



*Hotel, Tourism and Leisure*

*The Global Leader in Hotel, Tourism & Leisure Consulting*



Welcome to Horwath HTL

# About us

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## **Horwath HTL, specialists in Hotels, Tourism & Leisure**

At Horwath HTL we are dedicated to the Hotel, Tourism and Leisure industries, having successfully completed more than 30,000 projects. Our network draws on extensive experience and knowledge at international and local level.

At Horwath HTL we understand that each project is different and therefore the opinion of true specialists can make the difference between failure and success.

We offer a broad range of advisory solutions that covers the whole cycle of the hotel business, starting with planning and development, on to asset management and operational advice, to transactional advice and financial restructuring. At any stage, Horwath HTL will add value to your project and ensure that you receive the very best support every step of the way.

**Whatever your requirements, large or small,  
national or global, Horwath HTL can help  
you succeed.**

# A global reach

Horwath HTL is the largest network of consulting specialists in Hotels, Tourism & Leisure. We are a global brand with 45 offices, which have successfully carried out over 30,000 assignments for private and public clients.

We are part of the Crowe Global network, a top 10 accounting and financial services network. We are the number one choice for companies and financial institutions looking to invest and develop in the industry.

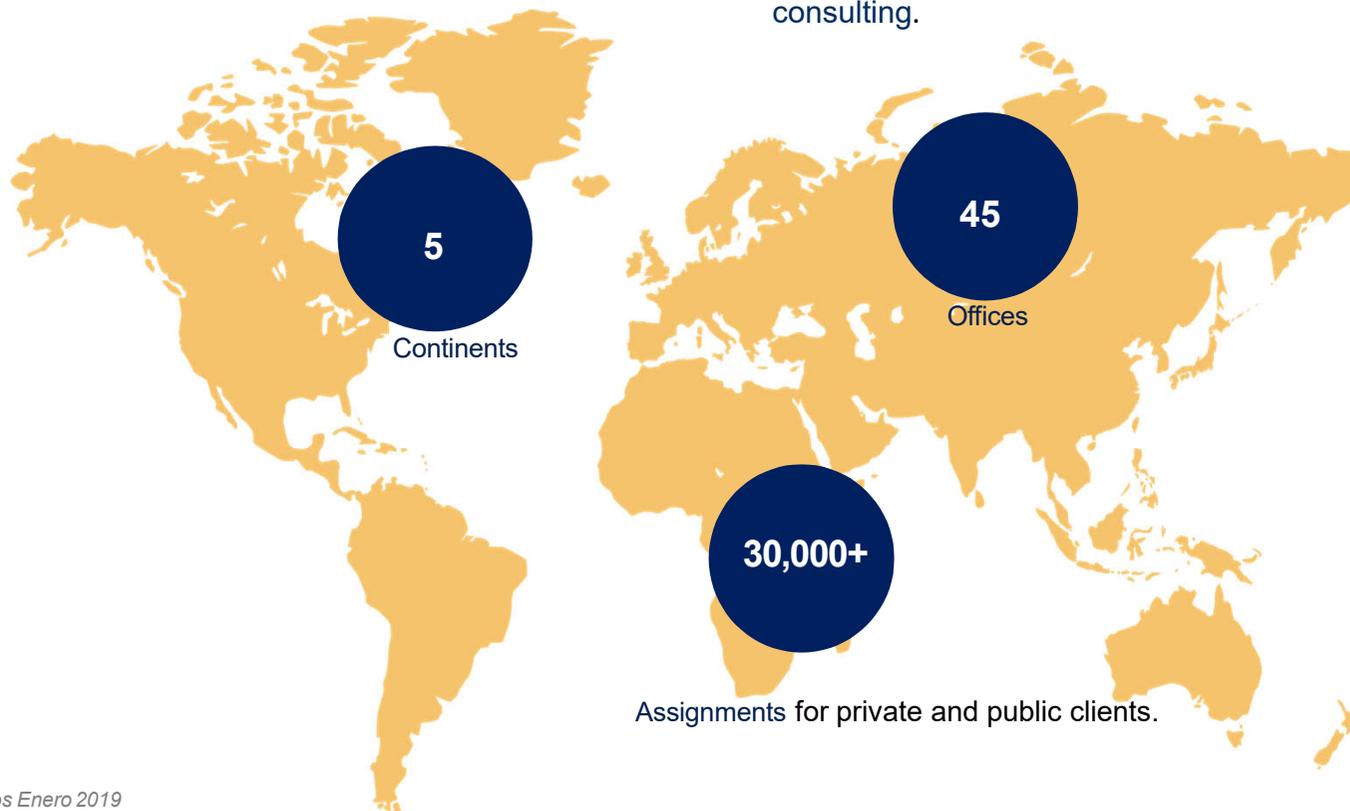
Our global reach is due to the great knowledge and experience gained in thousands of projects over many years.

We are united through a shared commitment to provide the best service and impeccable quality, the best processes of service delivery and a set of common core values as well as management philosophies that guide our daily decisions with a highly integrated system.

We are and remain the number one choice for hotels and real estate companies, as well as for financial institutions looking to invest in the industry

Whatever and wherever your project is, we offer you the guarantee of internationally integrated quality and service with local solutions

We are Horwath HTL, the global leader in hotel, tourism and leisure consulting.



\* Datos Enero 2019

# *Business Services*

- *Hotel Planning & Development*
- *Hotel Valuation*
- *Hotel Asset Management*
- *Strategic Advice*
- *Tourism & Leisure*
- *Health & Wellness*
- *Expert Witness & Litigation*



# Hotel Planning & Development

Hotel Arts, Barcelona

## ***Expert help every step of the way***

Getting the planning and development right is fundamental for any hotel, tourism and leisure project. Our international team of experts will use their project experience, market research and analytical capabilities to help you navigate the entire process. We can identify development opportunities, recommending the concept and product that will realize its full potential.

Developers, operators, lenders and investors rely on our reports for an impartial assessment of project viability while our market and product descriptions form the basis for architectural briefs, for shortlisting appropriate operators and for project branding.

## ***Servicios de Planificación & Desarrollo***

- Macro tourism analysis
- Market entry strategy
- Market research studies
- Destination and large scale project master planning
- Product conceptualization
- Facilities programming
- Highest and Best Use study
- Feasibility study for new projects and existing operations
- Hotel management company selection and contract negotiation
- Market and financial feasibility studies
- Strategic planning

# Hotel Valuation



## ***Expert and professional reports***

From single assets to portfolios spread across several countries, Horwath HTL's Hotel Valuation experts will provide an independent, fair market valuation. We have experts with RICS and MAI accreditation who have been working in markets for many years and have a huge database of knowledge to draw on.

Horwath HTL asset valuations are regarded as independent, expert opinions and a pre-requisite for:

***Buyers, Investors and Fund Groups*** - for acquisition or disposal of single properties or portfolios

***Owners and Developers*** - for arrangement of deal structuring, financing or disposal of assets.

***Banks and Financing Institutions*** - for pre-mortgage review or work-out and insolvency situations.

## ***Hotel Valuation Services***

- Asset and business valuations
- Management contracts and franchise companies
- Residual Land Value
- Expert valuation testimony for foreclosure or bankruptcy proceedings
- Annual portfolio valuations for several operators and owners and investors.
- Expert opinion/Rental Review/Contract Renewals: Acting on behalf of landlords and tenants as well as investors and insurers



# Asset Management

*Melià Villaitana, Alicante*

## ***Working to create and protect assets value***

Our hotel experts know what it takes to ensure performance in all areas of our business. We will assess, explore and make detailed 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 values over time.

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

## ***Asset Management & Operational Support Services:***

- Operational advisory services
- Repositioning strategy & analysis
- Investment & divestment strategy
- Hotel management company selection and contract negotiation
- Due Diligence
- Benchmarking assets in operation
- Corrective and improvement plans
- Owner representation
- Remote Asset Control

# Tourism & Leisure

Bilbao destino, País Vasco

## **Global expertise and support**

Tourism and Leisure projects make up a large part of our business at Horwath HTL and we pride ourselves on having works on some very significant projects all over the world.

Tourism now accounts for a such high proportion of GDP that extensive investment is being made in the sector, both public and privately, and many countries have identified tourism as the driver for significant growth. Our experts take a systematic approach to every aspect of your project.

### *Tourism and Leisure Services:*

- Tourism development strategy
- Brand development strategy
- Technical reports
- Master Plan. Conceptualization
- Market Research studies
- Implementation and procedure of public-private projects
- Institutional support. Public Affairs
- Improvement of institutional and legal framework
- Marketing strategy
- Smart Destinations
- Touristic vision 360° (Life Cycle Assessment)
- Feasibility study programs of destination
- Sustainability in destinations

# Health & Wellness

Caldea, Andorra

## ***We provide business solutions to investors***

Health is one of the most valued aspects of modern life and this is something that has undoubtedly been highlighted in recent years, as the search for spas and well-being spaces has experienced an exponential increase in demand and, therefore, the need for expert knowledge.

At Horwath HTL, we understand that a healthy lifestyle has gone from being a fashion to a habit, and we attend to the growing concern for this fundamental aspect of our lives and working actively on them: recognizing well-being and health spaces as a necessity, making them an indispensable complement within hospitality business models and tourist destinations that aim to provide a comprehensive concept of well-being for their clients.

Guest expectations in hotel facilities evolves over time and therefore the planning, designing and updating processes must consider a wide spectrum of solutions.

Our team of renowned professionals offers customers all the answers they need to carry out spa developments and create wellness spaces, whether it is a comprehensive wellness destination with several assets, or simply a spa within a hotel or resort. Having the knowledge and advice of specialists is an essential component for the development of a successful spa and wellness business.

## ***Health & Wellness Services***

- Facilities analysis and review
- Market research
- Competitiveness analysis
- Product conceptualization
- Positioning strategies
- Optimizing services

A large, stylized white letter 'W' logo is positioned on the upper left side of the image, set against the blue glass facade of the W Hotel building.

# Strategic Advice

*W Hotel , Barcelona*

## ***We work with you to achieve your goals and protect your financial future***

With a team of highly experienced Due Diligence process consultants, Horwath HTL is expert at guiding investors, lenders and owners through the complex nature of asset acquisition and sales operations, which becomes even more complicated when transferring an ongoing business in a market that keeps moving; Hotels. Successful management and closing of a hotel transaction requires extreme care and attention to hundreds of highly specialized processes and tasks. The Due Diligence process also involves independent and critical assessment of both physical and full business assets.

Through our experience in the sector and with a wide and successful participation in numerous hotel and financing transactions, we are able to carry out the advice and financial management of any operation or asset, as well as act as consultants in the Due Diligence process, offering our clients great depth in the steps and effective solutions to the problems that may arise during the process of closing transactions. In all cases, our specialized advisory services are particularly effective in reducing the risks of each transaction, speeding up the completion of operations to achieve optimal work and customer satisfaction.

### *Strategic Advice Services*

- Business plan and financial model preparation
- Agreement with potential investors
- Analysis and negotiation of offers and conditions.
- Due Diligence coordination.
- Closing of transactions
- Assessment & implementation of solutions.
- Cost and maintenance analysis
- Negotiation of transaction structures



# Expert Witness & Litigation

## ***Minimize the impact of your business***

Horwath HTL provides specialized assistance services in litigation, bankruptcy, goods, franchises, employment and other derivatives in the sector. Horwath HTL professionals can provide expert advice on loan defaults, lost income, bankruptcies, refinancing, and other industry standards.

Our team of renowned professionals offers our clients all the answers they need when developing detailed strategies and providing expert testimonials when it comes to supporting their legal positions or evaluating opposition, thus framing a suitable counterargument. Having the knowledge and advice of specialists is an essential component for the proper functioning of any department or company.

At Horwath HTL we have extensive experience in hotel, marketing, financing, valuation, investment, sales and development operations.

## ***Support Services in Expert Witness & Litigation***

- Hotel bankruptcy
- Hotel and franchise management
- Risky hotel premises
- Hotel risks
- Responsibility for hotel facilities
- Hotel finances
- Internationalization plans
- Hotel operations regulations
- Hotel security
- Business disruption claims

## ***Horwath HTL – Helping to achieve results at all stages of the project***

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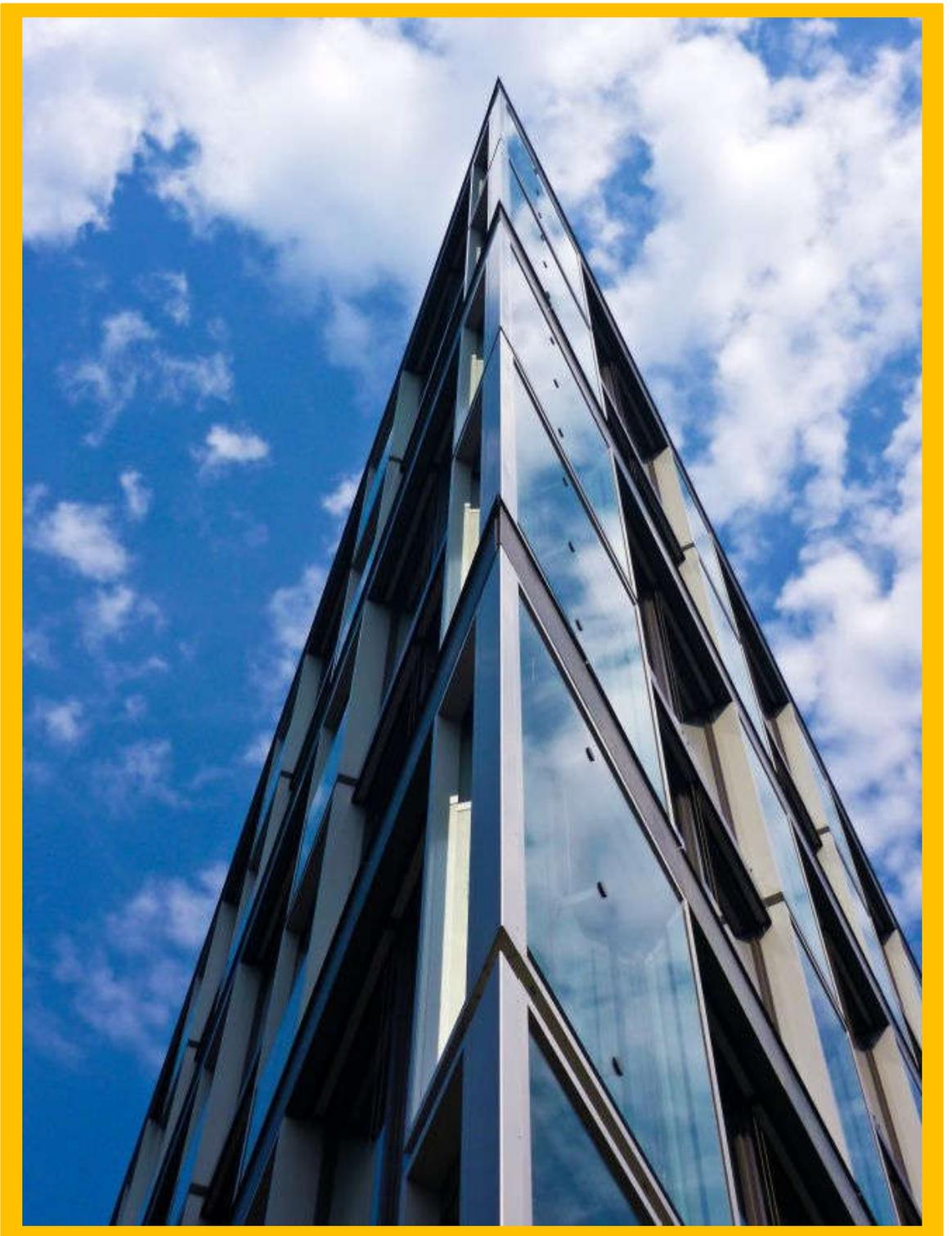
Horwath HTL was founded in 1915 in New York city.

The priority of all our professional services is to provide our clients with the necessary tools to realize their projects and improve them.

The variety of all the services offered gives us the ability to diligently solve diverse and complex situations, obtaining a wide experience that maximizes the value of all our work.



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# INFORMATION:

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HorwathHTL Spain



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