

# CROSS-BORDER INTELLIGENCE

## HOTEL CONSULTANCY SERVICES



## CBRE HOTELS

The widest global network, the deepest local knowledge in the hotel real estate services

The current business environment requires teams that are focussed yet flexible with the ability to respond to client requests on a project by project basis. The market knowledge, operational understanding and unrivalled experience held by CBRE Hotels Hotel Consultancy Services team are our greatest assets.

This is why CBRE Hotels are uniquely equipped to serve institutional and individual owners and investors in the hotel business. CBRE Hotels is a full service, international service provider focused exclusively on hospitality.

# Investment Advisory

Providing a tailored service covering all aspects of advice for existing and prospective Hotel Owners, Investors and Lenders

- ✓ Unique combination of senior advisors with **practical** and **Board** level **industry experience** in:
  - Finance
  - Hotel Operations
  - Property
  - Asset Management
  - Valuation
  - Contract negotiation
- ✓ A comprehensive and current **knowledge** of the market
- ✓ Focussed on **deliverable** results
- ✓ **Independent** and unbiased advice



## Advice with Experience



- Undertake Strategic Reviews of market and investment opportunities
- In depth Operational Business Reviews to identify specific opportunities to enhance profitability, cash flow and value
- Sense check Business Plans for appropriateness and achievability
- Producing realistic cash flow forecasting and sensitivity analysis
- Rigorous review of capital expenditure requirements to maximise asset utilisation and financial returns
- Acquisition and due diligence support to underpin successful investments



Graham Windle, Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3932  
E: graham.windle@cbrehotels.com



Richard J Moore, Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3947  
E: richard.j.moore@cbrehotels.com



Julian Kemp, Associate Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3975  
E: julian.kemp@cbrehotels.com

# Operational Asset Management

Providing the owner with the hotel expertise to ensure the delivery of the owners objectives

- ✓ Senior, **experienced** management with a proven track record in Operations, Finance and Property management
- ✓ Exceptionally **focussed** on agreed objectives;
- ✓ **Independent**, unbiased views of the business with a perspective of what good performance looks like;
- ✓ Providing **return** often from day one with significant multiple over the cost;
- ✓ A **bespoke service**, protecting the owners interests



## Protecting Owners' Interests



- An initial review of the business to identify the opportunities, resulting in a deliverable improvement plan
- Positively working with the Operator, but not duplicating their function. Providing the investors perspective
- Continual monitoring , benchmarking, exception reporting and analysis
- We provide a review of wider trends impacting hotel value and potential timings for disposal
- Our aim is to ensure the effective management of the assets and maximisation of value on ultimate exit



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Richard J Moore, Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3947  
E: richard.j.moore@cbrehotels.com



Sally Kendall, Associate Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3864  
E: sally.kendall@cbrehotels.com

# Interim Operational Management

**A hotel management solution that will strengthen your executive team, lead a project, provide specialist skills, or transform your business.**

- ✓ Senior, **experienced** management with a hands on, practical approach and a proven track record
- ✓ Exceptionally **focused** on agreed objectives
- ✓ **Independent**, unbiased views of the business
- ✓ Delivering sustainable business **change** and knowledge transfer
- ✓ Providing **return** often from day one with significant multiple over the cost
- ✓ A **flexible** service that detaches once the job has been completed or the objectives met



## Tailored To Your Business Needs



- Working closely with existing management, we plan, lead, monitor and improve business performance
- Using industry based best practice we offer practical advice on:
  - Revenue development
  - Financial reporting
  - Cost saving initiatives
  - Systems
  - Organisation structure
  - Value recovery
- Experienced in working closely with Insolvency Practitioners to manage the day to day business, providing leadership and protecting the value of the business
- We can offer a fully integrated service: running the business, marketing for sale or selecting a new future operator



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EMEA Hotel Consultancy Services  
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E: richard.j.moore@cbrehotels.com



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# Strategic Feasibility & Development Appraisals

A bespoke consultancy service offering solutions, strategies, options and alternatives to strengthen your hotel business decision process.

- ✓ Senior, experienced international hotel **advisory & consultancy** team, with experience in: Finance, Operations, Consultancy, Property and Valuations
- ✓ **Strategically** focused to your needs
- ✓ **Independent**, unbiased views of business and development plans
- ✓ **Maximising** project opportunity and ultimately **value**
- ✓ An advisory team that is able to **engage** throughout the **lifecycle** of the development/hotel



## More Than Feasibility



- Bespoke market and financial feasibility studies
- Focused Market Intelligence
- Appraisals of development plans and reviews of schemes
- Business planning including Sensitivity Analysis and Capital Projects
- Planning reviews and support
- Provision of opinions of worth and values
- Understanding of hotel schemes within mixed use developments including residential, retail and office
- Investment assessment and present alternative solutions to maximise value



Julian Kemp, Associate Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3975  
E: julian.kemp@cbrehotels.com



Kate Flanagan, Associate Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3466  
E: kate.flanagan@cbrehotels.com



Chris Rouse, Senior Director  
EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3946  
E: chris.rouse@cbrehotels.com

# Hotel Operator Selection

Providing expert advice to new build developers and existing hotel investors on the most effective brand and hotel management services

- ✓ In-depth **industry experience** coupled with **unrivalled connections** provides an unbeatable combination
- ✓ Bringing together owners, operators and franchisors to achieve the best combination for **maximising owner's returns**
- ✓ **Expertise** to manage the complex process of operator selection from initial discussions through to completion
- ✓ Building the **perfect partnership** to help you realise optimal asset value and return on investment



## Building the Perfect Partnership



- Agree the owners priorities and target a list of suitable parties to approach
- Develop a marketing strategy, create a tailored request for proposal and communicate the opportunity
- Secure and evaluate submissions from interested parties, managing the process to agreed timescales
- Review and score the individual proposals, making final recommendations
- Secure Heads of Terms and advise on the Legal Agreements as they evolve



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E: [chris.rouse@cbrehotels.com](mailto:chris.rouse@cbrehotels.com)



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EMEA Hotel Consultancy Services  
T: +44 (0)20 7182 3947  
E: [richard.j.moore@cbrehotels.com](mailto:richard.j.moore@cbrehotels.com)

# TRACK RECORD CBRE HOTELS



## Hotel Consultancy Services

Hotel Valuations

Hotel Capital Markets



### Northumberland Avenue

London, UK

Development Consultancy,  
Developer Selection and Legal  
Agreement Negotiation



### Pedersen Hotels

5 hotels, UK

Strategic Review, Interim  
Management and Insolvency  
Support plus Marketing for sale



### Richmond Hill

Surrey, UK

Operational Business Review, Legal  
Agreement Negotiation and  
Operational Asset Management



### Hilton Metropoles

London and Birmingham, UK

On-going Asset Management of two  
of Europe's largest hotels with a  
total of 1,848 bedrooms



### Chelsea Barracks

London, United Kingdom

Developer and Operator Selection,  
and Feasibility Study



### Fairmont Monte Carlo

Monaco

Review of management strategy and  
projections, and Valuation



### Proposed Crowne Plaza Hotel, Maple Cross

Hertfordshire, UK

Market Feasibility Study and  
Valuation



### Tomahawk Hotels

3 hotels, UK

Operational Business Review and  
follow up Strategic Review



### Le Meridien Barcelona

Barcelona, Spain

On-going Asset Management of a  
hotel on the iconic Las Ramblas  
with 233 bedrooms