



Hospitality Asset Management Services

HVS – London Office

What is Hospitality Asset Management?



Hospitality Asset Management requires a holistic overview and understanding of the business in its entirety. Whilst some professionals concentrate on operational components and others are dedicated to driving the real estate value, the hospitality asset manager looks after both. It is a discipline which requires both strategic thinking and analytical application and by default provides both a short-term and longer-term focus on the investment. In short, a Hospitality Asset Manager is dedicated to the enhancement of a hospitality asset's value.

The Asset Manager works directly for the Owner of the asset and oversees the work of the hotel's management (company), observing both the operating and financial markets to develop and execute strategies that allow the Owner to realize their investment goals for the asset.

Asset Management Services



These can apply to single assets or portfolios; they cover the entire investment life cycle

- Acquisition/Due Diligence Review & Analysis
- Management Co./Brand Evaluation & Selection
- Pre-Development & Development Coordination
- Pre-Opening Technical Services, especially from a sales & marketing, operational (e.g. staffing and payroll) and financial perspective

For Portfolios our services can also include:

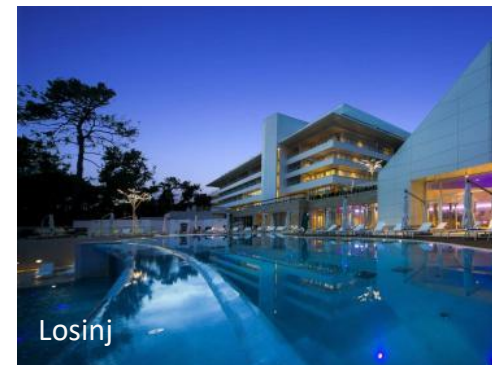
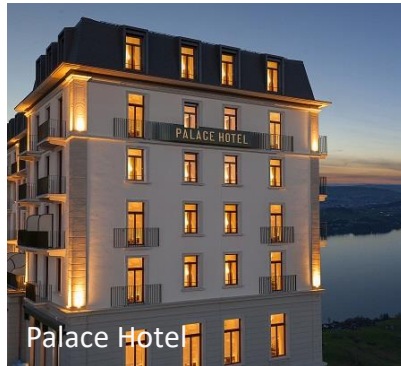
- In-depth Review of all Assets/Loans
- Detailed Financial Analysis
- Evaluation of Risk(s)
- Periodic Valuation of Portfolio
- Workout Strategy Development
- Ongoing interface with Owners/Credit officers
- Monthly Reporting
- Capital Investment Analysis & Monitoring
- Financial Structuring/Restructuring



- Rebranding/Reuse Strategy Development
- Detailed Financial Analysis from an Owner/Operator Perspective
- Operations Oversight – “Manage the Management Co.”
- Monthly Reporting and Overview of Operations
- Capital Investment Planning, Analysis & Monitoring
- Financial Structuring and Restructuring

- Operations/NOI Enhancement
- Performance Benchmarking
- Expense Controls & Reductions
- Strategic Planning
- Exit Strategy Development and Execution

Examples of Asset Management Locations



Key Members of the HVS Asset Management Team



Our team is ably supported by other colleagues within the 25-strong HVS London Office who are available to work on asset management assignments where appropriate.

The HVS London Asset Management Team is led by **Alex Mavridis**, director. Although now mostly involved in operational matters with hotels, Alex qualified with a Bachelor of Business degree (Swinburne, Australia) and subsequently as a Chartered Accountant in Australia. He has a Graduate Diploma in Applied Finance and Investments (Securities Institute of Australia now Financial Services Institute of Australia) and a Certificate of Hotel Real Estate Investments and Asset Management (Cornell University) and brings a commercial view to operational issues to ensure decisions are made with practical implications that protect both the owner's short- and longer-term interests.

Alex has successfully extracted value from assets through all phases of the asset life cycle. He can quickly assess the current situation and determine revenue and value enhancement opportunities. His extensive hospitality experience covers over 25 years' asset-managing global hospitality assets. Over this time, he has worked on five continents, dealing with a range of leading international five-star hotel brands and iconic hotels as well as four- and three-star properties. He understands the needs and requirements of owners, having worked with listed companies, sovereign wealth funds, private equity funds, high net worth individuals and private family investors.



ALEX MAVRIDIS



CHARLES CARPENTIER



RUSSELL KETT

Assisting Alex on most asset management assignments is **Charles Carpentier**, a senior associate. Before joining the London office of HVS, he gained operational and administrative experience in luxury hotels across France, Hong Kong, Ireland and Switzerland, and was also Executive Assistant to the CEO of Babolat. His primary responsibilities at HVS include valuations of single assets and hotel portfolios, feasibility studies, market research, operational reviews and asset management within the EMEA region.

Many of our asset management assignments in the past have been directed by **Russell Kett**, the chairman of HVS London Office, and he remains closely involved in many of our assignments where appropriate. Russell has more than 45 years' experience of the UK and international hotel sector and, since 1995, has been responsible for hotel valuation, operational reviews, asset management and consulting work in HVS's London office. He was appointed managing director in 1996 and became chairman in 2012. He is a Fellow and Registered Valuer of the Royal Institution of Chartered Surveyors (RICS) and a director of the International Hotel Investment Council. He received Lifetime Achievement Awards in 2011 and 2017 and is a frequent speaker and moderator at hotel industry conferences.

Why Use HVS Asset Management Services?



As a hotel owner, we suggest you ask yourselves the following questions to determine if HVS Asset Management services might be helpful:

- Are you satisfied that the brand and/or management team at the Hotel is listening to your concerns? To what extent are the people concerned open to feedback?
- Do you think your team is adequately motivated to increase the bottom line of the asset?
- What plans have been made to maintain or even increase the value of the asset in these tough times?
- Is the hotel management team making the necessary adjustments to minimize the impact of recent economic events?
- Does your management company have its own agenda that isn't always aligned with yours?

Our Terms and Conditions

- HVS Asset Management assignments can last from 6 months to 10+ years, depending on our clients' requirements.
- Our fees are tailored to the specific requirements of the client; they could be a lump sum for a short advisory assignment or on a monthly basis for longer assignments.

To discuss your requirements please contact one of us:

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