



AFRICAN HOSPITALITY &
TOURISM INDUSTRY SPECIALISTS

Corporate Profile



*Providing the data and
analysis required to
confidently negotiate
Africa's complex hospitality
investment landscape.*



We lead the Hospitality & Tourism Industry in Africa



Hospitality and Tourism International Consulting was formed in 2003, with the objective to service the strategic and operational needs of public and private sector hospitality and tourism organisations.

We are focused on hospitality developments in Africa – specializing in the gathering, analysing and interpretation of sensitive market and financial data and the production of market and financial feasibility, business plans, marketing strategies and project concepts for hotel, residential, real estate, leisure, conference and integrated resorts.

2003



HTI ESTABLISHED
HTI Consulting is established in South Africa

BROKERAGE
Opening of a Transaction and Capital Markets department at HTI



2014

2016



NEW OFFICES
Created a presence in Mauritius and Nigeria

TOPSERVICES GROUP WINNER
Virtual Africa Property Investment Awards



2020/2024

2025



LEADER IN AFRICA
Largest full service African grown hospitality consultancy

The image features a vertical strip of green foliage on the left side. The right side has a dark blue background with a network diagram consisting of numerous small white dots connected by thin white lines, forming a semi-circular shape on the right edge.

EXPERIENCE

*Our home-grown insights
are rooted in unparalleled
industry experience of the
African hospitality market*



EXPERIENCE

Over the last 22 years, we have conducted over 500 assignments in 50 countries in Africa and the Middle East

Our strategic advisory and brokerage services are trusted by many of Africa's leading hotel owners, developers and investors, including banks and funds.



22

Years
Experience



50

Countries
Consulted



500

Assignments
Completed



125

Clients
Worldwide



50

USD Billion of
Investments Advised

"We have been working with HTI since 2013. They've assisted us with a number of hotel development projects and been incredibly professional. They are prepared to go the extra mile to deliver real value to a project"

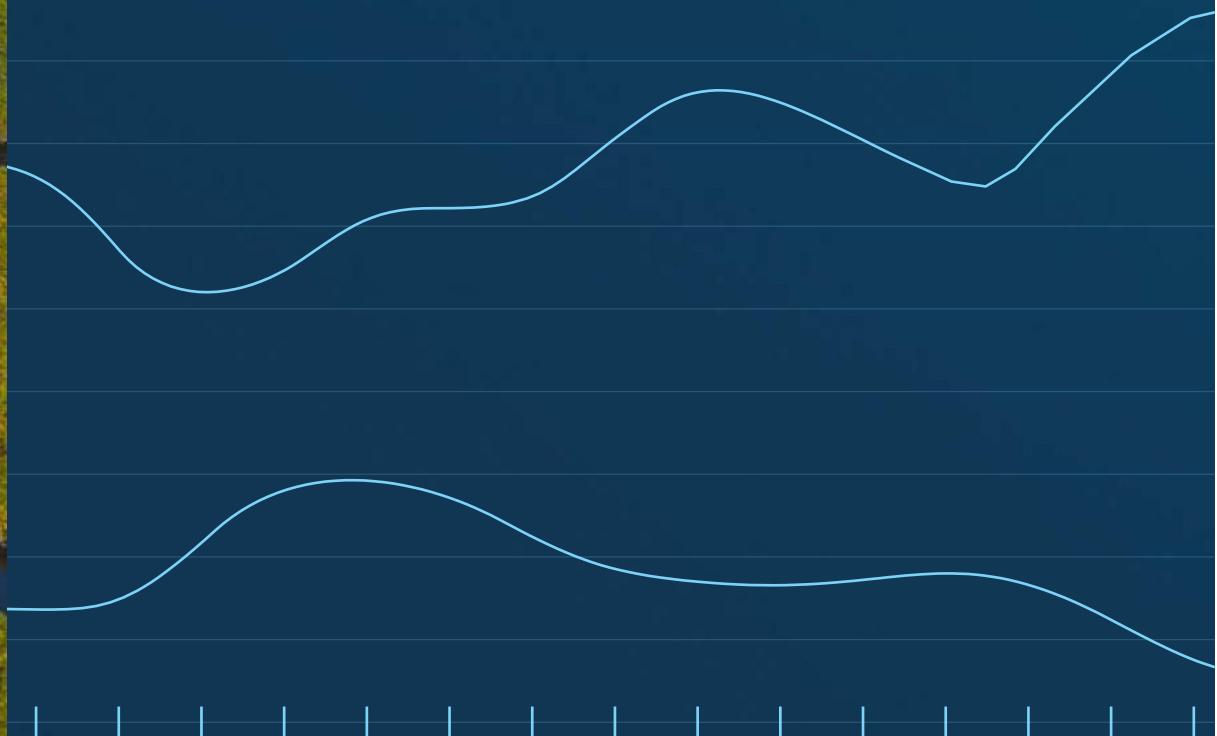
MARK NOBLE | DEVELOPMENT DIRECTOR FOR THE V&A WATERFRONT, CAPE TOWN





CONSULTING SOLUTIONS

*Our end-to-end consulting
solutions chart the right
course for investment success
on the continent.*





Comprehensiveness of approach and fine attention to detail are at the centre of our service ethos.



Our services are aimed at bringing hospitality related projects to fruition by offering market and financial feasibility studies, financial model development, operator selection, due diligence, debt finance raising, asset management and brokerage services.

We pride ourselves in nurturing long term business relationships with our clients providing tailored solutions for every stage of their organisations' development.

Such lasting commitment means that we will continue to search for opportunities and provide helpful development and management information and advice to our clients, even after project completion.

Our objective is to safeguard and strengthen the interests of all stakeholders.

"We've worked with HTI Consulting on a number of key investment projects and have found their outputs and analysis to be of the highest quality. HTI adopt a client-driven, practical approach and are always very responsive and flexible. They continue to be pro-active in sourcing opportunities for us through their network of hotel owners, developers and investors in Africa."

OSBOURNE MAJURU | CEO, CRESTA HOTELS

01

**MARKET &
FEASIBILITY
STUDY**



Market assessment and financial projections for stand-alone and integrated projects



Ensuring the owners interests are protected during the negotiation phase

02

**OPERATOR
SELECTION &
MANAGEMENT
CONTRACT
NEGOTIATION**

03

DUE DILIGENCE



Review and evaluation of third party business plans



We help in finding finance/financial resources for the proposed project

04

FINANCE RAISING



Protecting the owner's interests during the operational phase

05

**ASSET
MANAGEMENT**

06

VALUATION



Buy side and sell side valuations



Connecting buyers and sellers and advising clients throughout the acquisition or sales process

07

**HOTEL
BROKERAGE**



Feasibility Studies

The HTI Consulting Team has the skills and experience necessary to objectively assess the feasibility of a hotel and real estate project and in doing so limit investor exposure. Our approach is market led and extensive primary research is at the core of any project that we undertake.

The four step process followed by our analysts is comprehensive. It ensures that site location, supply and demand trends, the competitive environment, economic and political conditions and future growth trends are holistically assessed when determining potential investment returns.

HTI have worked across the continent completing feasibility assessments in the hospitality, retail, commercial and convention centre space. Our internationally experienced team is therefore able to recommend project concepts that combine global experience with local market knowledge.

Market studies are an effective tool used by investors or international brands to assess opportunities for new developments in identified markets.

HTI Consulting can tailor their research towards a single market or multiple markets depending on client needs. Where multiple market studies are required our strategy outlines priority investment markets. Key to our investors is understanding market gaps, which brands drive higher levels of demand, key competitors and factors that can drive competitive advantage and the right product concept for different markets.

As our Client you will gain from our in-depth knowledge and experience on the continent. Our long-term client commitment means that we will continue to search for opportunities and provide helpful development and management information and advice, even after the completion of projects.

The HTI Consulting team has the skills and experience necessary to objectively assess the feasibility of a hotel and real estate project and in doing so limit investor exposure.

Operator Selection

Our services are vital to creating a mutually beneficial and long-standing relationship between the owner and operator.

The selection of the right management company is crucial to the success of the hotel and can have a significant impact on performance.



Management agreements can also be difficult to get out of, further emphasizing the importance of the selection and negotiation process and the inclusion of performance and termination clauses, which are not easily negotiated.

The management agreement itself is the most important document entered into by the owner as it sets the rules that defines the long-term relationship (usually between 15 and 20 years) between the owner and the operator.

Through negotiations, HTI Consulting will introduce clauses to the management agreement that will add protection to the owner and transfer a certain amount of risk to the operator. Clauses such as progressive fee structures which place some of the risk on the management company, incentive fees which encourage better performance, GOP thresholds, performance measures and termination clauses amongst others. All of these elements, in past negotiations, have resulted in significant savings for HTI Consulting's clients.

Our value add also results in elements being included (not typically included in base management contracts) which are vital to creating a mutually beneficial and long-standing relationship between the owner and operator.



Brokerage & Valuations

HOTEL BROKERAGE

HTI Consulting connects buyers and sellers across the continent. Whether representing the buyer or the seller, HTI Consulting's transactions knowledge and experience in African markets enables our brokers to secure the best deal for our Clients. Whether focused on a new build, conversion or existing assets, HTI Consulting's proven track record in closing deals highlights the team's ability to anticipate and resolve unexpected challenges. Our client base ranges from first time buyers to global investment companies and operators and our approach is tailored accordingly.

HOTEL VALUATIONS

Performing valuations in developing countries can provide a number of challenges compared to those within developed economies including uncertainty about future growth, lack of data, inability to find comparable benchmarks and increased competition for assets. HTI Consulting's valuations team mitigates these challenges through our strong understanding of African markets brought on by extensive on the ground work within 48 African markets. With this, we are able to utilise local knowledge to provide accurate and fair valuations.

Our four-phase methodology allows us to perform extensive property and market research in order to have an in-depth understanding of the factors that will influence the future cash flows, and in turn the fair value. Our conclusions and recommendations are based on our research, analysis, experience and knowledge of the market. Based on this research we are able to provide both short form and long form valuations.

Through our research, analysis, and experience and knowledge of the market we are able to provide both short form and long form valuations and support to both sellers and buyers.

Due Diligence

The hospitality industry faces many development, operational and financing challenges. These are caused by:

- **Inexperienced professional teams, development teams and construction companies**
- **70% - 80% of owners/developers are first time hotel developers**
- **Poor project planning**
- **Ineffective project management**
- **Prior financial structuring not undertaken**
- **Failure to meet international standards (quality, safety and security, design etc.)**
- **Inefficient designs**
- **Poor feasibility analysis**
- **Unrealistic projections and incorrect performance ratios**
- **Market research not undertaken to inform concept**
- **No financial and operational benchmarking**
- **No operator selection or review of operator contract**
- **Management contract that does not balance risk between owner and operator**
- **Lack of sensitivity analysis**
- **Ineffective structuring of debt finance**
- **Financing not mirroring operational performance and cash flows**

Our Due Diligence processes aim to address these issues thereby mitigating investor risk

HOW WE HELP

Reduce skills gap

Confirm development plan & time line

Ensure hotel management contract benefits the owner

Confirm demand and revenues

Assess structure of finance offered to owner

Confirm ability of owner to make repayments

Ensure design aligned with international standards

Confirm accuracy of cost estimates

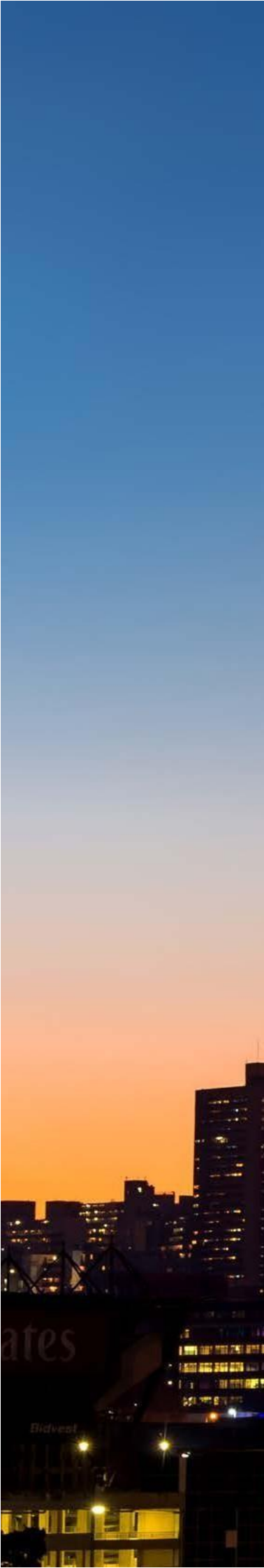
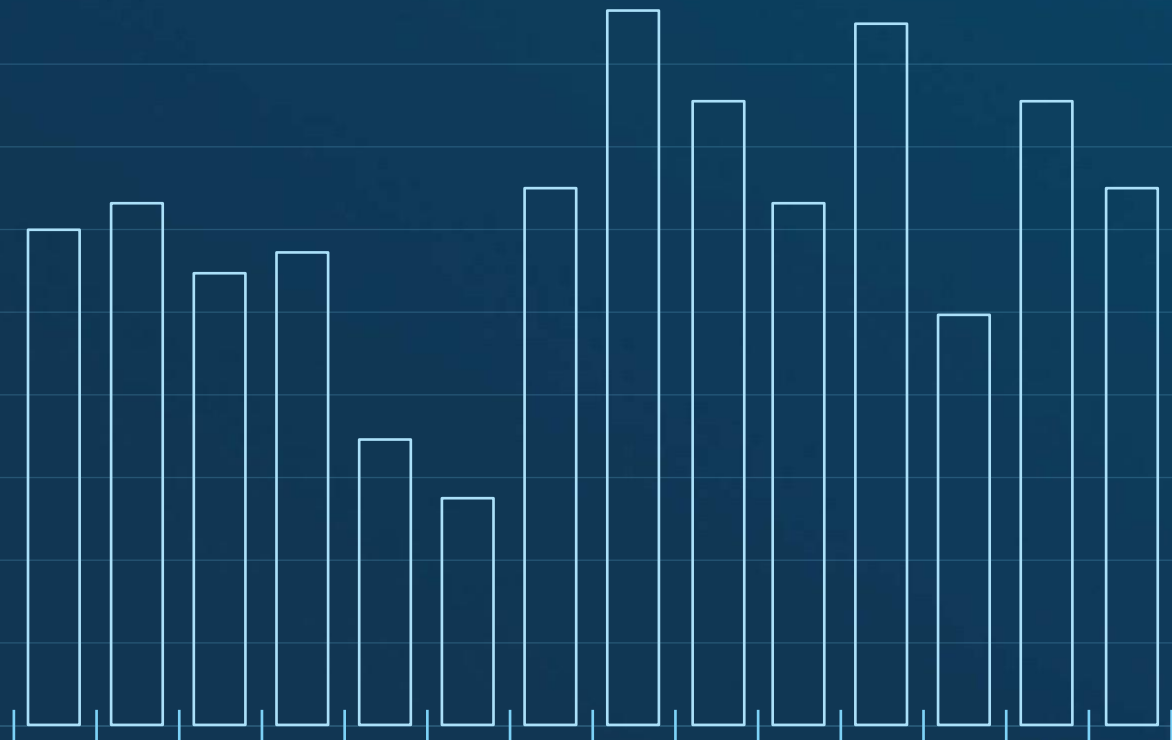
Bank obtains insights into complexity of hospitality investment



**INVESTMENT RISK
REDUCED**

FEATURED PROJECTS & CLIENTS

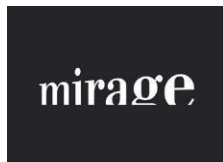
Many of Africa's blue chip tourism developments have been built upon the bedrock of our analysis and interpretation of sensitive market trends and financial data.





FEATURED CLIENTS & PROJECTS

Our client collaborations represent Africa's leading tourism development companies, investors, banks and funds.





"HTI has been a key partner of our Group for over 5 years. We appreciate their market knowledge, vast network and tailor-made approach. They're quick, efficient, and always available to provide creative solutions for their clients."

JULIEN RENAUD | DEVELOPMENT DIRECTOR, ONOMO HOTELS



Radisson Red

V&A WATERFRONT

Market & Financial Feasibility Study

CLIENT/PROMOTER

V&A Waterfront

CLIENT SINCE

2013

NUMBER OF PROJECTS COMPLETED FOR CLIENT

6

BACKGROUND

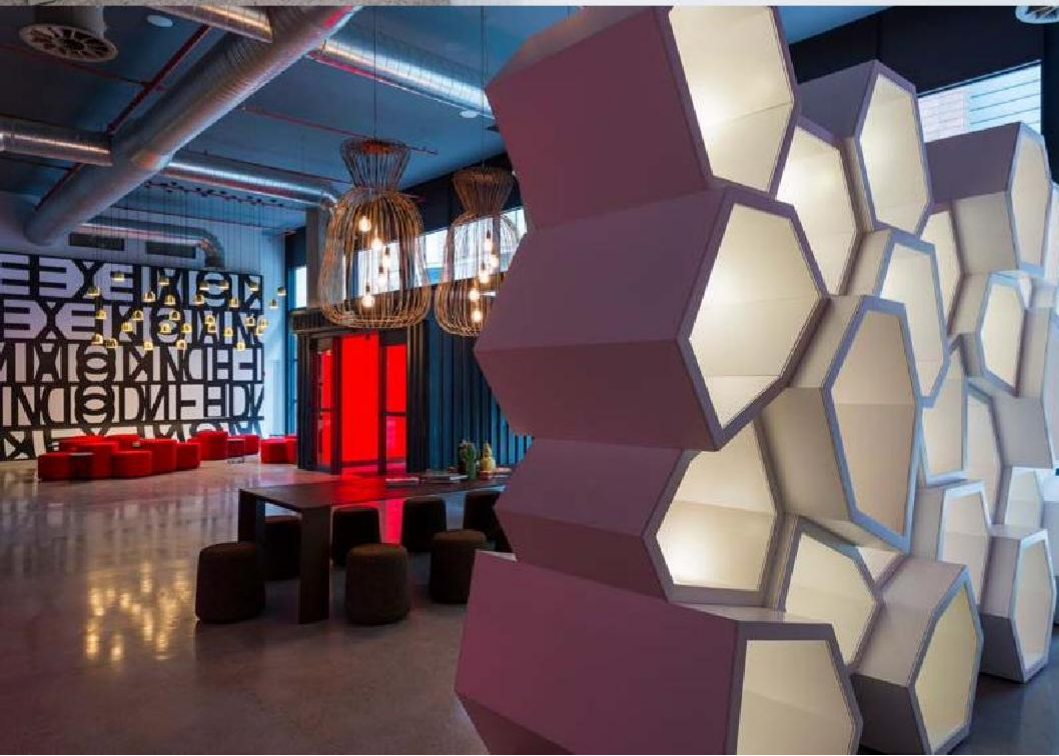
HTI Consulting undertook a market and financial feasibility study followed by operator selection for the new hotel on a lease and management contract basis. HTI Consulting negotiated with selected operators through to final signing with Rezidor (now RHG).

CURRENT STATUS

The Radisson Red opened at the V&A Waterfront towards the end of 2017

SERVICES PROVIDED

Feasibility
Operator selection
Management contract negotiation





Marriott Hotel & Executive Apartments Melrose Arch

Development Advisory

CLIENT/PROMOTER

AMDEC Group

CLIENT SINCE

2014

NUMBER OF PROJECTS COMPLETED FOR CLIENT

6

BACKGROUND

HTI Consulting worked with Amdec to realise their vision of an internationally branded hotel and executive apartments at Melrose Arch. Market research was undertaken to confirm the concept recommended with support provided for management contract negotiation. The Marriott Melrose Arch was the first purpose built Marriott in South Africa.

CURRENT STATUS

306 rooms and 80 apartments opened in March 2020

SERVICES PROVIDED

Market research and analysis

Concept confirmation

Management contract negotiation support



Hilton Garden Inn

Feasibility & Contract Negotiation

CLIENT/PROMOTER

Public Service Pension Fund,
Mbabane, Eswatini

CLIENT SINCE

2014

NUMBER OF PROJECTS COMPLETED FOR CLIENT

2

BACKGROUND

Proposed as the first Hilton Garden Inn in Eswatini, HTI Consulting worked with the Eswatini Public Services Pension Fund to bring one of the first globally recognized brands to the country.

CURRENT STATUS

124 roomed Hilton Garden Inn
opened in Mbabane, Eswatini in
May 2019

SERVICES PROVIDED

Market and financial
feasibility study

Management contract negotiation



Radisson Towers

MAPUTO

Market & Financial Feasibility Study

CLIENT/PROMOTER

Rani Investments

CLIENT SINCE

2012

NUMBER OF PROJECTS COMPLETED FOR CLIENT

4

BACKGROUND

After performing a buy side advisory role for Rani in the purchase of the Radisson Blu Maputo, HTI Consulting conducted a market and financial feasibility study for the expanded development which included 100 apartments (for sale and as residences), offices and retail.

CURRENT STATUS

Completed development which is fully operational

SERVICE PROVIDED

Hotel and residential market analysis

Buy side transaction advisory

Mixed use market and financial
feasibility study





Pullman Hotel and Apartments, ACCRA

Market & Financial Feasibility Study

CLIENT/PROMOTER

IBC Equity Partners

CLIENT SINCE

2018

NUMBER OF PROJECTS COMPLETED FOR CLIENT

3

BACKGROUND

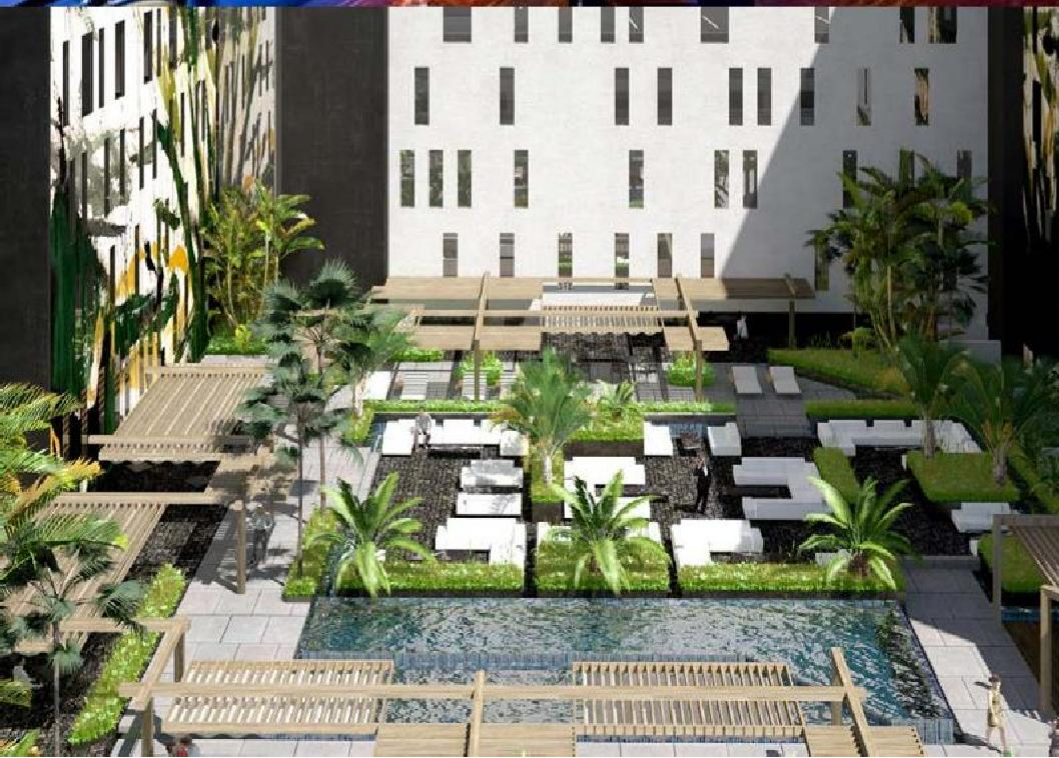
HTI Consulting conducted an updated full market and financial feasibility study for the development of a hotel and executive apartments. Assistance was also provided on the management contract negotiation process.

CURRENT STATUS

214 hotel rooms under the Pullman brand and 149 serviced apartments under the Pullman Living Brand are currently under construction

SERVICES PROVIDED

- Hotel and serviced apartment market analysis
- Concept development
- Financial returns and sensitivity analysis
- Management contract advisory





Inter-continental

LUSAKA

Investment Advisory

CLIENT/PROMOTER

Quantum Global Africa

CLIENT SINCE

2017

NUMBER OF PROJECTS COMPLETED FOR CLIENT

1

BACKGROUND

HTI Consulting, in conjunction with CBRE, provided a fair valuation for the re-development of the Intercontinental in Lusaka into a dual branded hotel (Holiday Inn and Intercontinental).

CURRENT STATUS

The Holiday Inn Lusaka was opened towards the end of 2020 with 165 rooms (Phase One of the Project). Aspart of Phase Two, the Intercontinental component of the hotel will receive a full renovation.

SERVICES PROVIDED

Market analysis
Financial projections
Valuation



Onomo Hotels

MAPUTO, CAPE TOWN,
JOHANNESBURG &
DAR ES SALAAM

Buy-side Advisory

CLIENT/PROMOTER

Onomo Hotels

CLIENT SINCE

2014

NUMBER OF PROJECTS COMPLETED FOR CLIENT

9

BACKGROUND

HTI Consulting performed a buy side advisory/feasibility role for Onomo Hotels as part of their expansion plans into Johannesburg, Cape Town, Maputo and Dar es Salaam.

CURRENT STATUS

Onomo Inn on the Square,
Cape Town
165 rooms – opened May 2017
Signature Lux by Onomo Sandton
218 rooms – opened 2017
Signature Lux by Onomo V&A
Waterfront 87 rooms –
opened 2018
Signature Lux by Onomo Cape
Town 157 rooms – opened
September 2019
Onomo Maputo – 165 rooms
opened December 2019
Onomo Dar es Salaam – 116
rooms opened in March 2018

SERVICES PROVIDED

Market assessment
Concept development



Onomo Hotels

CAPE TOWN, DURBAN,
KIGALI, DAR ES SALAAM
& KAMPALA

Finance Raising Support

CLIENT/PROMOTER

Onomo Hotels

CLIENT SINCE

2014

NUMBER OF PROJECTS COMPLETED FOR CLIENT

9

BACKGROUND

Assisted Onomo Hotels in raising finance for five properties which took the form of either development finance (Durban, Kigali and Kampala) or refinancing of acquired assets (Cape Town and Dar es Salaam).

CURRENT STATUS

Onomo Inn on the Square,
Cape Town 165 rooms – opened
May 2017

Onomo Hotel Durban 160
rooms – opened March 2018

Onomo Hotel Dar es Salaam 116
rooms – opened December 2018

Onomo Kigali – 109 rooms
opened November 2018

Onomo Hotel Kampala –
100 rooms currently under
construction

SERVICES PROVIDED

Finance raising support





Best Western Vib

CAPE TOWN

Business Plan, Franchise Negotiation and Finance Raising

CLIENT/PROMOTER

Marumaru (Pty) Ltd

CLIENT SINCE

2012

NUMBER OF PROJECTS COMPLETED FOR CLIENT

2

BACKGROUND

HTI Consulting assisted Marumaru in developing a business plan for the Best Western Vib in Cape Town, negotiated the franchise agreement with Best Western and raised debt financing for the project.

CURRENT STATUS

The 76 roomed hotel opened towards the end of 2020 in Green Point, Cape Town

SERVICES PROVIDED

- Market assessment
- Business plan
- Financial projections
- Finance raising





Mangalis Hotel Group

Portfolio Due Diligence

CLIENT/PROMOTER

A Consortium of Development Finance Institutions

CLIENT SINCE

2017

NUMBER OF PROJECTS COMPLETED FOR CLIENT

2

BACKGROUND

Provided commercial due diligence support for the provision of debt and mezzanine finance for an international company with an African based property portfolio. Assessment of seven markets in West Africa including Abidjan, Conakry, Cotonou, Free Town, Niamey and Dakar.

CURRENT STATUS

Of the portfolio planned across West Africa, three properties are open and operational with one under construction.

SERVICES PROVIDED

Commercial due diligence support



Four Points Sheraton

LAGOS

Finance Raising and Brokerage

CLIENT/PROMOTER

ARM INVESTMENT MANAGERS

CLIENT SINCE

2010

**NUMBER OF PROJECTS
COMPLETED FOR CLIENT**

2

BACKGROUND

Refinanced the existing loans in 2014 and brokered the sale of the 234 room Four Points Sheraton in Lagos in 2018.

CURRENT STATUS

Owned and operated by
new owners



AC By Marriott

CAPE TOWN

Feasibility and Contract Negotiation

DEVELOPMENT COMPANY

AMDEC Group

CLIENT SINCE

2014

NUMBER OF PROJECTS COMPLETED

6

BACKGROUND

HTI Consulting conducted a market and financial feasibility study and assisted AMDEC in negotiating their contract with Marriott International.

CURRENT STATUS

188 rooms opened in
December 2018

SERVICES PROVIDED

Market research and analysis

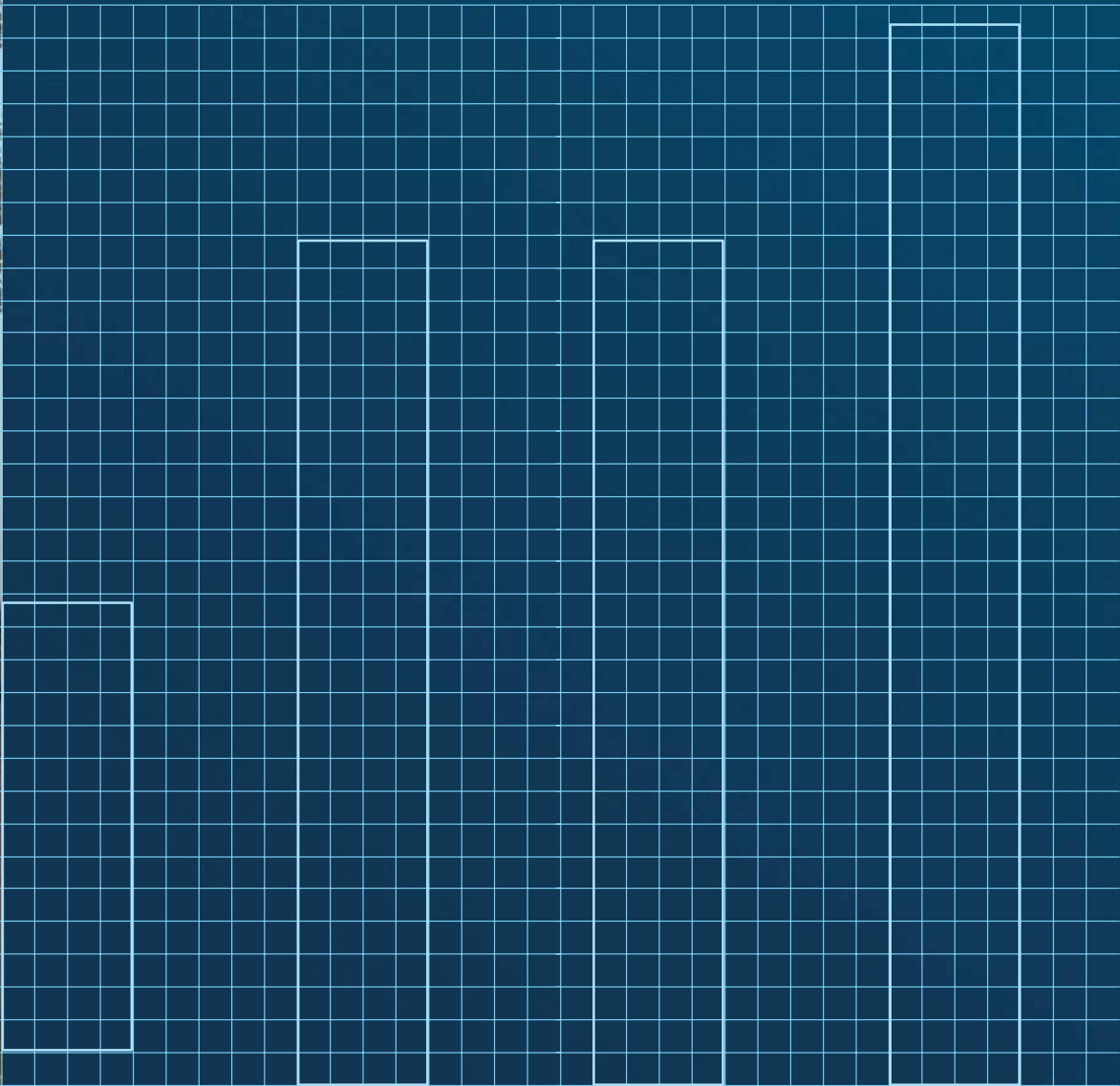
Financial analysis

Management contract
negotiation support



GET IN TOUCH

We are focused on maximising your returns. Get in touch to find out how we can help you establish and grow your hotel business in Africa.





GET IN TOUCH



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