

The Rushmore Method

Three Online Courses for Hotel Professionals

Hotel Valuations | Management Contracts | Franchise Negotiations

Developed by Steve Rushmore, Founder of HVS

Taught at Cornell, NYU, EHL, IMHI & Top Hospitality Programs Worldwide

The Rushmore Method represents over 50 years of hotel consulting expertise distilled into three comprehensive online courses. Developed by Steve Rushmore — founder of HVS, the world's leading hotel consulting and valuation firm — these courses give hotel professionals the tools, frameworks, and real-world knowledge to make smarter investment decisions, negotiate stronger contracts, and build more successful careers in hospitality.

Hotel Valuation, Market & Investment Analysis

Certification: CHA / CHV

75 lessons • 35-40 hours

- Market analysis methodology
- Financial projections
- Three valuation approaches
- Valuation software included
- Feasibility analysis

\$995

Self-paced • No time limit

Hotel Management Contracts, Operator Search & Negotiations

Certification: CHMCN

60 chapters • 372 topics

- Operator evaluation & selection
- Fee structures & negotiation
- Performance clauses
- Key money & guarantees
- Owner protections

\$995

Self-paced • No time limit

Hotel Franchise Negotiations & Brand Selection

Certification: CHFN

65 chapters • 400 topics

- Brand matching & goals
- Competitive market analysis
- RevPAR lift vs. fee economics
- Business terms & exits
- Data & cyber risk provisions

\$995

Self-paced • No time limit

450+ Certified Professionals • 64 Countries • Personal Instruction from Steve Rushmore

Click on the Box Below for More Information on “The Rushmore Method Online Courses”

[Click Here](#)

The Rushmore Method: Hotel Valuation, Market & Investment Analysis

The Global Standard for Hotel Valuation Professionals

Master the methodology developed by Steve Rushmore and used by the world's top hotel analysts. In 75 comprehensive lessons (35-40 hours), you'll learn how to perform hotel market analysis, build financial projections, and value hotels using the same framework adopted by leading hotel consulting firms and taught at Cornell, NYU, EHL, IMHI, and other top hospitality programs worldwide. This is the only course that teaches the complete Rushmore Method for hotel valuation — from analyzing supply and demand dynamics to producing a defensible estimate of value.

What You'll Learn

- Hotel market analysis methodology — supply analysis, demand analysis, and competitive positioning to understand a market's dynamics and a property's place within it
- Revenue and expense forecasting using real-world data, comparable hotels, and industry benchmarks to build credible financial projections
- Three approaches to hotel valuation — the income capitalization approach, the cost approach, and the sales comparison approach — and when to apply each one
- Hands-on practice with Hotel Market Analysis & Valuation Software (included with the course) so you can apply what you learn to real properties
- Feasibility analysis for hotel development and acquisition decisions — determining whether a proposed hotel project or purchase makes financial sense

Key Topics Covered

- Supply & demand analysis
- Competitive set identification
- RevPAR penetration analysis
- Departmental revenue forecasting
- Operating expense projections
- Fixed & variable expense modeling
- Capitalization rate selection
- Discounted cash flow analysis
- Cost approach methodology
- Sales comparison approach
- Highest and best use analysis
- Investment analysis & returns

Certification

Upon completion, earn the Certified Hotel Appraiser (CHA) or Certified Hotel Valuer (CHV) designation — the world's only professional certification for hotel valuation professionals. Over 450 professionals across 64 countries hold this credential.

Price: \$995

75 lessons • 35-40 hours

Self-paced • No time limit

[Click on the Box Below to Order "The Rushmore Method: Hotel Valuation, Market & Investment Analysis."](#)

[Click Here](#)

The Rushmore Method: Hotel Management Contracts

Operator Search & Contract Negotiations

The only course that teaches hotel owners how to find the right operator and negotiate a management contract that truly protects their interests. In 60 chapters covering 372 topics (30+ hours), you'll gain the knowledge that took Steve Rushmore 50+ years of consulting to accumulate. Whether you're negotiating your first management contract or renegotiating an existing one, this course gives you the expertise to secure terms that align your operator's incentives with your investment goals.

What You'll Learn

- How to identify, evaluate, and select the right hotel operator for your property — including how to structure a competitive bidding process that gives you leverage
- Management fee structures — base fees, incentive fees, system charges, and what is truly negotiable vs. what operators consider non-negotiable
- Performance clauses, termination rights, and owner protections — the provisions that determine whether you can hold your operator accountable or exit if performance falls short
- Key money, operator guarantees, and how to leverage competitive bidding to maximize the financial commitment from your operator
- Every critical clause an owner needs to understand before signing — from approval rights and budgeting controls to non-compete provisions and dispute resolution

Key Topics Covered

- Operator search & RFP process
- Operator evaluation criteria
- Base fee negotiations
- Incentive fee structures
- System & marketing charges
- Performance testing provisions
- Termination rights & remedies
- Owner approval rights
- Budget & capital controls
- Non-compete & area restrictions
- Key money & guarantees
- Dispute resolution mechanisms

Certification

Upon completion, earn the Certified Hotel Management Contract Negotiator (CHMCN) designation — demonstrating your expertise in hotel management contract analysis and negotiation.

Price: \$995

60 chapters • 372 topics • 30+ hours

Self-paced • No time limit

Click on the Box Below to Order *“The Rushmore Method: Hotel Management Contracts, Operator Search & Contract Negotiations.”*

[Click Here](#)

The Rushmore Method: Hotel Franchise Negotiations & Brand Selection

Make Smarter Brand Decisions That Protect Your Investment

Make smarter brand decisions and negotiate franchise agreements that protect your investment. This course covers the complete franchise lifecycle — from defining your goals and analyzing competitive markets, to underwriting the real economics of brand affiliation, to negotiating the terms that matter most. You'll learn how to evaluate whether a brand will actually deliver the revenue lift it promises, how to quantify the true cost of franchise affiliation, and how to negotiate agreements that preserve your flexibility and protect your exit options.

What You'll Learn

- How to define ownership goals and match them to the right brand — understanding which brand tiers, segments, and systems align with your property's market position and investment strategy
- Competitive analysis and brand shortlisting methodology — evaluating how different brands perform in your specific market and competitive set
- Underwriting real economics — RevPAR lift vs. fee stack vs. PIP capital to determine whether brand affiliation actually creates net value for your property
- Negotiating business terms, transfer rights, and exit provisions — the clauses that determine your flexibility to sell, refinance, or rebrand your property
- Data, technology, and cyber risk provisions in modern franchise agreements — understanding who owns guest data, what technology systems are required, and how liability is allocated

Key Topics Covered

- Defining ownership & investment goals
- Brand tier & segment analysis
- Market competitive analysis
- RevPAR impact quantification
- Fee stack analysis & modeling
- PIP & renovation requirements
- Franchise term negotiations
- Transfer & sale provisions
- Exit & termination rights
- Technology & data ownership
- Cyber risk & liability allocation
- Liquidated damages provisions

Certification

Upon completion, earn the Certified Hotel Franchise Negotiator (CHFN) designation — demonstrating your expertise in hotel franchise economics, brand selection, and agreement negotiation.

Price: \$995

65 chapters • 400 topics

Self-paced • No time limit

[Click on the Box Below to Order “The Rushmore Method: Hotel Franchise Negotiations & Brand Selection.”](#)

[Click Here](#)

Why Choose The Rushmore Method?

Learn directly from the founder of HVS — the world's leading hotel consulting firm

Who Should Take These Courses?

- **Hotel Owners & Developers**

Learn how to avoid one-sided provisions and secure terms that give you oversight, flexibility, and performance-based accountability.

- **Hotel Consultants & Appraisers**

Improve your advisory services by integrating brand selection and franchise negotiations into feasibility studies, valuations, and strategic plans.

- **Asset Managers**

Gain tools to interpret franchise terms, challenge underperformance from the brand, and support ownership decisions with expert analysis.

- **Brand & Operator Development Executives**

Learn the owner's perspective to facilitate more effective, balanced partnerships.

- **Hospitality & Real Estate Attorneys**

Understand key business and operational concerns that influence the legal structure of franchise agreements.

- **Hospitality MBA Students**

Build real-world skills that bridge the gap between classroom theory and the realities of hotel ownership, development, and brand negotiations.

What's Included in Each Course

- ✓ Online access to the full course — self-paced, start anytime, no time limit
- ✓ One-on-one Zoom calls and email access with Steve Rushmore personally
- ✓ Professional certification upon completion (certificate emailed, suitable for framing)
- ✓ Listing in an online directory of certified professionals
- ✓ Unlimited downloads of course materials, articles, and publications
- ✓ Video lectures, readings, and real-world case studies
- ✓ Quizzes and/or a final project to demonstrate proficiency
- ✓ Hosted on Hotel Learning Online (hotelllearningonline.com)

Steve's Mentorship Program

For select hotel professionals who complete the courses, Steve offers a personal mentorship program providing one-on-one guidance, career planning, and access to his global network of hotel industry leaders. Many of Steve's students go on to become his mentees, gaining the benefit of his 50+ years of career guidance along with access to his extensive industry network.

Top Reasons to Enroll

- **The Only Course Teaching The Rushmore Method**

No other program teaches the complete methodology developed by the founder of HVS — the framework used by the world's leading hotel consulting firms and taught at top universities globally.

- **Earn an Industry-Recognized Certification**

Each course leads to a professional designation (CHA, CHV, CHMCN, or CHFN) that demonstrates your expertise to employers, clients, and industry peers across 64 countries.

- **Self-Paced with No Time Limit**

Study on your own schedule with lifetime access. Whether you complete the course in weeks or months, the material and Steve's support are always available to you.

- **Personal Instruction from Steve Rushmore**

Unlike any other online course, you get direct one-on-one access to Steve via Zoom calls and email. He personally guides you through complex concepts and real-world applications.

- **Immediately Applicable to Your Career**

Every lesson is built around real-world scenarios, actual deal structures, and practical tools you can apply to your next valuation, negotiation, or investment decision.

- **Join a Global Network of Certified Professionals**

Upon certification, you're listed in the online directory of certified professionals and join a community of 450+ hotel industry leaders worldwide.

Ready to Get Started?

Visit hotelllearningonline.com to enroll • Email steve@steverushmore.com

Schedule a personal Zoom call to discuss your career goals and which course is right for you

What Students Are Saying

Hear from hotel professionals who have completed The Rushmore Method courses

"The insights alone delivered a return well above my expectations. Absolutely fantastic."

— Hitesh Patel, Transworld Business Advisors

"I credit my career progression and continued success in large part to Steve Rushmore and the knowledge I have gained."

— Sebastian Villa, hotelAVE

"Very insightful and practical, providing valuable knowledge that I can apply directly in my role. The relevance of the material to real-life applications was exceptional."

— Mustafa Rahmatono, Colliers

"My choice was between Cornell's program and Steve's. Easy decision — he's the founder of the methodology AND I got one-on-one coaching directly from him."

— Alia Bostaji, CHA, Colliers Hotels

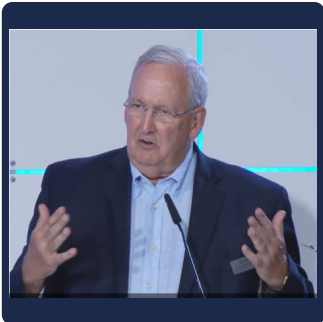
"As a hotel broker and Third-Party Management consultant, obtaining my certification has greatly increased my credibility in the industry. This qualification adds a new layer of expertise that I can leverage to build my business. I truly feel that my career in the hotel industry is positively impacted with this new set of tools in my toolbox."

— Jeffrey Rake, President, XBD Hospitality

"I strongly encourage those who are looking to advance their career in this field to take the course. There's nothing better than to be learning from the founder of the modern hotel valuation techniques himself!"

— Utkarsh Phooli, Consulting and Valuation, HVS London / ESSEC Business School IMHI

About Steve Rushmore



Steve Rushmore, MAI, FRICS, CHA is the founder of HVS, the world's leading hotel consulting and valuation firm. Over a career spanning more than 50 years, Steve has provided consulting services on thousands of hotel properties worldwide, advised on billions of dollars in hotel transactions, and shaped the way the global hospitality industry approaches hotel valuation, market analysis, and investment decisions.

Steve developed The Rushmore Method — the industry-standard framework for hotel valuation that is now taught at Cornell University, NYU, EHL (Ecole hôtelière de Lausanne), ESSEC/IMHI, and other leading hospitality programs around the world. His methodology has been adopted by all major hotel consulting firms globally.

As an author, Steve has written numerous books and articles on hotel valuation and investment, and is a frequent speaker at international hospitality conferences. He holds the MAI designation from the Appraisal Institute, is a Fellow of the Royal Institution of Chartered Surveyors (FRICS), and created the Certified Hotel Appraiser (CHA) designation.

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