



Horwath HTL

Hotel, Tourism and Leisure

Hospitality Crisis Management

**Hotel Concept
Engineering
Analysis**

Mitigate Risk. Build Resilience. Improve Performance. Reduce Costs.

Hotel Concept Engineering Analysis (HCEA) aims to carry out a thorough analysis of each cost centre, business model, as well as the services offered by a hotel, so that strategic decisions can be made related to both the range of services and their format. HCEA has been specially designed to help hotel managers, independent hotels, and hotel chains in their adaptation to the market situation where we will find ourselves at the end of the current crisis.

Our success is based on the application of a proprietary tool that allows us to study in depth the performance of the hotel in question to be able to determine, using carefully defined metrics, actions that allow decisions to be made that allow adaptation, improvement, correction or elimination of certain areas depending on the areas of business analysed.

Current Context

Given the current challenge presented by the COVID-19 pandemic, hotels need to be ready to maximise operating performance in the face of continuing uncertainty about the return to commercial activity. Horwath HTL has developed a tool that allows the analysis and refinement of hospitality concepts and products, aimed at redefinition, adaptation and repositioning.

Current Operating Scenario

- It is clear that the hospitality industry will have to deal with significant change and will have to deal with the threat of closures as well as market concentration.
- The shape of demand will change. Tourists will be afraid of travelling; hygiene and security will be the priorities.
- Demand volumes will change. This will be evolutionary, both in terms of domestic consumption and of the behaviour of the different issuing markets, depending on each country's response to the virus.
- The competition will change its strategy, making the strategy of others obsolete.
- Most budgets and business plans have also become obsolete.

Our Asset Management Services

- Concept and Services Review (HCEA) to improve efficiency or reposition
- Processes of comprehensive repositioning
- Advice on renegotiation of contractual obligations and fixed costs
- Continuous market analysis of supply and demand
- Advice on refinement of operating procedures and processes
- Analysis of the need for and the implementation of capital improvements
- Review and adaptation of marketing and sales strategies

Our Methodology

The HCEA process is carried out based on an analysis of data derived from a detailed understanding of the hotel's past operating performance.

All the data obtained is entered into a tool that normalizes the behaviour of each cost centre or business unit based on industry standards. The tool provides a series of metrics related to supply, demand, performance and trends to facilitate decision-making.

1



INITIAL AUDIT

Analyse P&L account.
Set parameters and normalise data.

2



REPORTING

Data produced by
Horwath HTL proprietary tools.

3



ACTION PLAN

Critical analysis.
Conclusions & Recommendations.

4



MANAGEMENT

Monitoring results & adjustments.



For further information or to arrange for HCEA support, please contact your local Horwath HTL office.

At Horwath HTL, our focus is one hundred percent on hotel, tourism and leisure consulting. Our services cover every aspect of hotel real estate, tourism and leisure development.

Our clients choose us because we have earned a reputation for impartial advice that will often mean the difference between failure and success. Each project we help is different, so we need all of the experience we have gained over our 100-year history.

We are a global brand with 47 offices, who have successfully carried out over 30,000 assignments for private and public clients. We are part of Crowe Global, 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.

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

Our Expertise:

- Hotel Planning & Development
- Hotel Asset Management
- Hotel Valuation
- Transaction Advisory/Due Diligence
- Strategic Planning
- Crisis Management
- Tourism
- Health & Wellness

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