



Hotel, Tourism and Leisure

HORWATH HTL (South Africa) REFERENCE LIST

Algiers, Algeria Sidi Fredj Resort

Scope of Work:

Market research and financial feasibility study

Description of Project:

Large-scale mixed-use complex comprising 265-key hotel and associated food & beverage and recreational facilities, 252 serviced apartments, 70 villas and townhouses, and retail souk

Project Status:

On hold



Grand Comore, Union of Comoros Redevelopment of Le Galawa Beach Hotel

Scope of Work:

Market research and financial feasibility study

Description of Project:

Resort hotel comprising some 114 standard hotel rooms, 42 standard rooms/ lock-offs, 42 villas, various food & beverage outlets, conference facilities, health spa, kids club, various recreational & leisure facilities including a night club and casino

Project Status:

On hold



Union of Comoros Tourism Master Plan

Scope of Work:

Tourism master plan

Description of Project:

Formulation of a holistic tourism strategy taking cognizance of existing tourism attractions, resources, and infrastructure and future potential of the tourism industry identified among the three islands

Project Status:

Awaiting implementation by the Government of the Union of Comoros



Europe, Middle East, and Africa Hotel Management Company Selection Database

Scope of Work:

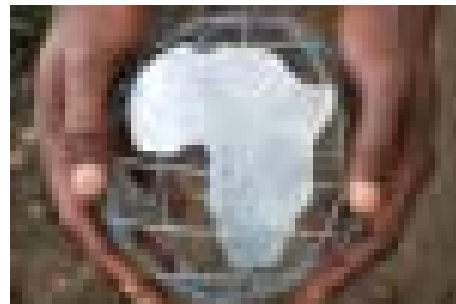
Hotel Operator Selection Database

Description of Project:

Formulate hotel management company selection criteria relevant to the Client's selection process; source relevant data that addresses the identified selection criteria requirements as it pertains to a number of established and identified hotel management companies; formulate a searchable database

Project Status:

In use



Accra, Ghana 4-Star Hotel in Accra

Scope of Work:

Market research and financial feasibility study
Management agreement review and negotiation

Description of Project:

Business hotel situated on High Street in the capital city of Ghana; on completion the hotel is envisioned to comprise some 136 guestrooms, 12 suites, 20 apartments, food & beverage outlets and conference facilities.

Project Status:

Finalising finance with construction to commence in early 2011



Maldives Luxury Branded Residential Resort

Scope of Work:

Competition Analysis and Benchmarking

Description of Project:

An analysis of current trends in branded residential resort developments in comparable destinations for the purposes of establishing benchmarks for the proposed luxury over-water villa residential development located in close proximity to *One&Only* Maldives Reethi Rah

Project Status:

On hold



Bamako, Mali ACI2000 District Hotel Development

Scope of Work:

Market research, product conceptualisation, and financial feasibility study

Description of Project:

This mixed-use development is envisioned to include the first shopping mall in Mali, the proposed hotel, and a number of townhouses. The project is situated to the west of Bamako's city centre in the ACI2000 district.

Project Status:

Construction ongoing



Bamako, Mali Radisson Blu Bamako

Scope of Work:

Market research and financial feasibility study

Description of Project:

Located in the ACI2000 district to the west of Bamako's city centre, the hotel comprises 73 guestrooms and suites, restaurants and bar, conference facilities, fitness centre, swimming pool, and gift shop.

Project Status:

Opened



Mauritius Integrated Resort Schemes

Scope of Work:

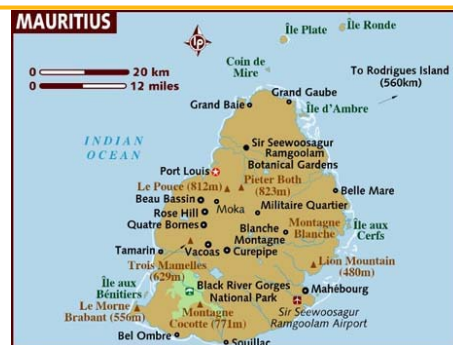
Market research

Description of Project:

An evaluation of the Integrated Resort Scheme environment and identify potential risks to financial institution lending into the sector. The report was utilised to establish the cap lending rate into this sector.

Project Status:

Ongoing



Le Morne, Mauritius St. Regis Mauritius Resort

Scope of Work:

Market research and financial feasibility study

Description of Project:

The project site is located in close proximity to the Le Morne World Heritage Site situated in the south of the Island. On completion, the hotel will comprise some 173 guestrooms, suites and villas; an all-day dining Creole style restaurant; a Pan-Asian restaurant; an Indian-styled restaurant; beach restaurant and bar; a main bar in addition to a wine bar; ballroom; health and beauty spa; fitness centre; diving centre; and kids club.

Project Status:

Schedule to commence operations in mid-2011



Marrakech, Morocco Luxury Branded Resort

Scope of Work:

Market research

Description of Project:

A mixed-use resort located at the Amelkis Golf Course, on completion the subject property would comprise 52 hotel guestrooms and suites and 27 luxury villas, three food and beverage outlets, banqueting/ meeting facilities, a spa, and additional leisure facilities. The luxury villas will be offered as real estate investment opportunities with an option to enter the privately owned villa(s) into a rental pool scheme managed by the appointed hotel operator.

Project Status:

Re-assessing feasibility



El Jadida, Morocco 5-Star Mazagan Beach Resort

Scope of Work:

Market research

Description of Project:

Situated approximately 90-kilometers from Casablanca, the Mazagan Beach Resort comprises 500 guestrooms and suites, 67 villas, multiple restaurants, a convention centre, wellness centre, 18-hole Gary Player-designed golf course, and a casino set on 250-hectares of land boasting a seven kilometer beach.

Project Status:

Opened



Mozambique Market Intelligence Report

Scope of Work:
Market research

Description of Project:

Market research undertaken for a leading private equity investor with a particular focus on opportunities that existed for development in the hospitality sector. Country performance was contextualised by the tourism and hospitality environments in SADC (Southern African Development Community) member states.



Lüderitz, Namibia Lüderitz Waterfront Development

Scope of Work:
Market research, product conceptualisation, and financial feasibility study

Description of Project:

Phase I of the mixed-use Lüderitz Waterfront project is complete and incorporates retail and office space located on the harbour's edge. Phase II of the project aims to extend the retail offering with the development of a shopping complex and enhance the current offering with the inclusion of a boutique hotel and a number of residential apartments.



Project Status:
Sourcing project finance

Windhoek, Namibia Hilton Windhoek

Scope of Work:
Market research and financial feasibility study

Description of Project:

The hotel is centrally located in the country's capital city, Windhoek. The 154-key hotel is set among a mixed-use development which includes many blue chip company offices. The hotel includes five food and beverage outlets, including a rooftop terrace and bar, conference and meeting facilities, Wellness Centre, and Fitness Centre.



Project Status:
Schedule to commence operation in the first quarter of 2011

Akagera, Rwanda Akagera Game Lodge

Scope of Work:

Market research and financial feasibility study

Description of Project:

The Akagera Game Lodge, situated within the Akagera National Park in eastern Rwanda, originally commenced operations in 2003. Our Client wished to acquire the four-star 60 bedroom Game Lodge and redevelop the property into an international four-star, 50-bedroom Game Lodge offering two restaurants and a bar, conference facilities, business centre, and a 240 square meter spa facility.

Project Status:

Opened



Ruhengeri, Rwanda Gorillas Nest Hotel

Scope of Work:

Market research and financial feasibility study

Description of Project:

Situated in the Northern Rwanda district of Musanze, the Gorillas Nest Hotel is situated at the foothills of the Virunga Volcano range nestled in a forest of Eucalyptus trees. The hotel comprises 18 rooms, the Jack Hanna 2-bedroom cottage, one apartment, a restaurant, and relaxation retreat.

Project Status:

Opened



Kigali, Rwanda 5-Star Hotel and Conference Centre in Kigali

Scope of Work:

Market research and financial feasibility study

Description of Project:

Our Client wished to explore the feasibility of developing a 5-star 150-key hotel and associated facilities on the site of the Kigali Golf Course. The project included the redevelopment of the Golf Course Clubhouse, redesign of the Golf Course layout, and the construction of some 204 residential units and apartments.

Project Status:

Project did not proceed beyond the assessment phase



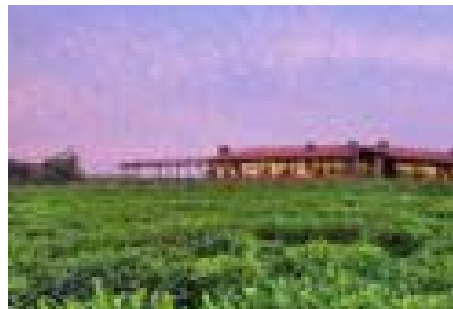
Gisakura, Rwanda Nyungwe Forest Lodge

Scope of Work:

Market research and financial feasibility study

Description of Project:

The lodge is situated in a tea plantation on the edge of the Nyungwe closed canopy rain forest which is home to 14 species of primate including Chimpanzees. Built to blend in with the surrounding environment the lodge comprises 24 forest facing rooms and suites, a bistro with outdoor heated swimming pool, boma for outdoor dining, restaurant with private dining area and terrace, tea lounge, bar, relaxation retreat, fitness centre, and gift boutique. The Nyungwe Forest Lodge is the only five-star establishment within the Nyungwe National Park area.



Project Status:

Opened

Seychelles Eden Island

Scope of Work:

Market research and financial feasibility study

Description of Project:

We were required to assess the feasibility of the mixed-use leisure and residential development on the 56 hectare Eden Island in the Seychelles. At the outset, the mixed use project was envisaged to comprise a hotel with appropriate auxillary facilities, 115 villas, 55 duplex units, 50 condominiums, a retail and entertainment centre, mooring facilities for all residential units, in addition to a marina for super and mega yachts. The market research and financial feasibility study was undertaken in respect of both the hotel and residential components of the mixed-use development.



Project Status:

Residential and commercial precincts as well as the marina are operational

Gauteng, South Africa East Rand Market Analysis

Scope of Work:

Competitor analysis and benchmarking

Description of Project:

The Client, in redeveloping an existing commercial site, was considering the development of a four-star hotel with extensive conference facilities.

Project Status:

The site was redeveloped to include office, retail, and residential space.



Gauteng, South Africa Operational Efficiency Review

Scope of Work:

Operation evaluation

Description of Project:

The owners of an established five star hotel had appointed an international operator to manage and market the property. The owners were dissatisfied with the Average Daily Rate achieved by the appointed operator and sought a strategy to increase Average Daily Rate with minimal loss in Occupancy levels. Furthermore, the owners were of the opinion that the marketing strategy and standard of service offered were debilitating factors in their quest for a higher Average Daily Rate. Our evaluation of the hotel's operations were aimed at providing the owners with the necessary information in order to implement a strategy to grow Average Daily Rate.



KwaZulu Natal, South Africa 4-Star Hotel and Entertainment Complex in Umhlanga

Scope of Work:

Market research and financial feasibility study

Description of Project:

The proposed hotel was being considered as part of a larger precinct which would include a commercial and retail node in addition to an amphitheatre. The hotel was to be managed by an international hotel operator and comprise some 150 keys, extensive conference facilities, gymnasium, and health spa.

Project Status:

On hold



KwaZulu Natal, South Africa Drakensberg Resort and Destination Spa

Scope of Work:

Market research

Description of Project:

The client had acquired land in the Champagne Valley area in the Natal Drakensberg and was considering the development of a resort and destination spa. On completion the resort was envisioned to include some 80 hotel rooms and suites with associated food and beverage facilities, two conference centres, an arts and culture centre, an activity area, some 72 residential units, and the destination spa specialising in ayurvedic treatments.

Project Status:

A limited number of *Urban Sanctuaries* were developed in order to nurture future demand for the destination spa.



Mpumalanga, South Africa Singita Sabi Sands

Scope of Work:

Quality and standards

Description of Project:

Design and development of operating standards as they pertain to the operations of luxury game reserves. Standard Operating Policies and Procedures were developed in respect of the following operational departments: Administration, Gift Shop, Guiding, Health Spa, Housekeeping, Human Resources, Kitchen, Lodges, Private Camp, Reservations, and Wine Boutique.

Project Status:

Currently being implemented by the Client



Western Cape, South Africa 5-Star Hotel in Cape Town

Scope of Work:

Limited market research, Operation review, Valuation

Description of Project:

Provide financial institution with a brief overview of current supply and demand in the relevant segment.
Review the terms contained in the management agreement entered into between the developer and hotel operator and provide risk assessment overview to the financial institution.
Review and comment of hotel performance viz a viz a comparable set of five-star establishments likely to be competing for demand.
Review operational budget presented by developer in support of debt funding application and comment on reasonableness of budget.
Review operational budget prepared by hotel operator and comment on reasonableness thereof.
Prepare valuation of the hotel component of the mixed-use development.

Project Status:

Opened



Western Cape, South Africa Atlantic Beach Hotel

Scope of Work:

Owner representation

Description of Project:

Review and make recommendations with reference to the negotiation of terms contained in the management agreement prepared by the operator.
Review and make recommendations in terms of acceptability of annual operating budget.
Engage with the hotel operator on a monthly basis regarding hotel performance.

Project Status:

Opened



Western Cape, South Africa Cape Grace

Scope of Work:

Quality and standards
Tourism training

Description of Project:

Design and development of departmental operating manuals focussing on the Guest's Experience. Guest Experience Manuals were developed for the following: Accounts, Bascual Bar, Cashiers, Chauffeurs, Functions, Guest Host, Guest Liaison, House Manager, Housekeeping, IT, Kitchen, Maintenance, Porters, Reservations, Room Service, Sales & Marketing, Spa, and Switchboard.

Facilitation of training and assessment of competence in response to learning outcomes contained in various skills programmes pertaining to the Front Office and Food and Beverage Department.



Western Cape, South Africa Western Cape Golf Industry

Scope of Work:

Market research

Description of Project:

The Provincial Government of the Western Cape was considering its options in respect of the creation of a policy document which would set out regulations on the development of golf courses and polo fields and their auxiliary facilities. In order to assist the Provincial Government of the Western Cape, the Golf Estate Developers Forum engaged Horwath HTL as part of a team of expert consultants to conduct a relative impact analysis.

The study aimed to formulate assumptions with regards to the primary operating variables of golf establishments and to establish the contribution to Gross Geographic Product and job creation of golf establishments in the Western Cape. Approximately 80 percent of existing golf establishments in the Western Cape at the time of the study participated. In order to assess the relative impact of additional developments, the golf establishments were subdivided into three categories; namely Stand-Alone Golf Courses, Golf Estates and Golf Estates with a Hotel.



Western Cape, South Africa *One&Only* Cape Town

Scope of Work:

Market research and financial feasibility study

Description of Project:

Located in the Victoria & Alfred Waterfront the *One&Only* Cape Town comprises 91 guestrooms and suites situated in the Marina Rise and a further 40 guestrooms and suites situated on the exclusive Island. An all day dining restaurant by local celebrity chef Reuben Riffel, the speciality Nobu restaurant by Michelin-starred chef Nobu Matsuhisa, alfresco dining at Isola, and Vista - the lobby lounge/ bar area provide for guests' food and beverage requirements. Conference/ banquet and meeting rooms are also provided for. Among the hotel's leisure facilities, a day spa complete with yoga pavilion and relaxation rooms is complimented by a beauty centre and stated of the art fitness centre. *KidsOnly* provides a supervised program for children aged 4 – 11.



Project Status:

Opened

Western Cape, South Africa Hyatt Regency Oubai Golf Resort & Spa

Scope of Work:

Market research and financial feasibility study

Description of Project:

Located near George along the famed Garden Route, the 100-key Hyatt Regency Oubai Golf Resort and Spa is set on a 316-acre residential and golf development. The Resort features Ernie Els' first signature 18-hole golf course, a Lifestyle Centre, and Golf Academy. The residential component of the development comprises villas, apartments, and a Village Market. The hotel includes two restaurants, a bar, one ballroom, five meeting rooms, a chapel, and the Oubai Clubhouse.



Project Status:

Opened

Western Cape, South Africa Luxury-branded hotel opportunity in the Winelands

Scope of Work:

Market research

Description of Project:

The Client had acquired a prestigious Golf Estate. The Golf Estate comprised a number of luxury permanent residences and a Jack Nicklaus designed 18-hole championship golf course. We were requested to investigate the supply and demand of luxury hotel's situated on luxury Golf Estates in South Africa with a particular focus on luxury Golf Estate located in the Western Cape in order to inform the Client's consideration to develop a luxury hotel.



Project Status:

On hold

Western Cape, South Africa 3-Star Hotel Review in Cape Town

Scope of Work:

Operation review
Litigation support
Management agreement review

Description of Project:

At the landlord's request, we undertook a review of the tenant's accounting procedures in order to verify turnover certificates provided by the tenant for the purposes of turnover rental calculations were an accurate reflection of revenue derived from the hotel's operations.

In the arbitration case brought against the tenant, fulfilled the role of primary expert witness in the landlord's defence. This required us to work closely with the landlord's legal team as well as Senior Council in support of the preparations prior to and during the arbitration hearings.

On behalf of the owner, we were appointed to undertake a review of the management agreement presented by the prospective hotel operator as amended by the owner's legal team. The review process included a review of the budget prepared and submitted by the prospective hotel operator and provide comment thereon in support of the owner's application for funds to redevelop and ultimately reposition the property.



Western Cape, South Africa The Village at Spier

Scope of Work:

Operation review
Quality and standards

Description of Project:

Analyse hotel performance on a monthly basis to determine and monitor performance trends and drivers of performance change. Our review included an analysis of the following indicators: occupancy, average daily rate, market segment performance, distribution channel utilisation, and reservation lead time per market segment.

Facilitate a workshop focussed on the reservations department wherein the reservations policies, procedures, contracts, and training needs were reviewed with the aim being to identify areas that would require updating in order that these policies, procedures, contracts, as well as the skills and knowledge available in the department could meaningfully contribute to the overall business objectives of the hotel.



Western Cape, South Africa Table Bay Hotel

Scope of Work:
Tourism training

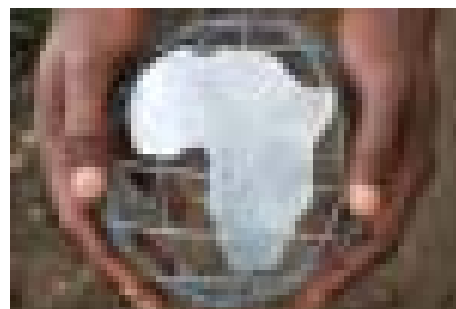
Description of Project:
Facilitation of training and assessment of competence in response to learning outcomes contained in the National Certificate of Food and Beverage Services (NQF Level 4), conferred by the Tourism, Hospitality, Sport and Recreation Training and Education Authority (THETA). This qualification is designated as a Learnership by the Department of Labour.



Western Cape, South Africa Cape Town, Foreshore and V&A Waterfront Market Intelligence

Scope of Work:
Market research

Description of Project:
Since inception in 1989, the V&A Waterfront precinct had been successfully developed to encompass a large variety of mixed-uses and activities, including retail, commercial, leisure and hospitality, residential, and a working harbour. The Client wished to review and explore urban design proposals for the development of the remaining bulk in the V&A Waterfront precinct. We were tasked with providing an analysis of the then current and anticipated future hospitality environment in the immediate surrounding areas of Cape Town CBD, Foreshore, and the Atlantic Seaboard in addition to the V&A Waterfront precinct specifically.



South Africa International Hotel Operator Investigates Market Entry

Scope of Work:
Market entry
Market research and financial feasibility study

Description of Project:
An international hotel operator wished to assess market entry into Africa with South Africa potentially as the first country of entry. We were tasked with supporting the Client in this assessment.

Given the successful outcome of the market entry engagement, a number of locations throughout South Africa were identified and market specific research and indicative financial projections prepared in order for the Client to approach investors.

Project Status:
Finalising funding



Dar es Salaam, Tanzania 5-Star Business Hotel in Oysterbay

Scope of Work:

Market research and financial feasibility study

Description of Project:

Market research was undertaken in order to identify the supply and demand dynamics prevalent in the hospitality environment of Dar es Salaam in general and Oysterbay in particular. Following from the market research, recommendations in respect of hotel size and facilities were formulated and presented to the Client. The financial assessment was conducted on the basis of our recommendations taking cognisance of prevailing and anticipated market conditions.

Project Status:

Under consideration



Tanzania Market Intelligence

Scope of Work:

Market research

Description of Project:

Market research undertaken for a leading private equity investor with a particular focus on opportunities that existed for development in the hospitality sector. Country performance was contextualised by the tourism and hospitality environments in SADC (Southern African Development Community) member states.



Kampala, Uganda InterContinental Hotel Kampala

Scope of Work:

Market research and financial feasibility study

Description of Project:

The hotel component of this mixed-use project will be included in the final phase (Phase III) of this development. On completion the hotel will be located adjacent to the convention centre developed in Phase II and comprise some 350 guestrooms and suites, all-day dining restaurant, speciality restaurant, a conference room, approximately twenty meeting rooms, a business centre, health spa, and fitness centre.

Project Status:

Phase I of the project commenced in mid-2010



Unguja Island, Zanziar Luxury-branded Resort Hotel and Private Residences in Zanzibar

Scope of Work:

Market research and financial feasibility study

Description of Project:

The Client has secured a parcel of land on the north eastern side of Zanzibar's main island (Unguja Island). The Client wished to develop a luxury mixed-use resort. To this end, an analysis of the then current supply of and demand for luxury-branded hotel accommodation was undertaken. Given that luxury-branded real estate did not exist on the island, an analysis of comparable destinations was undertaken in this regard. Following from the market research, a financial assessment was conducted to determine project viability.

Project Status:

On hold

