

## **BANK-GRADE-2-PAGE CAPABILITY NOTE:**

### **OWNER-SIDE HOTEL ASSET MANAGEMENT** **Governance-Aligned | Output-Driven | Institution-Ready**

#### **1. Profile**

Independent senior hotel asset-management and owner-representation support, combining **development-bank governance discipline with hands-on operational execution**. The mandate is designed for **owners, lenders, and institutions** operating in complex, post-conflict, frontier, or transitioning markets.

The offer bridges a frequent gap in emerging markets:  
**Strong entrepreneurial intent, but insufficient governance, reporting discipline, and execution control at the asset level.**

#### **2. What Owners and Lenders Get**

##### **2.1. Commercial Control**

- Cash-flow protection and working-capital discipline
- GOP and EBITDA bridge analysis with corrective action tracking
- Clear separation of operating vs. capital expenditure decisions

##### **2.2. Governance & Compliance**

- Conflict-of-interest safeguards and procurement discipline
- Transparent tendering, approvals, and reporting structures
- Decision-rights clarity between ownership, operators, and advisors

##### **2.3. Execution Capacity**

- Rapid diagnostics and prioritisation (30–60–90-day horizon)
- On-site or hybrid engagement with direct accountability
- Practical implementation support, not conceptual advisory only

##### **2.4. Institutional Readiness**

- Reporting packs aligned with development-bank expectations
- Audit-ready documentation and variance-trigger frameworks
- Lender- and donor-compatible communication and controls

#### **3. The Four Workstreams (Modular, Deployable, Measurable)**

##### **3.1. Asset & Performance Governance**

**Purpose:** Restore control, transparency, and accountability

**Deliverables:**

- Owner / Operator RACI and decision-rights framework
- Monthly management and asset-performance reporting pack
- KPI dashboard with variance triggers and action log

**Time to first outputs:** 10–15 working days

### 3.2. Commercial & Cash-Flow Discipline

**Purpose:** Stabilise cash, improve margin quality, protect downside

**Deliverables:**

- GOP and EBITDA bridge analysis
- Rate-mix, channel, and contribution analysis
- Working-capital and cost-leakage controls

**Time to first outputs:** 15–20 working days

### 3.3. CAPEX, Procurement & Technical Oversight

**Purpose:** Prevent value erosion through uncontrolled CAPEX

**Deliverables:**

- CAPEX prioritisation and gatekeeping framework
- Tendering and procurement integrity review
- Technical and FF&E approval process aligned to asset strategy

**Time to first outputs:** 20–30 working days

### 3.4. Institutional & Lender Alignment

**Purpose:** Make the asset “bankable” and institution-ready

**Deliverables:**

- Lender-grade reporting and governance alignment
- Compliance review against donor / IFI expectations
- Project closure or transition roadmap (operator change, refinancing, expansion)

**Time to first outputs:** 30 working days

#### Operating Principles

#### Typical Use Cases

<ul style="list-style-type: none"> <li>• Independent and neutral owner-side position</li> <li>• No operator commissions or conflicted incentives</li> <li>• Compliance-first approach aligned with IFI standards</li> <li>• Practical execution with measurable outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Hotels in reconstruction or recovery environments</li> <li>• Assets transitioning from entrepreneurial to institutional ownership</li> <li>• Lender-mandated governance and performance stabilisation</li> <li>• Pre-refinancing, pre-operator selection, or restructuring phases</li> </ul>
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## 4. Scope Limitation and Professional Boundaries

The services described herein are provided in an independent advisory and owner-representation capacity. They are limited to governance, performance oversight, operational diagnostics, and implementation support at the hotel asset level. The advisor does not provide statutory, regulated, or legally binding certifications, including, but not limited to, property valuation, engineering certifications, legal opinions, or financial audit sign-off. Where such services are required, they remain the responsibility of the client and/or appropriately licensed third-party professionals. All analyses, frameworks, and recommendations are prepared in good faith, based on information made available at the time. They are intended to support informed decision-making by owners, lenders, and stakeholders. Final decisions, approvals, and implementation remain solely with the client. The advisor acts independently and does not receive commissions, transaction-based incentives, or operator-linked remuneration that could compromise neutrality or create conflicts of interest.