



**Horwath HTL**

*Hotel, Tourism and Leisure*

# Hotel Asset Management





## Key Services

*Welcome to Horwath HTL, the global leader in hotel, tourism and leisure consulting. We are the industry choice; a global brand which has successfully carried out over 30,000 assignments.*

After over 100 years in the industry, the team at Horwath HTL is uniquely qualified to add value to your business.

With over two hundred and fifty professionals and membership of a top ten accounting network, we are the number one choice for companies and financial institutions looking to invest and develop in the industry.

For hotels, we provide expert advice on all aspects of development, including feasibility and planning, asset management, valuation, and strategic advice. Our tourism and leisure team work with companies, municipalities, cities and governments on all aspects of destination development, marketing strategies, project and management assistance.

### **Our Expertise**

- Hotel Planning & Development
- Hotel Asset Management
- Hotel Valuation
- Health & Wellness
- Transactional Advisory
- Expert Witness & Litigation
- Tourism & Leisure
- Hospitality Crisis Management





## Hotel Asset Management

*Our hotel asset management team has the skills, qualifications and experience required to add value at every stage of the hotel investment cycle.*

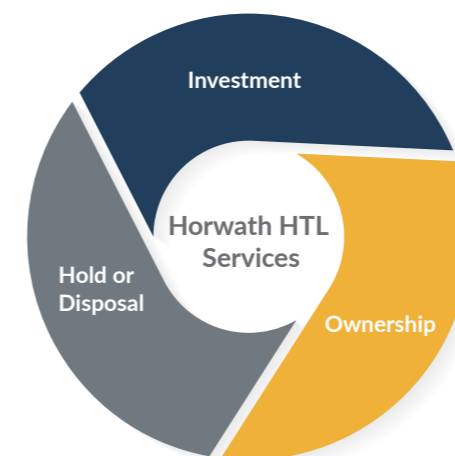
Because hotels are an operating business, hotel investment and asset management are far more complex than for any other real estate asset class.

Horwath HTL can assist you to add value in this difficult environment. We work with you to identify and understand your key objectives and concerns, then tailor our asset management services to focus on what is important to you. Our teams can support you during the most critical phases of the asset lifecycle.

We have an extensive range of expertise and resources, combining local market knowledge with global hotel asset management expertise.

### **Our Expertise**

- Hotel Deal Evaluation / Investment Analysis
- Brand/Management Selection and Contract Negotiation
- Performance Improvement Plan (PIP) Negotiation & Administration
- Repositioning Strategy
- Strategic Asset Management Plan (SAMP)
- Operational Reviews
- Recovery Action Planning
- Budget Appraisal/Negotiation
- Benchmarking
- Profitability Enhancement
- Capital Investment Planning & Evaluation
- ROI Projects Analysis
- Pre-Opening Planning and Technical Advice
- Strategic Exit Planning







## Hotel Asset Management

### *Understanding what strategies & management practices result in increased cash flow and value is the key to asset management.*

Successful hotel investments start with recognising the right opportunity and aligning your investment with the optimal brand and operator. With our local market knowledge and global expertise in brand/operator agreements, Horwath HTL can provide valuable insights and recommendations to help you build the right foundation for your investment.

Even with the best manager and brand, a misalignment of interests can occur between the owner, brand and manager due to an imbalance (perceived or real) in the allocation of risk in the relationship. Brands seek to drive portfolio growth and maintain brand standards, and their objectives may not go along with the owner's expectation of optimal asset value. More importantly, the manager is typically evaluated and incentivized based on annual performance, which could deflect their attention from delivering long-term business viability.

Horwath HTL asset managers have the expertise to ensure operating decisions are accretive to the bottom line for you, and any potential agency problems are identified and addressed in a timely manner with a focus on creating long-term value.

Throughout the ownership stage, Horwath HTL can provide a range of services, from short-term assignments, or periodic reviews to full-service owner representation up to and including high-level portfolio oversight.

#### **Typical Asset Management Services**

- Ensure operator management / franchise contract compliance
- Optimize the relationship between owner, operator and the brand
- Analyze the business environment and competitive market
- Review annual business plans and provide strategic input
- Review budgets and monitor financial and operational performance
- Periodic meetings with the operator to review recent and forecast performance
- Distinguish between good and substandard property management performance and advise owner of any management issues
- Assess and monitor capital expenditures
- Optimize cash flow and working capital
- Monitor the physical condition of the asset
- Identify value enhancing opportunities



# Horwath HTL

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## **AFRICA**

Rwanda  
South Africa

## **ASIA PACIFIC**

Australia  
China  
Hong Kong  
India  
Indonesia  
Japan  
Malaysia  
New Zealand  
Singapore  
Thailand

## **EUROPE**

Andorra  
Austria  
Croatia  
Cyprus  
Germany  
Hungary  
Ireland  
Italy  
Netherlands  
Poland  
Portugal  
Russia  
Serbia  
Spain  
Switzerland  
Turkey  
United Kingdom

## **LATIN AMERICA**

Argentina  
Brazil  
Chile  
Dominican Republic  
Mexico

## **MIDDLE EAST**

UAE & Oman

## **NORTH AMERICA**

Atlanta  
Denver  
Los Angeles  
Miami  
Montreal  
New York  
Norfolk  
Orlando  
Toronto