He serves as team leader for tourism studies, and as tourism expert for various types of regional development plans and infrastructure master plans. As economist he reshapes projects to boost their socio-economic impacts for local populations. Fluent in Spanish and French with basic Portuguese; US citizenship.

Primary products

- Feasibility studies & due diligence for proposed hotels/resorts
- Feasibility advisory for hotel developers
- Projections for hotel, retail space for new towns/economic zones
- Hotel & land valuations plus highest & best use
- Expert testimony for litigation on hotel cases

Additional expertise

- Investment advisory
- Market research on consumers, travel trade
- Adaptive reuse of heritage buildings and historic districts

Selected clients

- International Finance Corporation, WB Group
- Asian Develop. Bank
- Nippon Koei Co Ltd
- Aecom International
- PKF Consulting
- Marriott Corporation
- Hilton Hotels USA
- CDC International

Private Sector – selected assignments

- Al Rajhi Bank. Highest & Best Use studies for properties in Jeddah, Saudi Arabia May-October 2007: As co-team leader, coordinated teams of US and local market researchers, real estate and financial experts to prepare development schemes and valuations for 4 tracts of up to 24 hectares for mixed-use commercial development.
- IFC. Morgans Rock Pacific Coast Resort, Nicaragua in June 2000: As hotel feasibility adviser, assessed the design and management arrangements for a proposed jungle lodge, villas, golf, village and airstrip in a regenerated mahogany forest for a French developer.
- Holiday Inns Europe, Madrid & Paris, 1984: As hotel feasibility adviser, undertook market and financial feasibility assessments for business hotels proposed at central city locations. Completed overviews of the citywide lodging markets, and formulated 5-year income projections.
- USAID/PA Consulting. Livelihoods & Income from the Environment, 3 months 2005/6: Designed market research in Egypt and EU nations for 500 tourists, and for 100 tour operators serving the EU-Middle East travel marketplace to gauge Red Sea Riviera market position.
- Hyatt Corporation and minority shareholder, June-July 1985. As hotel feasibility expert prepared a valuation of Hyatt Cerromar Beach and Hyatt Dorado Beach hotels in Puerto Rico, conference centers, golf clubs, plus related beachfront properties and miscellaneous assets.
- Egyptian Government Organization for Tourism & Hotels, 1977/8 4 months: As team leader, prepared pre-feasibility studies for proposed Nile-side international hotel-retail complex in central Cairo, and Club Med in Sidi Abdel Rahman.
- Samuel Montagu Bank, UK, March-April 1980: As PKF tourism specialist performed an appraisal of Venezuela's Carenero yacht club and related membership portfolio for valuing of underlying hard currency debt, for a syndicate of European banks.
- Subic Bay Leisure & Casino Development, for Dubai World/AECOM July-August 2008: As tourism adviser assessed future tourist industry and casino prospects for this former US military base for Middle Eastern interest with respect to its competitiveness and need for international airline service.
- Hilton Hotels USA, Marriott International, as PKF hotel feasibility specialist/chief researcher 1975-76: Prepared strategic expansion plans for South America for short & medium term. Evaluated key business and tourism centers, regulatory environment and socio-economic trends in formulating scenarios of hotel development.

Primary products

- Tourism diagnostics & strategic planning
- Master plans & action plans for destinations
- Regional & urban development plans
- Regional & local tourism sector strategies
- Historic district rehab & preservation plans
- Privatization of hotels

Additional expertise

- Investment advisory & promotion plans
- commercial uses inside national parks & heritage areas
- Religious pilgrimage destinations & demand management
- Commercial airline service diagnostics
- Air base conversions for commercial uses

Selected clients

- World Bank
- World Bank FIAS
- UNESCO
- US Trade Development Agency
- USAID
- Japan International Cooperation Agency
- Asian Develop. Bank
- CDC International
- Inter-American Development Bank

Public Sector – selected assignments

- Hotel Financial Model for reconstruction loan; Port au Prince, Haiti: Prepared a detailed 15-year model of cash flow reflecting two potential loans for the rebuilding of a business hotel.
- Mayan Trail Sustainable Tourism Plan, IADB, 2004 4 months. As PA Consulting team leader prepared an analysis of the functionality of a trail of 12 archaeological parks in Mexico and 4 Central American nations, profiled current tourist demand in the region and formulated a 20-year forecast of future demand, income and jobs.
- Aqaba Special Economic Zone Authority, Jordan 2004-5 3 months for AECOM/USAID: As leader of 3-person team, formulated the long term destination master plan of public and private works for the zone's urban core and waterfront areas including an integrated hotel district set on an artificial lagoon.
- Tourism Sector Strategy for Azerbaijan, for Trade Development Administration, 3 months 2005: As Leader of US/Azeri team assessed the regulatory and economic environment for the tourism industry and formulated laws and reforms to be adopted by the Ministry of Tourism. Included plans for “Silk road tourism”
- Ethiopia Sustainable Tourism Development Project, for World Bank December 2008: As leader of 3-person US/Ethiopian team prepared a US\$6 million destination development plan to strengthen Axum Municipality and Tigray Province tourism agencies to develop the Axum-Adwa cluster for sustainable cultural and pilgrimage tourism. Plan covered ancient churches and antiquities.
- Red Sea Sustainable Tourism Initiative, USAID/PA Consulting 4 months 2005-6: At Egypt's Tourism Development Authority formulated a set of incentives for hotel owners to adopt environmentally sensitive approaches for development of utilities and shared services in urban tourism zones.
- Livelihoods & Income from the Environment, USAID-Cairo/PA Consulting, 2006 1 month: As task manager, designed market research in Egypt and EU nations for 500 tourists, and for 100 tour operators serving the EU-Middle East travel marketplace to gauge Red Sea Riviera market position.
- Egyptian Government Organization for Tourism & Hotels/Tourism Ministry, 1975: As hotel feasibility specialist, prepared with a French architect a series of pre-feasibility studies for proposed Nile-side hotel-retail complex in Cairo and on Mediterranean near Alexandria.

- Luxor City Development Office-UNDP, Abt Associates, August 2000: As tourism investment specialist prepared an investment document for creation of international new town for hotels [2,000 rooms], leisure, golfing at El Tod for relocation of commercial development from city center.
- National Tourism Master Plan for Syria-PADECO/JICA funded, 6 months 1997-8: As cultural heritage & tourism infrastructure expert, analyzed various sites in historic districts for commercial projects by private developers in Damascus, Hama, Aleppo and Tartous for hotel, retail and cultural uses.
- IFC West African and Indochina Project Development Facilities, 1988-95 month-long assignments leading 2-person teams: Assessed various hotel projects and a waterfall park in Nigeria, Vietnam and Cambodia. Trained staff members in evaluation of tourism investment opportunities.
- Caribbean cruise industry advisory role, Coopers & Lybrand/SEGIR 1999: As tourism specialist, assessed cruise operations for Cap Haitien and various Dominican locations to boost economic benefits for local communities.

Languages

- English – native
- French – fluent
- Spanish – fluent
- Portuguese – basic
- Japanese - basic

Citizenship

U.S.A.