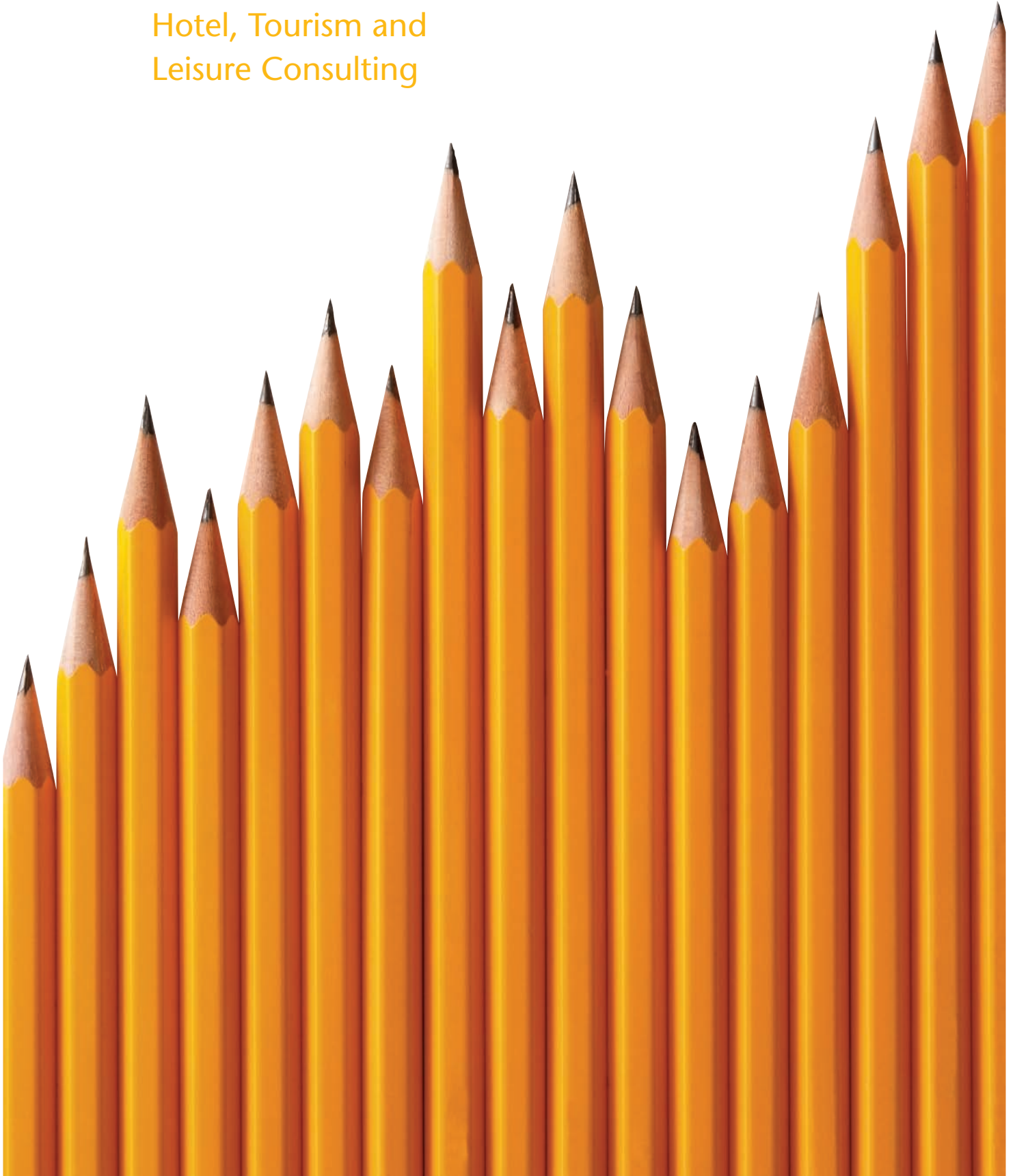




Horwath HTL™

Hotel Asset Management

Global Leader in
Hotel, Tourism and
Leisure Consulting





“Proper Asset Management yields results. With one portfolio recently, we improved bottom line performance by over 16% across the board.”

Patrick Angwin, Horwath HTL Asset Management Lead



Hotel Asset Management

“We take an assertive asset management position to create and protect value for hotel owners.”

Gloria Chang, Director, Hong Kong, Horwath HTL

Our hotel experts know what it takes to ensure performance in all areas of your business. We will assess, explore and make recommendations on how to improve business performance, whilst evaluating your internal processes against the best the industry can offer.

Understanding what strategies and management practices result in increased cash flow and asset value, we take an assertive position in an asset management role as owner representative to maximise returns and asset value over time.

This service is especially tailored to the particular needs of owners, be they institutions, companies or private investors, whose hotels are operated under management contract with an external operator.

It can also be adapted to support owner-operators, especially those facing strict bank control or struggling to meet debt repayment obligations.

OUR SERVICES:

- Accountability Review
- Asset Management Advisory
- Benchmarking
- Best Practice Analysis
- Capital Expenditure Cost/Benefit Analysis
- Litigation Support
- Loan Underwriting
- Operational Reviews
- Owner Representation
- Property Tax Review
- Reposition Strategy and Analysis
- Sales, Marketing and Revenue Management



Phase One: Diagnostic Review

“Horwath HTL produced a very professional assessment and list of recommendations, and will be advising us further on asset management aspects going forward.”

Philip Evans, CEO, TriGranit Management Corporation

An initial diagnostic review is an integral part of any instruction and prepares the ground for our ongoing role as owner representative.

- Depending on type of operation and time of instruction, it may include: pre-opening assistance, operational review, contract review & market review
- Review of facilities programme
- Evaluate and provide recommendations regarding management, branding and operations, including any possible outsourcing alternatives
- Evaluation of the hotel's market and product positioning within the context of its relevant peer group and of the client's proposed capital budget
- Analysis of all operating manuals, sales and marketing plans, financial history, budgets, policy and procedure manuals, labour agreements, the resumes of key management team members, and other documents that relate to hotel operation
- Interviews with managers, department heads and selected line employees to determine their responsibilities, competencies and ability to fulfill their roles
- Reviewing the property's various systems and controls, evaluating its revenue generating capabilities, establishing cost containment procedures and cash flow targets and goals, and benchmarking performance, revenues and expenses



Phase Two: Ongoing Owner Representation

“In our quest to become a more streamlined and quality oriented company, Horwath HTL has been our reliable partner for the last 4 years. They helped us to create greater value for our guests while at the same time improving profitability for our shareholders.”

Tomislav Popovic, CEO, 24 Property Chain, Croatia

Our approach when undertaking instructions is to seek to maximise the value of our client's interests. To this end we propose a full range of complementary services designed to protect and enhance the value of your hotel investments over the short, medium and long term.

- Physical Property Review
- Qualify existing, and proposed FF&E and capital improvement/expenditure plans
- Analyze, review and negotiate annual budget/business plans
- Management team oversight, provide ongoing monitoring of cash flow and hotel operations
- Ensure management contract compliance
- Recommend and help implement initiatives to optimize cash flow (e.g. assess staffing levels, review cost structure, negotiate with brand operator, etc.)
- Client Survey (mystery guest analysis, guest satisfaction, tour operator)
- Prepare/distribute ownership reporting
- Manage key stakeholder relationships
- Represent owner interests in all potential key contract negotiations
- Provide continued monitoring of hold/sell analysis and timing
- Coordinate hotel disposal efforts

Hotel Asset Management Success Stories



Business Review of Portfolio of Three Hotels County Westmeath/Tipperary, Ireland

OVERVIEW:

Horwath HTL was appointed by a leading Irish bank to conduct a thorough business review of three hotels in Ireland. Our expertise, together with the local accounting practice, allowed us to present an accurate picture of operations and the performance of the portfolio.



New Century Hotel Group China

OVERVIEW:

Operation review of 5 hotels operated by New Century Hotel Group, prior to their IPO listing in Hong Kong.



Private Members' Club Business Review London, UK

OVERVIEW:

Horwath HTL UK was approached to provide an independent business review for a long-standing private members club situated in Belgravia.



Sea Mist Oceanfront Resort Myrtle Beach, South Carolina

OVERVIEW:

Our client hired Horwath HTL to provide business recovery services for one of its properties, which was in a declining state. Horwath HTL was able to take the property from a \$300K yearly loss to a \$1.2 million yearly gain.

Hotel Asset Management Success Stories



Jumeirah Grand Hotel Rome, Italy

OVERVIEW:

Horwath HTL was engaged to conduct business due diligence, KPI analysis and benchmarking performance against industry standards for this 5-star hotel in the historic centre of Rome.



Merrill Lynch Beijing, China

OVERVIEW:

Assess the overall market conditions as well as site attributes and planned facilities for the hotel; estimate future utilization levels as well as the economic value based on discounted cash flow analysis.



The Ritz Paris, France

OVERVIEW:

Facing an increasingly competitive context, the Ritz Paris decided to complete a heavy renovation programme. Horwath HTL were asked to complete an impact study considering three options and to justify the most relevant investment strategy.



Park Hyatt Seoul Seoul, Korea

OVERVIEW:

Horwath HTL was engaged to identify potential operators for a hotel project on a prime site in Seoul and assist with the negotiation of the key commercial terms.

Hotel Asset Management Success Stories



The Seminyak Beach Resort & Spa Bali, Indonesia

OVERVIEW:

Horwath HTL was engaged to conduct an operations audit and strategic assessment of the 107-key, owner-managed, Resort & Spa, in relation to its positioning within the competitive Bali top tier hotel market.



Operational Services CIS

OVERVIEW:

Horwath HTL has been retained since 2014 to provide full operational asset management services to the developer-owners of a portfolio of four properties in eastern CIS, all operated under long-term management agreements with a major international operator.



Taiwan Hotel / Waldorf Beijing, China

OVERVIEW:

Existing and renovation floor plan review and repositioning recommendation.



Ritz-Carlton Millenia Singapore

OVERVIEW:

Horwath HTL was engaged by the owners to review and analyze the property condition, facilities offering, management, operations, revenue management system and financial performance to provide recommendations for improvements.

Hotel Asset Management Success Stories



Crown Reef Hotel Myrtle Beach, South Carolina

OVERVIEW:

The Crown Reef Resort is a three tower, 12-story, oceanfront property with 514 oceanfront guestrooms and suites, 20 pools, hot tubs, and fountains, two restaurants, 575 ft lazy river, and an 11,500 sq ft conference center.



The Patrick Partnership Cape Town, South Africa

OVERVIEW:

Horwath HTL undertook a review of the Tenant's accounting procedures in order to verify turnover certificates provided by the Tenant for the purposes of turnover rental calculations were an accurate reflection of revenue derived from the hotel's operations.



Daytona Beach Resort & Conference Center Daytona Beach, Florida

OVERVIEW:

This full-service, upscale beachfront property features 322 standard and deluxe rooms, 117 luxury suites, 4 swimming pools with a grand total of 32,000 sq ft pool deck, a fitness center, a business center, and two restaurants with bars.




Shanghai Indigo Hotel Shanghai, China


OVERVIEW:

Renovate and repositioning of office to hotel. Existing and renovation floor plan review and repositioning recommendation.

Further Information

For further information, please contact one of the team via the website: <http://horwathhtl.com/>

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Global Leader in Hotel, Tourism and Leisure Consulting

Horwath HTL is the world's largest hospitality consulting brand with 45 offices across the world providing expert local knowledge. Since 1915 we have been providing impartial, specialist advice to our clients and are recognized as the founding contributor of the Uniform System of Accounts which subsequently has become the industry standard for hospitality accounting.

We focus one hundred percent on hotels, tourism and leisure consulting and have successfully completed over 16,000 projects. When our clients work with us, it is because they need answers to very specific questions. We know that every project is different and reaches a point where expert advice will mean the difference between success and failure.

With over two hundred 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.

Horwath HTL is a member of Crowe Horwath International, a professional association of accounting and management consulting firms founded in New York in 1915. Crowe Horwath International is currently ranked among the top ten international professional service groups with offices in 586 cities in 108 countries.